



WARRNAMBOOL
CITY COUNCIL

Warrnambool:

a cosmopolitan city by the sea



Council Plan 2017-2021

Revised 2020



Warrnambool City Council Council Plan 2017-2021 (Revised 2020)

Contents

The Council Plan	3
The Council	4
The City	5
The vision, theme and objectives	5
Our values	6
The Community Plan, Warrnambool 2040	7
Objectives in detail	
1. Sustain, enhance and protect the natural environment	10
2. Foster a healthy, welcoming city that is socially and culturally rich	13
3. Maintain and improve the physical places and visual appeal of the city	17
4. Develop a smarter economy with diverse and sustainable employment	21
5. Practice good governance through openness and accountability while balancing aspirations with sound financial management	24
Activities and initiatives supporting the plan	26
Strategic Resource Plan 2020 - 2024	37



The Council Plan

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

It contains a vision and broad objectives that the Council wishes to see achieved for the city. It also describes strategies that will be pursued to achieve the objectives. Allocating resources to deliver on the actions proposed in the Council Plan is done through the development of a Strategic Resource Plan. The Strategic Resource Plan identifies the financial and non-financial resources required by Council over a four-year period. The Strategic Resource Plan is contained at the end of this Council Plan. Council also produces an annual budget which describes objectives and activities over a one-year period and the re-sources that will be allocated to achieve those objectives. This 2020 revision of the Council Plan 2017-2021 aligns Council action with the aspirations in the long-term community plan, Warrnambool 2040 or W2040 which was adopted by Council in December 2018. The visions and goals for Warrnambool's future in the W2040 Plan were developed by the community. These goals will be achieved in partnership with a diverse range of groups, clubs, families, individuals and organisations across the Warrnambool community. Council's role in W2040 is as one of these many partners and as a facilitator of partnership and reporting. Progress of objectives in the Council Plan is described in quarterly reports at open Council meetings and through the Annual Report.

Why have a Council Plan?

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

The Local Government Act 2020 replaces the 1989 Act and the sections of the new Act pertaining to the Council Plan will come into effect in October 2020.

The Act states that the Council Plan must include objectives, strategies for achieving these objectives and strategic indicators for monitoring achievement around the objectives. The Council then develops actions and

initiatives to deliver on the objectives in the plan. The Council plan is our overt statement to the community of what Council is committed to for the term of the plan. The Community is asked to review what is presented in the plan and Council engages in a comprehensive consultation process with our community to inform the priorities of the plan. This is done through different means over an extended period of time and includes data from many sources. The Council Plan also contains the four-year Strategic Resource Plan, a requirement under the Local Government Act 1989.

The role of Local Government

Council derives its role, powers and functions primarily from the Local Government Act (1989) and the new act to which councils are transitioning, the Local Government Act (2020).

The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

The 2020 Act specifies the following governance principles and supporting principles:

- (1) A Council must in the performance of its role give effect to the overarching governance principles.
- (2) The following are the overarching governance principles
 - (a) Council decisions are to be made and actions taken in accordance with the relevant law;
 - (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
 - (c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
 - (d) the municipal community is to be engaged in strategic planning and strategic decision making;
 - (e) innovation and continuous improvement is to be pursued;
 - (f) collaboration with other Councils and Governments and statutory bodies is to be sought;
 - (g) the ongoing financial viability of the Council is to be ensured;
 - (h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
 - (i) the transparency of Council decisions, actions and information is to be ensured.



The Council

Warrnambool City Council is an unsubdivided municipality with each Councillor elected by all voters.



Mayor
Cr Tony Herbert

Seven Councillors were elected in October 2016 for a four-year term. In February 2020 Peter Hulin resigned as a Councillor. Following a countback of votes by the Victorian Electoral Commission Cr Peter Sycopoulis was elected to fill the vacancy. Council holds regular open meetings at which key decisions are made. The seven-member Council was elected in October, 2016. Cr Tony Herbert was elected mayor on October 28, 2019.



Cr Sue Cassidy



Cr Kylie Gaston



Cr Robert Anderson



Cr Peter Sycopoulis



Cr Michael Neoh



Cr David Owen

The organisation

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

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

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

The municipality

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

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

Warrnambool has a growing population and over recent years has attracted people seeking a seachange and those from the region who are seeking professional and educational opportunities. Recent research by leading firms Deloitte Access Economics and Ipsos has revealed that Warrnambool is considered Victoria's most liveable city. This research considered factors including health and education services, access to natural attractions and housing affordability.

Stunning Lady Bay provides a focal point and major attraction for residents and visitors and in winter and spring the bay is home to southern right whales and their calves.

Warrnambool serves as a centre for a regional population of about 120,000 people. It contains a TAFE college, a Deakin University campus including a School of Medicine and a base hospital which is part of South West Healthcare.



The major employment sectors are health care and social assistance, retail, manufacturing, education and training, accommodation and food services, professional services and construction. The Warrnambool Regional Airport accommodates emergency service aircraft including an Ambulance Victoria helicopter. Warrnambool has a moderate climate with an average maximum summer temperature of 24°C, while the average winter maximum is 14°C. The Great South Coast region features major visitor attractions including the 12 Apostles, Tower Hill and Budj Bim National Park. Along with the natural attractions, visitors are drawn to events including the speedway car racing, the May Racing Carnival and surf life-saving events.

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

Our Vision

A cosmopolitan city by the sea

Our theme

Growing pride and confidence in the city

Our Objectives

These five objectives support the Council's vision.

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

Our values

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

Accountability

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

Collaboration

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

Respectfulness

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

Progressiveness

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

Wellbeing

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



OUR PLAN - OUR FUTURE
W2040.com.au
Small actions. Big difference.

The Council Plan & Warrnambool 2040

In 2018 Council adopted a long-term community plan for Warrnambool. Thousands of residents and hundreds of clubs, groups and organisations shared their aspirations for the future.

Through this extensive community-led process, long term visions and goals for Warrnambool's environment, economy, place and people were developed

The plan comprises four key visions for Warrnambool.

They are:

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



A message from the Mayor

Welcome to the 2020 revision of the Council Plan for 2017-2021

An annual revision of a Council Plan usually involves some fine tuning with few significant changes.

The impact of COVID-19 on every part of our municipality, our state and our nation have meant that this year's revision does involve more change than would otherwise be anticipated.

While the primary objectives of our Council Plan have not changed, the actions we will take to achieve them have changed as a result of Council operations being profoundly impacted by COVID-19 precautions.

It is also appropriate to acknowledge the impact of COVID-19 on the whole community, with whom Council partners on many projects and initiatives.

The economic and social effects of the pandemic have been profound. Many people have lost work or had their hours reduced. Many businesses have experienced reduced activity and income and those isolating at home have had to overcome the challenges of working remotely and in some cases juggling work with parenting under the one roof.

But throughout this enormous disruption the community has responded magnificently.

It has highlighted the caring attitudes and willingness on the part of residents to look out for their neighbours, friends and relatives.

COVID-19 has also seen many businesses start new approaches to delivering goods and services and accelerate the transition to using the digital world to remain viable.

The digital era has made connecting with people perhaps a little easier than before.

The other significant development is the new Local Government Act, adopted by the Victorian Government in March 2020. While the new laws relating to the Council Plan will not be proclaimed until October 2020, among other changes are the requirement for each municipality to have a long-term "community vision", developed by the community. This requirement was anticipated in Warrnambool and the community developed the Warrnambool 2040 long-term plan which has been influencing Council direction over the past two years.

Cr Tony Herbert
Mayor



A message from the CEO

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

Over the coming year work will continue or commence on a number of key projects for which funding has been allocated from other levels of government. The implementation of works contained in the Lake Pertobe Master Plan is one that the community is looking forward to. Council received a Federal Government grant of \$1.45 million to complement Council funding to undertake this project. Work will also continue on the redevelopment of Reid Oval.

There are numerous stakeholders involved in this project and there is much to be done on the planning and scheduling in addition to the on-ground work that will transform this sportsground. Council will also be working with South West TAFE and the wider community on the new library-learning centre. This is an intergenerational project for which there are high expectations. It is anticipated that this project will have a positive impact on education attainment levels within Warrnambool while also continuing to meet the needs of those who are regular library users. On the sustainability front we will have a complete rollout of our Food Organics Garden Organics

(FOGO) project. This is a more environmentally sound way to deal with our city's waste and will help reduce our city's greenhouse gas emissions.

The findings of an organisational review undertaken in 2019-2020 will be introduced in the first half of 2021. This review examined whether resourcing levels are appropriate and whether we are making the right efforts in the right areas of our operation. Council will continue to provide a wide range of quality services to the community including family and children's services and other community services including volunteer coordination, youth services and aged services.

Peter Schneider
Chief Executive Officer



Objective: Sustain, enhance and protect the natural environment

Protected waterways, coast and land

Preparedness for climate change

Options for waste minimisation

Benefit from eco-business

What it means: protected waterways, coast and land; preparedness for climate change; options for waste minimisation, benefit from eco-business.

Warrnambool occupies a unique position as Victoria's largest coastal city outside Port Phillip Bay. Geographically the city is perched on gentle hills and flats by the stunning Lady Bay and between two important South West rivers, the Hopkins and the Merri. Dunes along Lady Bay have been revegetated over the years by willing volunteers while similar efforts have been made to revegetate the banks of the Merri River to restore health to this waterway which is home to a growing number of platypus. Each year thousands of people walk along a sealed promenade that meanders through the dunes the length of Lady Bay.

Warrnambool is renowned for using maremma dogs to protect a colony of Little Penguins which were nearly wiped out through predation by foxes. From a population of

fewer than 10 penguins the number has recovered to more than 150. Beyond Lady Bay and its famous Breakwater lies the Southern Ocean. A large section of water off the Breakwater lies within a marine park, which protects the marine flora and fauna. Warrnambool wants to have zero net greenhouse gas emissions by 2040.

This will be achieved through a combination of improving management of waste streams including the introduction of food organics, garden organics (FOGO) collection across the whole municipality and expanding the rollout of energy-efficient LED street lighting. Our community also wants to be prepared for climate change with our institutions, agencies, university, industry, business and community leaders developing the response to this great environmental challenge. Our drive to be the most sustainable regional city will draw on the best scientific and Traditional Owner knowledge. Council will investigate the use of potable water and the capture and use of stormwater.

Strategies

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

Strategic indicators

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



Existing Strategies and Plans that support this objective:

- Green Warrnambool Plan
- Climate Change Action Plan
- Open Space Strategy
- Sustainable Transport Strategy
- Coastal Management Plan
- Domestic Waste Water Management Plan
- Merri River Restoration Strategy
- St James Park Masterplan
- Waste and Litter Education Strategy
- Port of Warrnambool Safer Boating Launching Master Plan





Alignment with Warrnambool 2040

Our Environment: Warrnambool will be Australia's most sustainable city.

By 2040 the City of Warrnambool will have zero net greenhouse gas emissions.

Warrnambool's energy is sourced from renewable sources.

Warrnambool is a "20 minute City" with a fully connected and comprehensive pedestrian and bicycle path system through the municipality. Vehicular transport is approaching 100% fuelled by renewables.

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

Most children walk or cycle to school most days. Most adults walk or cycle for transport daily. Environmentally Sustainable Design (ESD) principles used for all new developments and upgrades. All new infrastructure designed for the changed and changing climate.

New Council buildings have greater than a 5 green star rating.

Zero Carbon Neighbourhood High level of community awareness about how to avoid and decrease the personal impacts of severe weather events and a changed climate. There are several 'climate resilient' playgrounds in Warrnambool.

Zero recoverable waste to landfill. No littering or pollution to our environment.

No single use, unrecyclable plastic items are used in Warrnambool. Warrnambool has developed a framework for a closed loop economy. Over 330,000 trees planted 90% of Warrnambool's biodiversity corridors planted Increased flora & fauna biodiversity.

No new pest or weed species have been introduced. No indigenous flora or fauna species have become extinct. Key cultural sites are managed by Traditional Owner Partnerships.

Urban Water Sensitive Design principles are used in all infrastructure and open space developments and upgrades. All new developments incorporate roof water harvesting infrastructure.

The Index of Stream Condition for the Hopkins River and Merri River is excellent. Wetlands and riparian areas are graze free zones.

Warrnambool's use of potable water is 20% less than 2019 levels.

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

Warrnambool urban areas will have 30% canopy cover from vegetation. Over 50% of fresh produce, consumed in Warrnambool is sourced locally, from backyards, community gardens, farmers' markets and local businesses.



Objective

Foster a healthy, welcoming city that is socially and culturally rich

More people healthy and well

More people learning

More people culturally involved

More people connected and participating

Resilience in emergencies

A healthy and safe place to live and study

What it looks like: more people healthy and well; more people learning; more people culturally involved; more people connected and participating; resilience in emergencies; a healthy and safe place to live and study.

Warrnambool has an increasingly culturally diverse and growing population.

Making decisions in the best interest of our resident's health and wellbeing is a high priority for Council. The Warrnambool 2040 vision to be "a city where all people thrive" underpins this Council's strategies and actions. While the health and wellbeing of Warrnambool's residents fares well on some measures (eg rates of physical activity, volunteering and access to open space), like every community, there are issues which require continued effort.

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

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

Acknowledgement of the area's rich indigenous history and increasing the opportunities to recognise Warrnambool's first people are important for Council.

Council will seek opportunities to work in partnership with our indigenous community to better acknowledge local Aboriginal culture. Warrnambool is an education city, providing opportunities for students to come to the city from outside the region to study – and for the region's young people to obtain a qualification closer to home. The W2040 process found residents want the city to be welcoming and inclusive city, that is healthy, safe, and connected.

Living an active life is a significant part of the regional lifestyle and the city's residents have access many sporting and recreational pursuits, and the natural environment. The new Active Warrnambool Strategy aims to ensure residents have opportunities to participate in physical activity to stay healthy and socially connected into the next decade.

Strategies to achieve this objective

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

Strategic indicators

- Improved health and wellbeing indicators above 2016 recorded levels
- Increased rates of volunteering above 2017-2018 levels
- Education attainment indicators higher than 2017 levels
- Tertiary education participation rates higher than 2017 levels
- Participation in health and wellbeing campaigns/initiatives
- Total numbers of Participation in community engagement activities
- High quality accreditation across Early Years Services maintained at current levels or better
- Improving Australian Early Years outcomes over the next 10 years
- Reducing inequity across key health and wellbeing domains in Warrnambool
- Immunisation rates at or above 2018 levels

Existing strategies and plans that support this objective:

- Warrnambool – a Healthy City 2017-2021
- Community Services and Infrastructure Plan
- Sustainable Transport Strategy
- Active Warrnambool (under development)
- Open Space Strategy
- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan
- Botanic Gardens Master Plan
- Lake Pertobe Master Plan
- Allansford Recreation Reserve Master Plan
- Road Users Plan Municipal Emergency Management Plan
- Municipal Emergency Recovery Plan
- Heatwave Plan
- Pandemic Plan
- Public Art and Cultural Management Plan
- Moyjil Conservation Management Plan



Other policies which influence the way we work:

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





Alignment with Warrnambool 2040

Our People:

Warrnambool will be a city where all people thrive

By 2040 all residents are respectful, accepting and welcoming to people of all ages, abilities, cultures, races, ethnicities, sexual orientation and faiths or religions.

All residents know their neighbours, feel safe walking on the street at night, volunteer and have attended a community event or activity in the past month.

Family violence and all violent crime rates have dropped to be the lowest in Victoria. Health and well-being is a fundamental priority for all workplaces, community Plan Partners, clubs, groups, families and individuals.

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

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

Aboriginal culture is respected and proudly celebrated by the local community and shared with visitors to the City. Health, educational, economic and social disadvantage no longer exists for Aboriginal people.

Traditional Owners lead the City's environmental and cultural heritage management and have direct involvement in whole of community decision making and governance.

Learning about Indigenous culture, history and local language is commonplace in schools and workplaces. Most natural attractions and significant places are known by their Aboriginal names (where deemed appropriate by Traditional Owners). There are strong links between local business and industry and learning institutions of all types.

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

Warrnambool's rate of school completion (Year 12 or equivalent) is the highest in regional Victoria. All children are developmentally on track in all five domains of the Australian Early Years Census. All children attend early years' education and kindergarten before starting school. Lifelong learning opportunities are accessible to all residents.



Objective

Maintain and improve the physical places and visual appeal of the city

More of our city connected

More vibrancy in our city

More fit-for-purpose infrastructure

Greater amenity and ease of movement

Be proud of what we already have

What this looks like: more of our city connected; more vibrancy in our city; more fit-for-purpose infrastructure; greater amenity and ease of movement; and pride in what we have already

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

Warrnambool residents take great pride in the appearance of their city, its built environment and open spaces. They want their city to be the most liveable in regional Australia.

As key infrastructure is renewed or replaced and as new residential areas become available Council considers connections to shops, parks and public transport services. In recent years Council has worked on ensuring better connections for pedestrians and cyclists.

Shared pathways have been constructed along Moore and Koroit streets, pedestrian bridges have been built over Russells Creek along Daltons Road and over the Merri River at Wellington Street. Pedestrian bridges at Lake Pertobe have also been progressively replaced and a number of bicycle lanes have been added to streets in the city centre. Population forecasts and improved geographic and social mapping allow us to plan more effectively for the future.

Council is committed to maintaining its road network and to obtain the best possible value through shared contracts and new maintenance techniques. Considerable effort is now focused on the lifetime cost of maintaining an asset through its serviceable life.

Strategies to achieve this objective

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

Strategic indicators

- Reduced asset renewal gap from 2017
- Results of Community satisfaction survey in relation to appearance of public places
- Local Government Performance Reporting indicators (roads and animal management) at 2017 levels or better

Existing strategies and plans that support this objective:

- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan
- Active Warrnambool Strategy (under development)
- Open Space Strategy
- Botanic Gardens Master Plan
- Lake Pertobe Master Plan
- Community Services and Infrastructure Plan
- City Centre Structure Plan
- Retail Strategy
- Citywide Housing Strategy
- Housing Diversity Strategy Heritage Strategy
- Industrial Land Use Review
- Structure Plans (growth areas)
- Eastern Activity Precinct Plan

- Railway Station Precinct Master Plan
- Transport Review of the City Centre
- Moyne Warrnambool Rural Housing and Settlement Strategy

Other policies which influence the way we work:

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





Alignment with Warrnambool 2040

Our Place: Warrnambool will be Australia's most liveable regional city

By 2040 Warrnambool is the most liveable regional city in Australia (according to the IPSOS Life in Australia Survey).

Warrnambool's liveability is a key feature of the city's identity across Victoria. Affordable, decent and appropriate housing is available for all.

No one is homeless.

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

Warrnambool is known as a leading World Health Organisation Age-Friendly City and continues to plan and invest to retain this reputation.

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

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

No neighbourhoods are car-dependent. All have alternative, sustainable transport options, to daily destinations.

All daily destinations (work, school, shopping, recreation, health services) are all accessible in less than 20 minutes by sustainable travel.

Warrnambool has continuous loops of off-road walking and

cycling trails along all waterways and the coast.

Most adults walk or cycle for transport daily.

No road accidents in the City result in serious injury or death for drivers, cyclists or pedestrians. Shared, autonomous, electric vehicles (SAEVs) are operating effectively in the city.

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

Road design and quality safely accommodates autonomous vehicles.

Warrnambool's Regional Airport meets the needs of business & industry, tourism and local residents. Warrnambool's population is accommodated within a compact city which has high quality commercial and public places and regional-level community facilities which are accessible to all residents.

Warrnambool has high-quality, regional-level arts, cultural and recreational facilities which are activated and programmed to meet the needs of the whole community and to attract visitors. Warrnambool's vast network of open space is valued, protected and enhanced and is recognised as vitally important for Warrnambool's residents and visitors.

Warrnambool's public spaces are thriving with activity and investment by the public and private sectors and the community.

Warrnambool's high quality community facilities and assets are well maintained and there is an agreed a strategy for renewal which is and funded to ensure their sustainability.



ROU
ON T
5 6
D TAKE-AV
M 11AM • COFFEE
12-2 • DINNER P

Objective

Develop a smarter economy with diverse and sustainable employment

More people

More sustainable local economy

More beneficial visitor economy

More modern infrastructure

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

The city, which regularly records low unemployment levels, is a key service centre for a prosperous agricultural region that produces a third of the Victoria's dairy product, a third of its beef, a third of its lamb and a quarter of its wool.

The city has a population of 35,000 and this figure is forecast to approach 50,000 by 2035. Warrnambool is a highly liveable coastal regional city with a strong track record of steady and sustained population and economic growth.

Our renowned liveability encourages population and workforce attraction, which in turn supports the economy. Warrnambool's ongoing economic challenge is to create employment opportunities in the City to keep pace with population growth.

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

We need to work together to understand and develop capability around trading in global markets and to derive economic benefits from international tourism growth.

Improvements have been made and continue around the frequency, speed and reliability of rail services between Warrnambool and Melbourne.

A \$10 million upgrade 20 rail crossings will assist travel times and reliability while a further \$114 million has been committed to improving the rail, building a passing loop and introducing faster VLocity trains.

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

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

The city offers excellent vocational and tertiary education options. It is home to the main campus of the South West Institute of TAFE and Deakin University's Warrnambool campus, provides opportunities for a unique education experience with a university ranked in the top two per cent of the world's universities and in the top 50 worldwide of universities under 50 years old. By 2040 the Warrnambool community wants its city to have Australia's most resilient and thriving regional economy.

Strategies to achieve this objective

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

Strategic indicators

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

Existing strategies and plans that support this objective:

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





Alignment with Warrnambool 2040

Our Economy: Warrnambool will be Australia's most resilient & thriving

By 2040 people living in and around Warrnambool have flexible work and enjoy the option to work globally from the city.

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

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

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

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

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

Achieve a minimum 15 years supply of undeveloped land (commercial, industrial and residential). An active and

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

Maintain and grow collaborative arrangements between cross border, and regional councils and interest groups. Maintain upward trend in relation to Domestic and International Overnight Visitors to Warrnambool Great South Coast region generates the largest value (\$) of agricultural output (\$) by region in Australia Warrnambool is recognised as an excelling member of the Welcoming Cities Network.

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

Warrnambool's liveability is a key element of the city's identity and brand nationally. Due to its high quality lifestyle, Warrnambool is recognised as the ideal regional location for flexible and remote workers who work globally.



Objective

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

Council will provide strong advocacy for the community and region.

It will practice transparent decision-making while delivering services efficiently and effectively.

In delivering good governance Council has an opportunity to share with the community the challenges for future service planning and provision through increased engagement with the broader community.

Greater communication with the community also helps

build community understanding of Council's role and provides insights into how engagement has helped inform decision-making.

The successful delivery of the Council Plan depends on people and Council striving to ensure that the working environment at Council sites promotes a positive staff culture with people enjoying their work and provided with the appropriate level of resourcing to deliver on the objectives in the Council Plan. Council is also committed to working in partnership with the community to achieve the long-term visions set out in the Warrnambool 2040 Plan.

Strategies to achieve this objective

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

Strategic indicators

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



Achieving our objectives

Actions and initiatives 2020-2021

Objective 1. Sustain, enhance and protect the natural environment

Strategy	Actions and initiatives
1.1 - Protect and enhance our waterways, coast and land.	<p>1.1.1 Complete a Domestic Wastewater Management Plan.</p> <p>1.1.2 Ensure all septic tanks meet EPA guidelines and requirements.</p> <p>1.1.3 Review recycling practices in the city and develop short and long-term options for recycling processing.</p> <p>1.1.4 Ensure compliance with Local Laws relating to horses on Lady Bay.</p>
1.2 - Commit to being a carbon neutral organisation by 2040.	<p>1.2.1 Deliver street lighting energy efficiency replacement program.</p> <p>1.2.2 Continue to reduce reliance on landfill by diverting organic material from waste streams.</p>
1.3 Assess our climate change preparedness	<p>1.3.1 Review and implement findings of the climate change adaptation audit.</p>
1.4 - Review options for managing waste.	<p>1.4.1 Investigate opportunities for waste to energy to reduce reliance on landfill.</p>

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

Strategy	Actions and initiatives
2.1 - Promote healthy lifestyles.	<p>2.1.1 Encourage social connection and promote active living in public spaces.</p> <p>2.1.2 Increase understanding of priority health and wellbeing issues in the community.</p> <p>2.1.3 Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.</p> <p>2.1.4 Provide communications support to promote Council services and facilities.</p> <p>2.1.5 Implement Warrnambool - A Healthy City 2017-2021.</p> <p>2.1.6 Ensure compliance with the Tobacco Act and MAV Tobacco Agreement.</p>
2.2 - Increase participation, connection, equity, access and inclusion.	<p>2.2.1 Children with the highest needs within the community are identified and offered support through the Early Years Continuum.</p> <p>2.2.2 Strengthen and further develop the central enrolment process for kindergartens which respond to policy direction emerging from the Early Years Reform.</p> <p>2.2.3 Foster relationships between early years services and culturally diverse families, to make sure our services are safe and responsive to their cultural needs.</p> <p>2.2.4 Continue to develop a kiosk information centre for families to navigate children's services and activities within the community.</p> <p>2.2.5 Ensure that the Commonwealth Home Support program meets and maintains all quality service standards as established by the Commonwealth Government.</p> <p>2.2.6 Partner with local agencies and organisations to address health and wellbeing priorities.</p> <p>2.2.7 Support the collection and sharing of consistent data and evidence to inform strategic and service planning.</p> <p>2.2.8 Encourage residents to be prepared for emergencies, increase awareness of local emergency alerts/warnings and share preparedness resources and information with residents.</p> <p>2.2.9 Embed child safety standards across the Early Years Learning and Development Unit.</p> <p>2.2.10 Ensure regional assessment targets are met and that quality processes are adhered to.</p> <p>2.2.11 Implement Council's wellness, reablement and diversity plans.</p> <p>2.2.12 Continue to monitor and deliver agreed annual priorities of the State Government Early Childhood Reform Plan across all Early Years Learning and Development services and alliance networks.</p> <p>2.2.13 Complete the principle pedestrian network plan to inform future investment in our pathways and support sustainable transport.</p> <p>2.2.14 Continue to implement Council's Disability Action Plan.</p>

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

Strategy	Actions and initiatives
	<p>2.2.15 Establish a parenting program supporting the needs of fathers within the community.</p> <p>2.2.16 Maintain and enhance child immunisation rates (from 95 per cent coverage).</p> <p>2.2.17 Develop a proposal for the development of fit-for-purpose immunisation facilities.</p>
<p>2.3 - Increase community health and social connection.</p>	<p>2.3.1 Complete the Age Friendly Communities Project.</p> <p>2.3.2 Establish and deliver a Neighbourhood House program in the West Warrnambool Community.</p> <p>2.3.3 Early childhood services know how to respond and reduce harm related to childhood trauma.</p> <p>2.3.4 Provide increased services through the Enhanced Maternal and Child Health (MCH) Service to support children up to the age of three years.</p> <p>2.3.5 Work with the system provider to further improve functionality within the KidsXap system for Outside School Hours Care.</p> <p>2.3.6 Analyse impact of childcare subsidy and other sector reforms on the Outside School Hours Care operating model.</p> <p>2.3.7 Review and further develop operational procedures and resources for Emergency Relief Centre Activation at Warrnambool Stadium.</p> <p>2.3.8 Establish Archie Graham as a key provider of health and wellbeing information, activities and opportunities for older adults and other community groups.</p> <p>2.3.9 Continue to support and grow active volunteerism within the local community.</p> <p>2.3.10 Increase connectedness and build health and wellbeing knowledge of local people via social media.</p>

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

Strategy	Actions and initiatives
<p>2.4 - Encourage and support participation in sport, recreation and physical activity.</p>	<p>2.4.1 Upgrade the gymnasium’s strength equipment at AquaZone.</p> <p>2.4.2 Explore facility management software or web-based solution for Warrnambool Gymnastics Centre.</p> <p>2.4.3 Manage facilities and equipment to support domestic indoor sports competitions, tournaments and events at Warrnambool Stadium.</p> <p>2.4.4 Coordinate and administer casual and seasonal tenancy use, including fees and charges for use of Council’s outdoor sports grounds.</p> <p>2.4.5 Coordinate the implementation of IMS Reserves Manager program with all of Council’s sports ground user groups to manage and administer club seasonal allocations, licence agreements and casual sports ground bookings.</p> <p>2.4.6 Implement the Merrivale Recreation Reserve irrigation, electrical upgrade and lighting improvement project.</p> <p>2.4.7 Implement Stage 1 of the Lake Pertobe Master Plan.</p>
	<p>2.4.8 Implement the AquaZone Operational Plan and make improvements to drive increased visitation.</p> <p>2.4.9 Commence implementation of the Active Warrnambool Strategy.</p> <p>2.4.10 Continue implementation of the Reid Oval Redevelopment Project.</p> <p>2.4.11 Complete the upgrade to AquaZone’s water treatment system.</p>
<p>2.5 - Encourage and support more lifelong learning.</p>	<p>2.5.1 Review current kindergarten models in preparation of the governments introduction for funded programs for three-year olds in line with the State Government’s early years reform.</p> <p>2.5.2 Deliver Youth Leadership programs that a range of young people can access.</p> <p>2.5.3 Continue implementation of the Library and Learning Centre project in conjunction with South West TAFE.</p> <p>2.5.4 Continue to provide high quality early years programs within early years services that prepare children to develop to their full potential.</p> <p>2.5.5 Continue to improve school readiness outcomes through the implementation of the DET School Readiness Funding.</p>

Objective 3. Maintain and improve the physical places and visual appeal of the city

Strategy	Actions and initiatives
3.1 - Enhance movement in and around the city including better connections for cyclists and pedestrians.	<p>3.1.1 Consider the recommendations from the Cycling Reference Group and implement any actions adopted by Council.</p>
3.2 - Create a more vibrant city through activating high quality public places.	<p>3.2.1 Implement the key initiatives of the Open Space Strategy .</p> <p>3.2.2 Implement an Open Space Contributions Policy</p>
3.3 - Build infrastructure that best meets current and future community needs.	<p>3.3.1 Complete a review of the City Centre Car Parking Strategy.</p> <p>3.3.2 Complete the Changing Places Facility Project.</p> <p>3.3.3 Develop and expand off-street parking areas.</p> <p>3.3.4 Develop and adopt a Playspace Strategy.</p> <p>3.3.5 Prepare a strategy and funding model for a long-term tree replacement program.</p> <p>3.3.6 Progressively plan and renew City Centre streetscapes.</p> <p>3.3.7 Upgrade of one public amenities building.</p> <p>3.3.8 Develop “significant & heritage” tree renewal program.</p>
3.4 - Maintain and enhance existing Council infrastructure.	<p>3.4.1 Complete service level reviews for parks and gardens and roads and drainage services.</p> <p>3.4.2 Identify and regularly monitor condition of asset classes.</p> <p>3.4.3 Update asset management plans for asset classes including drainage, roads, open space, IT, buildings and monuments.</p> <p>3.4.4 Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the Portuguese monument and Wollaston Bridge.</p>
3.5 - Advocate for better regional connections.	<p>3.5.1 Advocate for essential safety and road improvements on the Princes Highway West.</p> <p>3.5.2 Seek funding for and deliver road safety projects.</p> <p>3.5.3 Advocate for improved passenger and freight rail services.</p>

Objective 4 - Develop a smarter economy with diverse and sustainable employment.

Strategy	Actions and initiatives
4.1 - Grow the city's population through local economic growth.	<p>4.1.1 Deliver the Designated Area Migration Agreement (DAMA) representative role for the Great South Coast region and the Regional Certifying Body function on behalf of the Great South Coast.</p> <p>4.1.2 Develop and circulate economic data and analysis to business and industry.</p> <p>4.1.3 Deliver Social Housing Planning Project.</p> <p>4.1.4 Provide executive support to implement the Great South Coast Food and Fibre Plan.</p> <p>4.1.5 Implement Warrnambool - China Strategy to build local business capacity and capability.</p> <p>4.1.6 Facilitate and promote business support initiatives to grow the local economy.</p> <p>4.1.7 Plan for the development and implementation of precinct structure plans.</p>
4.2 - Encourage more sustainable local business.	<p>4.2.1 Continue to facilitate and implement place-making initiatives.</p> <p>4.2.2 Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.</p> <p>4.2.3 Deliver a business case for a Business Incubator/Accelerator to support growth of existing companies or start-ups in our region.</p> <p>4.2.4 Implementation of Development Plans and Developer Contributions Plans.</p>
4.3 - Enhance the visitor experience.	<p>4.3.1 Deliver a population attraction campaign supported by a Victorian Government grant.</p> <p>4.3.2 Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).</p> <p>4.3.3 Partner with Great Ocean Road Regional Tourism (GORRT) and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.</p> <p>4.3.4 Support the activities of the Great Ocean Road Regional Tourism Board.</p> <p>4.3.5 Support and advocate for the implementation of initiatives in the Shipwreck Coast Master Plan.</p> <p>4.3.6 Continue to implement actions of the 2018-2022 Events Strategy.</p>
4.4 - Advocate for and improve infrastructure including transport, services and digital infrastructure.	<p>4.4.1 Provide advocacy support material and report on advocacy outcomes.</p> <p>4.4.2 Participate in regional leadership groups and alliances to advocate for improved transport, services and digital infrastructure.</p>
4.5 - Create stronger links between education providers, business and industry.	<p>4.5.1 Continue to partner on projects and initiatives with Deakin University Warrnambool and South West TAFE.</p> <p>4.5.2 Deliver education and advisory services to business and industry to raise awareness of building regulation requirements.</p>

Objective 5. Practice good governance through openness and accountability while balancing aspirations with sound financial management.

Strategy	Actions and initiatives
<p>5.1 - Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.</p>	<p>5.1.1 Prepare for the 2020 Council elections.</p> <p>5.1.2 Review the approach to Council meeting procedures to improve the accessibility and transparency of meetings.</p> <p>5.1.3 Report on the extent and engagement with Council's communications measures.</p> <p>5.1.4 Provide community engagement opportunities relating to Council projects as required and funded.</p>
<p>5.2 - Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.</p>	<p>5.2.1 Identify and report on changes to Council operations, policies and procedures in line with the new Local Government Act.</p> <p>5.2.2 Support reviews of Council's Governance Framework (systems and policies)</p> <p>5.2.3 Undertake human resource function process mapping exercise in order to identify opportunities to enhance current HR practices.</p> <p>5.2.4 Demonstrate efficiencies via enhanced business processes and the improved utilisation of IT resources.</p> <p>5.2.5 Drive the evolution of the Health and Safety Management System to meet the requirements of the MAV Self-Insurance Scheme via improved return-to-work processes, OHS training calendar implementation and increased organisation engagement.</p> <p>5.2.6 Embed and align Warrnambool 2040 (W2040) goals within Council's strategic planning and reporting processes.</p> <p>5.2.7 Develop a Municipal Early Years Strategy.</p> <p>5.2.8 Lead the delivery of an organisational structure review in order to remain a contemporary employer and provide the community best value service delivery.</p> <p>5.2.9 Refresh the IT Strategy.</p> <p>5.2.10 Improve the resilience of IT Systems.</p> <p>5.2.11 Participate in shared services project - TechnologyOne - with Moyne and Corangamite shires.</p> <p>5.2.12 Partner with the community implement the W2040 Community Plan.</p> <p>5.2.13 Review and embed staff training, development and wellbeing programs in order to drive enhanced employee engagement and culture.</p> <p>5.2.14 Implement workplace actions to educate and build capacity of Council staff regarding gender and diversity equity and family violence issues.</p> <p>5.2.15 Improve record-keeping compliance by improving the use of Council's Electronic Content Management (ECM) system.</p>

Strategy	Actions and initiatives
	<p>5.2.16 Undertake community engagement to inform a new Municipal Public Health and Wellbeing Plan 2021-2025.</p> <p>5.2.17 Undertake community engagement to inform a new four-year Council Plan.</p>
<p>5.3 - Ensure financial sustainability through effective use of Councils resources and assets and prudent management of risk.</p>	<p>5.3.1 Collaborate with other Councils to explore in-house risk services or contracted services that can be shared at a regional level to minimise costs and maximise the value for money for the community.</p> <p>5.3.2 Ensure effective Business Continuity Planning (BCP) is in place.</p> <p>5.3.3 Embed risk management within Council to influence key strategic and operational decision-making.</p>
	<p>5.3.4 Review and update the Long Term Financial Plan to ensure Council remains financially sustainable into the future.</p> <p>5.3.5 Coordinate, prepare and have adopted Councils Annual Budget.</p> <p>5.3.6 Review Council-owned property with consideration of rental agreements, property valuations and disposal of surplus land.</p> <p>5.3.7 Coordinate, prepare and have adopted Councils Strategic Resource Plan.</p>
<p>5.4 - Deliver customer-focused, responsive services.</p>	<p>5.4.1 Review Council's complaint handling processes in line the draft Local Government Act changes and Ombudsman's guidelines.</p> <p>5.4.2 Enhance organisational awareness of Victoria's Child Safe Standards.</p> <p>5.4.3 Undertake a review of the Customer Service Strategy 2019-2020 to establish timeframes and responsibilities against the actions identified within the plan.</p> <p>5.4.4 Conduct a review of community housing assets as they become vacant and undertake a broader review of Council's community housing program.</p> <p>5.4.5 Maintain and implement the Home Support Program continuous improvement plan and self-assessment tool.</p>
<p>5.5 - Foster an encouraging and positive staff culture.</p>	<p>5.5.1 Continue implementation of priority actions arising from the staff survey.</p>





WARRNAMBOOL
CITY COUNCIL



Strategic Resource Plan

2020-2024



Purpose

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

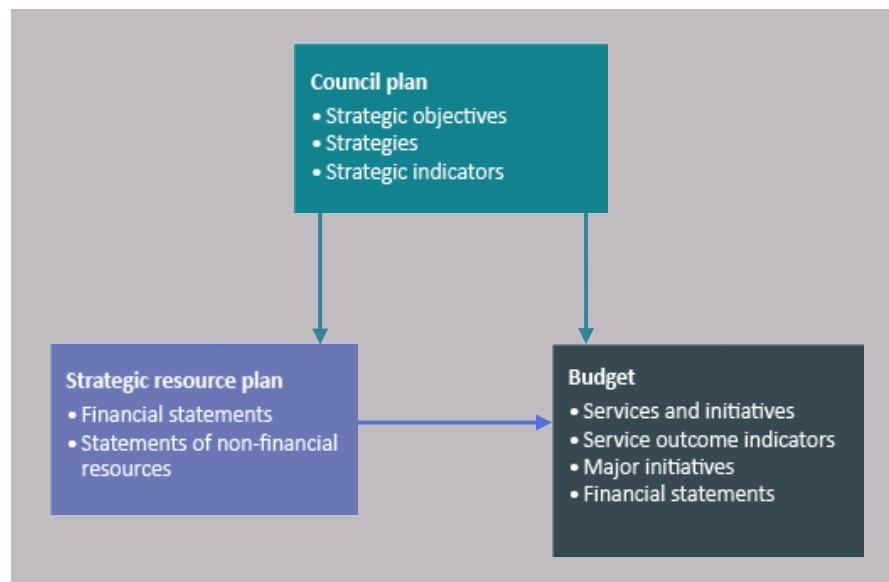
- establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome
- establish a financial framework against which Council's strategies, policies and financial performance can be measured against
- ensure that Council complies with sound financial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

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

Background

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

The SRP forms part of Councils integrated planning framework as set out below.



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

Objectives of the plan

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

- Achieve at a minimum a breakeven adjusted underlying result;
- Maintain existing services and service levels where practicable;
- Achieve a balanced budget on a cash basis;
- Meet councils asset renewal requirements;
- Hold sufficient cash and other assets to meet payment obligations as they fall due;
- Maintain debt at moderate levels to allow capacity to fund future infrastructure.

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

- prudently manage financial risks relating to debt, assets and liabilities;
- provide reasonable stability in the level of rate burden;
- consider the financial effects of council decisions on future generations;
- provide full, accurate and timely disclosure of financial information.

How the plan was developed

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

- audited financial statements as at 30 June 2019;
- assumptions provided by council service providers about changes in future income and expenditure;
- assumptions provided by council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets;
- assumptions provided by finance regarding future changes in assets, liabilities and equity;
- information provided by the executive management team and council;
- assumptions provided by the executive management team about the impact of COVID19,

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

Assessment of council's current financial position

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

Result	Adopted Budget 2020 \$'000	Forecast Actual 2020 \$'000	Variance Fav/ (Unfav) \$'000
Surplus/(deficit) for the year	6,434	8,159	1,725
Underlying Surplus/(deficit) for the year	968	(1,390)	(2,358)
Cash and investments	10,933	11,604	671
Capital works expenditure	19,394	25,384	(5,990)

An underlying deficit of \$1.39 million is forecast to be achieved, compared with an original budgeted underlying surplus of \$0.97 million. The main driver of this is the impact of COVID19 on the closure of Councils operating facilities. Council is reducing the amount of capital works to help offset the operating losses.

Cash and investments are forecast to be \$11.60 million compared with an original budget of \$10.93 million. The forecast \$0.67 million favourable variance is driven from the collection of grant monies for the City Centre renewal project in 2019/20, with the work being completed in prior financial years.

Capital works expenditure is forecast to be \$25.38 million compared with an original budget of \$19.39 million. The forecast \$5.99 million variance is mainly due to the timing of the Reid oval project.

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

- the ongoing impact and uncertainty of COVID19 on the Council and community will impact Council services, hardship provisions and recovery packages;
- the changes in the recycling industry continue to have a significant impact on Council;
- the joint project with TAFE for a new library and learning centre will substantially increase the size of floor space and service which will impact the ongoing operating costs;
- the upgrade of the Reid Oval to a premier sports field will impact the operating costs;
- it is expected that the value of the carried forward capital works expenditure would be approximately \$5.00 million.

Key challenges in the SRP

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

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

The impacts and uncertainty of COVID19 presents a unique challenge to Council in attempting to balance the needs of the community, continue to provide service provision where possible, support the local economy and retain/rebuild a workforce when the restrictions are lifted.

COVID-19

Council is directly impacted from the restrictions in place to control the spread of COVID19. In April 2020, a number of Council facilities have closed including Aquazone, Flagstaff Hill, Lighthouse Theatre and the Holiday Parks. Council is estimating that the closure of these facilities would have a direct impact in terms of lost revenue of more than \$10m until the end of the 2020 calendar year. To ensure Council remains financially sustainable a number of non-essential capital works and projects have been postponed to future years or will not proceed.

Council's major expense at the impacted facilities is salary and wages. Council has attempted to re-deploy staff where possible, however without Federal or State Government assistance, staff stand downs will be required until the facilities are able to reopen.

Capping of Council rates

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

The Minister for Local Government announced that Victorian council rate rises would be capped to the rate of inflation in the 2020-2021 financial year. That is, the Consumer Price Index (CPI) as published by the Victorian Department of Treasury and Finance, which is 2.00 per cent for the 2020-2021 financial year.

Council did successfully apply to the Essential Services Commission for a variation to rate cap for the 2019/20 and 2020/21 financial years.

Given the current economic situation due to COVID19, Council is not applying the rate cap variation in 2020/21. However, the position of Council remains the same as per the business case submitted to the Essential Services Commission in 2019. Council has a backlog of asset renewal and the current funding towards asset renewal will see the backlog increase over time. The implication of this will be decreased asset quality levels and potentially the decommissioning of community assets.

Therefore, Council is anticipating a future rate cap variation in the 2022/23 financial year to assist with the asset renewal backlog.

The table below shows the assumed rate increases in the strategic resource plan.

	2021	2022	2023	2024
	%	%	%	%
General Rate	2.00	2.00	2.00	2.00
Growth	1.00	1.00	1.00	1.00
Rate cap variation	0	0.00	2.00	0.00
Waste Management Charge	(2.45)	3.00	3.00	3.00
Total Rates & Charges (\$'000)	41,436	42,766	44,763	46,106

Cost-shifting

Recurrent grants (inclusive of the Grants Commission funding) form approximately 18 per cent of Council's total underlying operational revenue and hence are an important source of revenue for Council.

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

Key assumptions

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

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

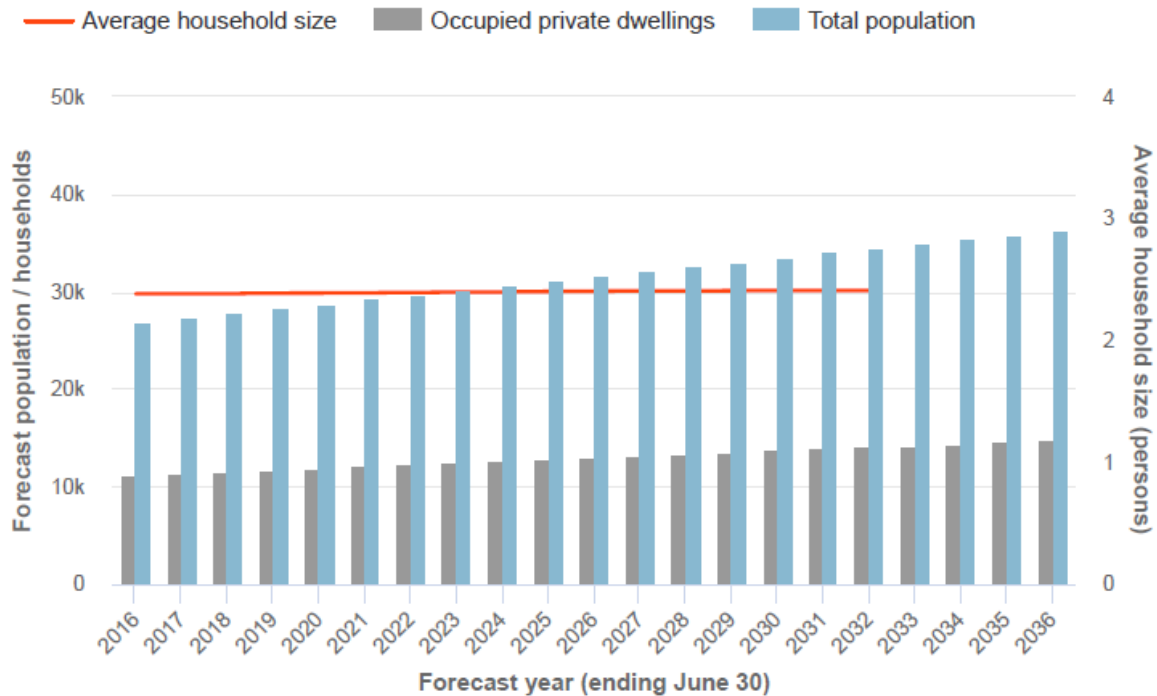
The key assumptions underlying the SRP are set out below.

Population

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

Forecast population, households and average household size

Warrnambool City



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

Consumer price index

For the purposes of developing the SRP, CPI has been set at 2.00 percent for the 2020-21 year as per the State Government rate cap. For all remaining years CPI is also assumed at 2.00 per cent which is consistent with Department of Treasury's budget update forecast.

Rate cap

The Victorian Government requires local government rates to be capped from 2016-17 onwards. The cap for the 2020-21 year is 2.00 percent and based on the state-wide CPI projections is likely to remain at 2.5 per cent for the remaining forecast period.

Rating strategy

Warrnambool City Council adopted its revised rating strategy in 2017.

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

Rate cap variation

Council has successfully applied to the Essential Services Commission to vary the rate cap to 4.5 per cent for the 2019-20 and 2020/21 financial years.

Given the current economic situation due to COVID19, Council is not applying the rate cap variation in 2020/21. However, the position of Council remains the same as per the business case submitted to the Essential Services Commission in 2019. Council has a backlog of asset renewal and the current funding towards asset renewal will see the backlog increase over time. The implication of this will be decreased asset quality levels and potentially the decommissioning of community assets.

Therefore, Council is anticipating a future rate cap variation in the 2022/23 financial year to assist with the asset renewal backlog.

Wages growth

Council has agreed a new enterprise agreement for the period covering July 2019 to June 2022. The new agreement allows for the following increases:

Payment	Effective date	Amount
First Payment	First Full Pay Period on or after 1 July 2019	2% of current pay rate or \$23.50 per week, whichever is greater
Second Payment	First Full Pay Period on or after 1 July 2020	2% of current pay rate or \$31.00 per week, whichever is greater
Third Payment	First Full Pay Period on or after 1 July 2021	2% of current pay rate or \$32.00 per week, whichever is greater

Grants (operating)

Council receives approximately \$12.23 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes an estimated \$3.88 million for the 2020-21 year in financial assistance grants. Future increases in operating grants excluding the financial assistance grants have been set at CPI minus 0.5 percent in all years.

Statutory fees

Council raises approximately \$1.85 million in fees and fines which are imposed in line with legislation governing local government activities such as animal registrations and parking fines. Future increases in statutory fees have been set at CPI minus 0.5 percent in all years.

Investment return

The official cash rate is now 0.25 percent, following successive decreases by the Reserve Bank over time. Council has set its investment return at 1.0 per cent above the official cash rate for the forecast period.

Achieving cost savings

The SRP is a high level strategic plan that acts as a framework for future annual Budgets. Whilst this plan is based on the premise of continuing to deliver all present day operational services, it must be highlighted that Council intends to institute a savings approach against this framework, and will

continue to identify savings in the future. Council thoroughly reviews all draft operational budgets on an annual basis and identifies areas for further review and action.

Additional sources of revenue are also pursued when available or identified.

Service delivery

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

- service levels to be maintained at prior year levels where practicable;
- retain existing levels of subsidy for user fees where practicable.

Recycling Acceptance and Processing

Following the recent market adjustment in the recycling industry, there is uncertainty around the pricing structure for the acceptance and processing of recycled materials. Council continues to investigate alternatives such as FOGO, kerbside glass recycling and glass deposit stations to mitigate the risk.

Aged and disability

The funding model for aged and disability services continues to evolve and Council will need to decide whether to compete with private organisations or transition out of the service. For the purposes of the SRP, the decision is that Council will remain providing the service with the exception of Assessment Services which is transitioning to a centralised model. This includes domestic care, personal care, respite care and meals.

Property valuation

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

Election costs

Council is required to fund the cost of the Council elections which occur every 4 years. The next Council election will be in October 2020 and is expected to cost \$0.28 million. An allowance of \$0.07m has been made every year to smooth the costs of the period.

Information Technology

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

Shared Services

Council successfully applied for a shared services grant through the Rural Councils Transformation Program (RCTP) to align Information Technology infrastructure and processes with the Moyne and Corangamite Shires. The project will provide significant efficiencies for all 3 Councils whilst mitigating Information Technology risks.

Supplementary rates

The municipality is expected to continue growing based on current trends in property development and the forecast growth in population. This is expected to contribute an additional \$0.13 million in rate

revenue and indexed by the rate percentage increase in the following years.

Developer contributions (non-cash)

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

Grants (capital)

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

General balance sheet

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

- 98 percent of the total rates and charges raised, is expected to be collected in the year levied, this is expected to be lower in 2019/20 due to COVID19;
- trade creditors is based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. The payment cycle is 30 days;
- other debtors and creditors are expected to remain consistent with 2018-19 levels;
- employee entitlements will continue to increase in accordance with the collective wage agreement outcome offset by the impact of more active management of leave entitlements of staff .

Other balance sheet

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

Borrowings

In developing the long-term financial plan, borrowings were identified as an important funding source for capital works expenditure. Council has a borrowing strategy (Warrnambool City Council Borrowing Strategy 2017) that allows for borrowings towards financing large inter-generational infrastructure projects or for investments that will provide a financial return.

Council has analysed its debt position against other Regional City councils over a number of different indicators including the 'obligations' indicators that are part of the prescribed Local Government Performance Reporting Framework (LGPRF). The outcome of the analysis highlighted that the current debt levels could be accommodated.

The proposed borrowings are to be used for;

- Council’s share of the contribution to the Reid Oval upgrade (\$3 million)
- Investment in energy saving initiatives (\$1.0 million) which has a positive cashflow from year 1 and a payback within 7 years
- Investment into the Livestock Exchange for the construction of a roof (\$0.7m)
- Council’s contribution to the shared library and learning centre (\$2.5m)
- Council restoration and upgrade of the Civic Centre following the exit of the current library (\$3.0m)

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

Year	New Borrowings			Balance
	\$'000	Principal \$'000	Interest \$'000	30 June \$'000
2021	5,950	1,694	328	13,957
2022	1,250	2,084	331	13,123
2023	0	1,834	275	11,289
2024	3,000	1,883	226	12,406

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

Capital works

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

Asset renewal

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

Council is committed to increasing the level of asset renewal funding over the coming 10 years and did successfully apply to the Essential Services Commission for a rate cap variation to help address the renewal gap.

Given the current economic situation due to COVID19, Council is not applying the rate cap variation in 2020/21. However, the position of Council remains the same as per the business case submitted to the Essential Services Commission in 2019. Council has a backlog of asset renewal and the current funding towards asset renewal will see the backlog increase over time. The implication of this will be decreased asset quality levels and potentially the decommissioning of community assets.

Therefore, Council is anticipating a future rate cap variation in the 2022/23 financial year to assist with the asset renewal backlog.

Predicting the deterioration and planning for the renewal of Council’s assets is limited by the availability and accuracy of asset condition data. Presently Council has very limited condition data on the drainage network but has a program in place for regular updates of condition information for all other major asset classes.

Capital expenditure program

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

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

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

Human resources

Employee costs

Council has agreed a new enterprise agreement for the period covering July 2019 to June 2022. The new agreement allows for the following increases:

Payment	Effective date	Amount
First Payment	First Full Pay Period on or after 1 July 2019	2% of current pay rate or \$23.50 per week, whichever is greater
Second Payment	First Full Pay Period on or after 1 July 2020	2% of current pay rate or \$31.00 per week, whichever is greater
Third Payment	First Full Pay Period on or after 1 July 2021	2% of current pay rate or \$32.00 per week, whichever is greater

Employee numbers

COVID19 will have a large impact on Council’s employee numbers. As the restrictions in place for

COVID19 impact areas where Council has a number of staff (ie. Aquazone, Flagstaff Hill, Lighthouse Theatre, etc), this will lead to short term reduction in staff numbers. Council has attempted to re-deploy staff where possible, however without Federal or State Government assistance, staff stand downs will be required until the facilities are able to reopen.

Staff numbers are expected to increase back to normal levels by 2021/22.

Option analysis

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

Option 1 - Higher cap option (i.e. a rate increase above the rate cap)

- Defer the rate cap variation from 2020/21 to 2022/23 (Ministerial exemption required)
- Continue to provide the current services to the community (with ongoing service reviews)
- Utilise the additional income towards reducing the asset renewal gap in years one and two
- Maintain any additional income from a rate cap variation into asset renewal

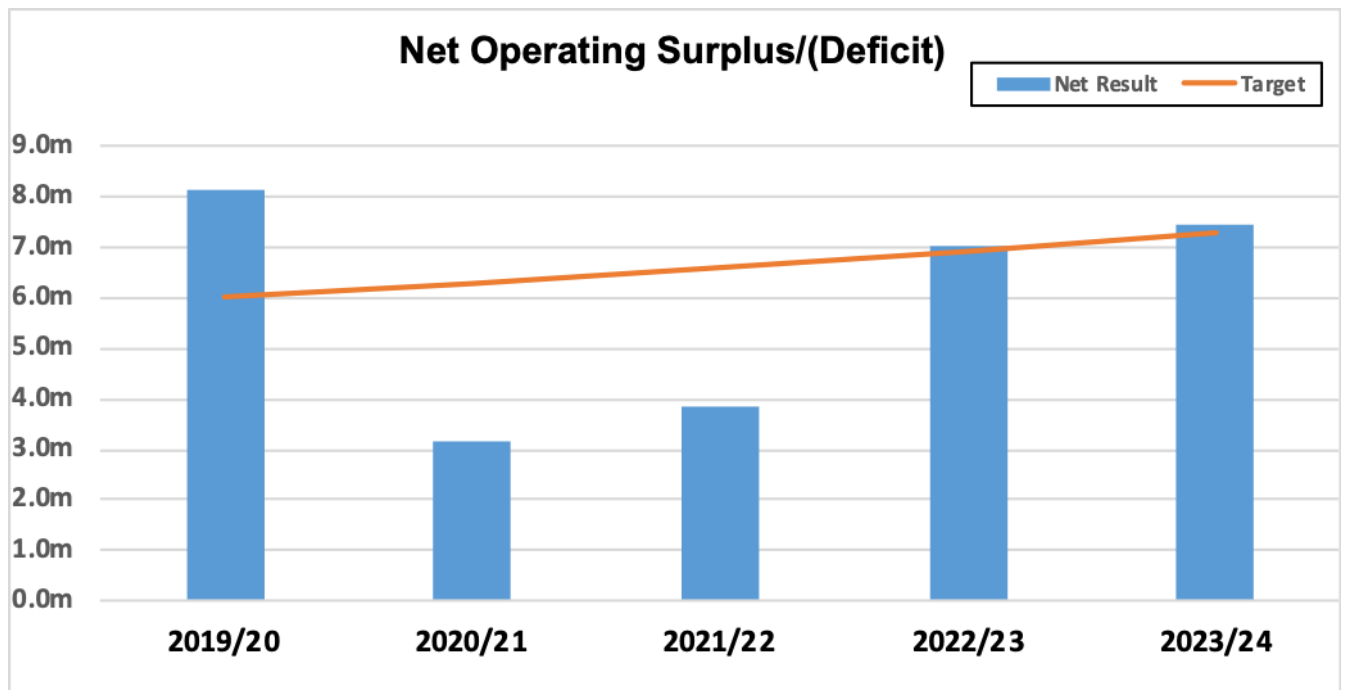
Option 2 - No variation to the rate cap (i.e. base case)

- Review the current services offered to the community and Councils regional role
- Balance the need for renewing assets at a greater level and reducing or transitioning out of services to fund the asset renewal shortfall.

Option 1 - Higher cap option (2022/23)

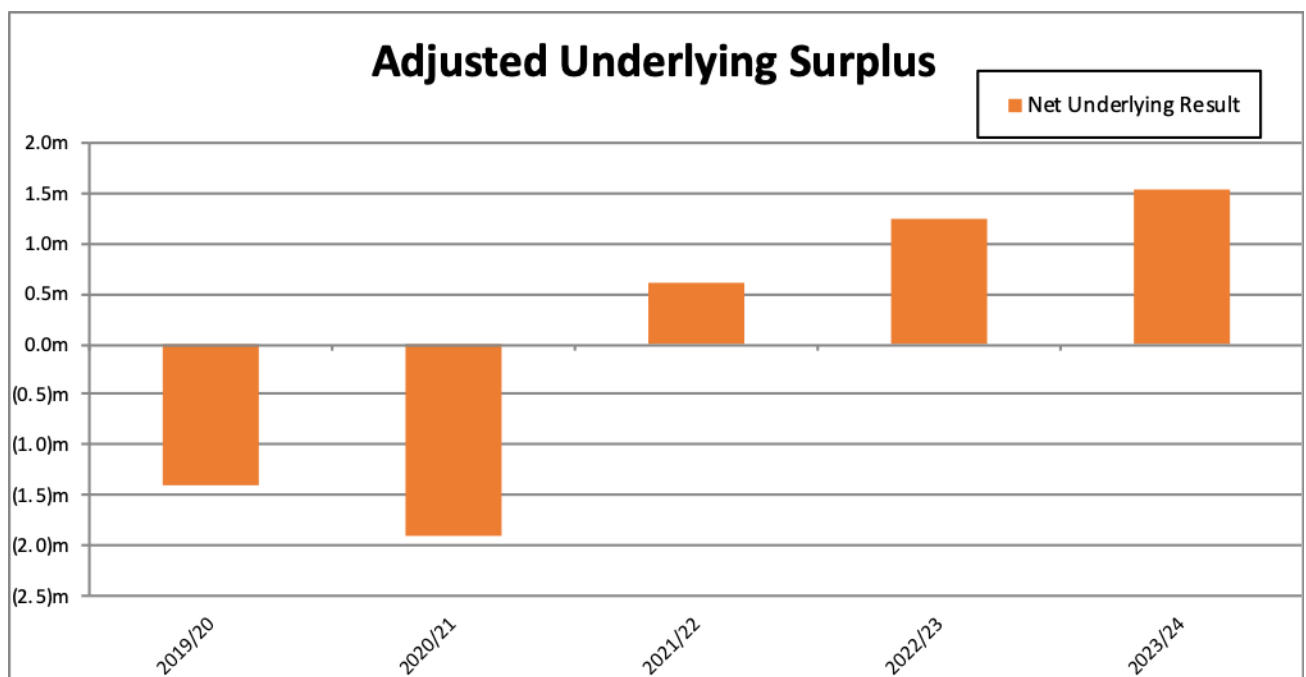
Net Operating Surplus

The COVID19 restrictions are impacting the operating position of Council, this is partially offset in 2019/20 due to the high levels of one-off capital grants. Over time, Council begins to recover and meet its target of operating surpluses.



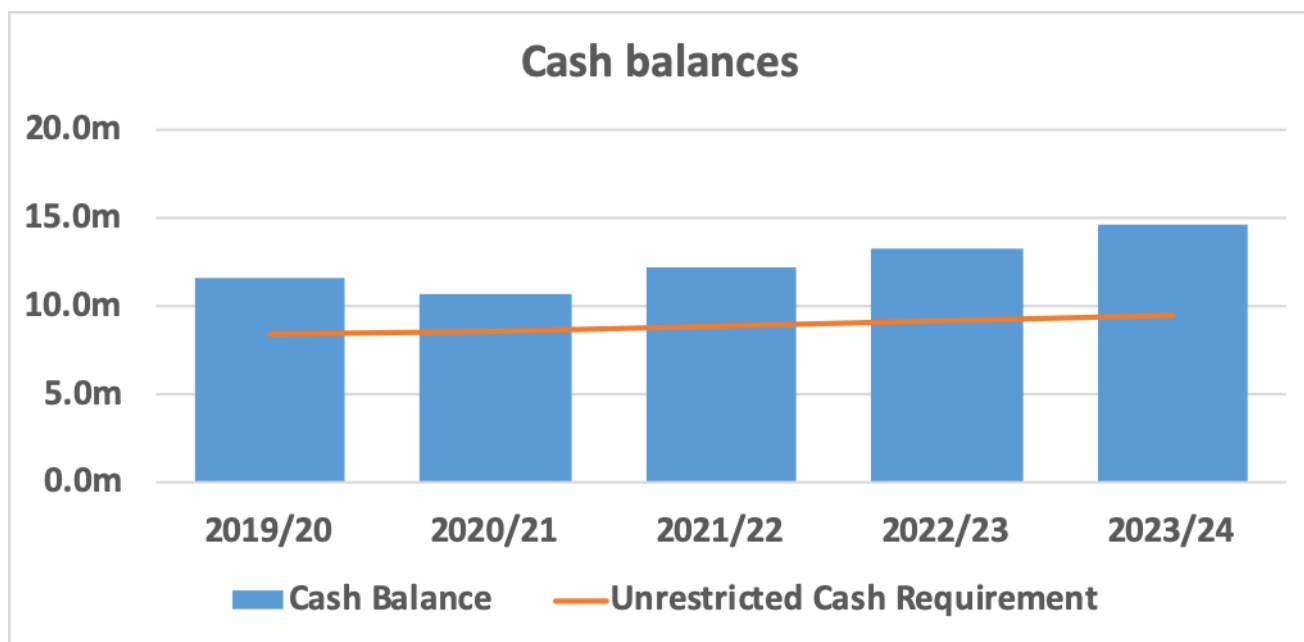
Adjusted Underlying Surplus

The impact of COVID19 is impacting the operating position of Council for the 2 years before Council begins to recover and meet its target of a breakeven underlying surplus.



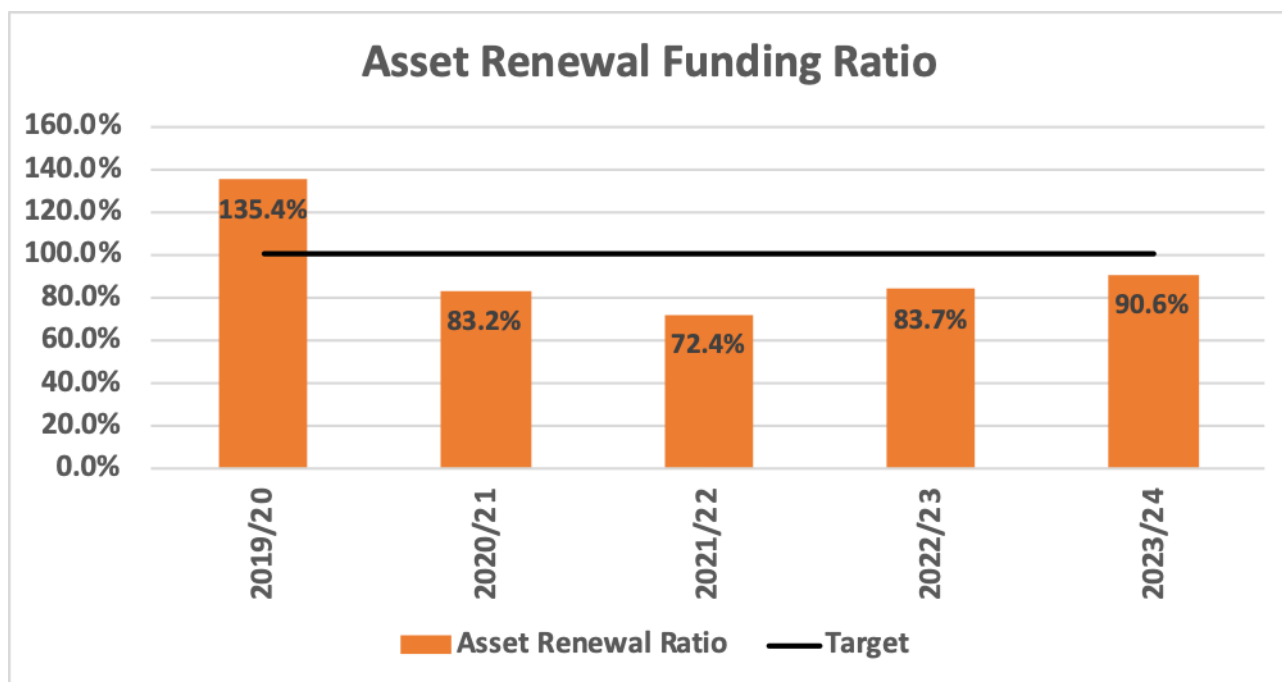
Cash Balances

Council is able to sustain cash balances above the restricted cash requirements.



Asset Renewal

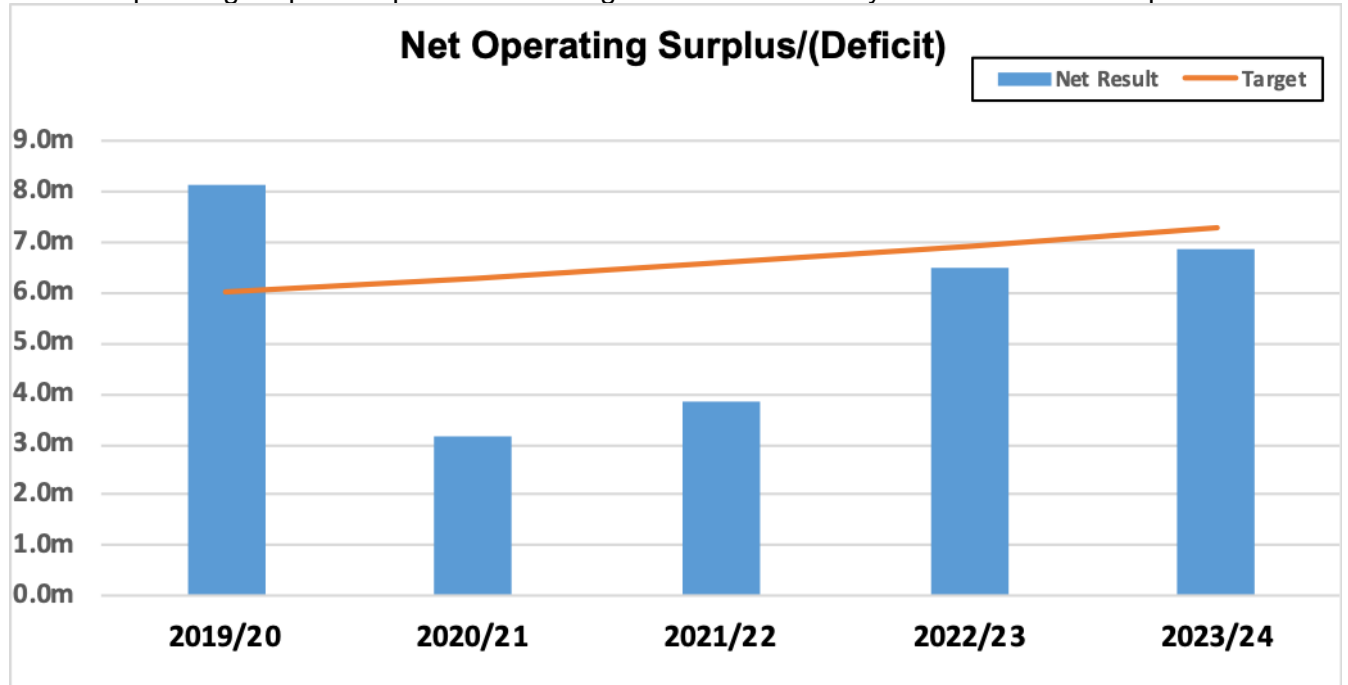
The 2019/20 forecast includes large amounts of grant funded capital works including the Lake Pertobe project and Reid Oval. The impact of the second rate cap variation from 2022/23 sees the asset renewal ratio get closer to the target.



Option 2 – No variation to the rate cap

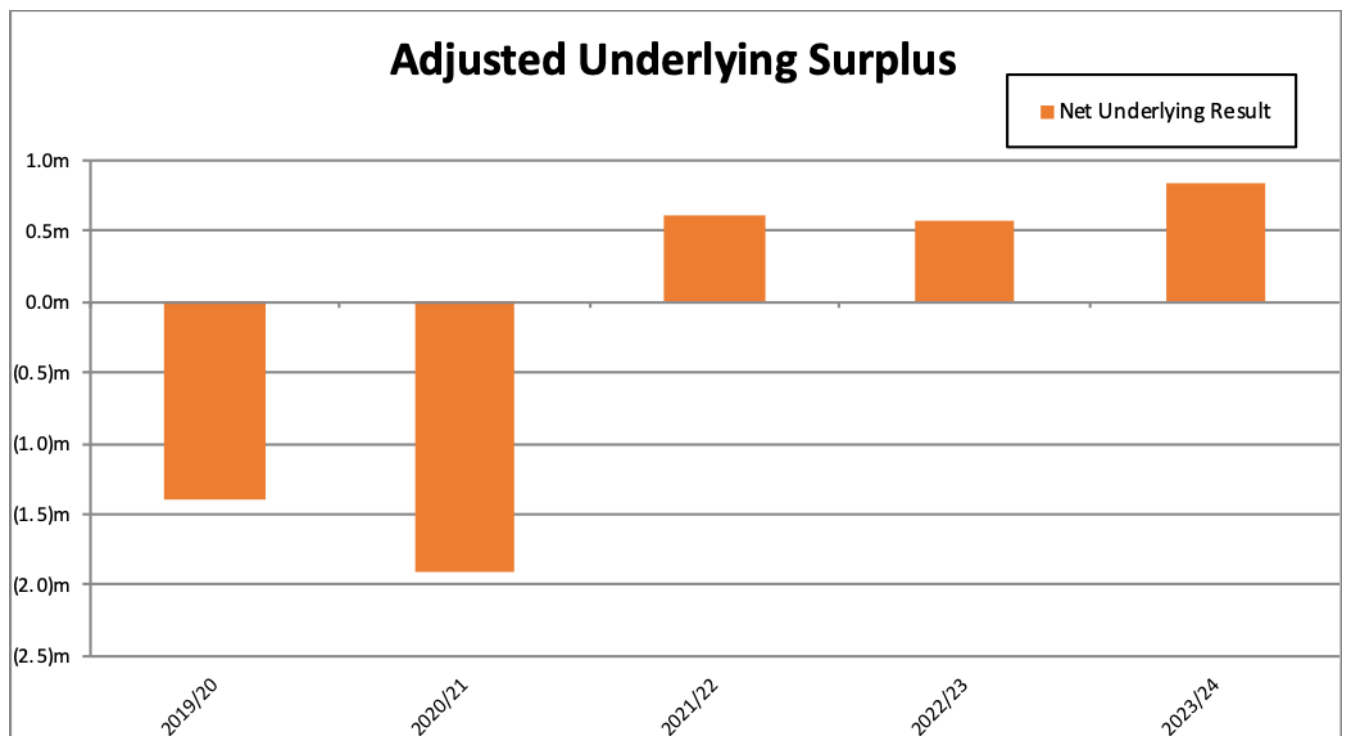
Net Operating Surplus

The net operating surplus drops below the target in the 4th and 5th year without a rate cap variation.



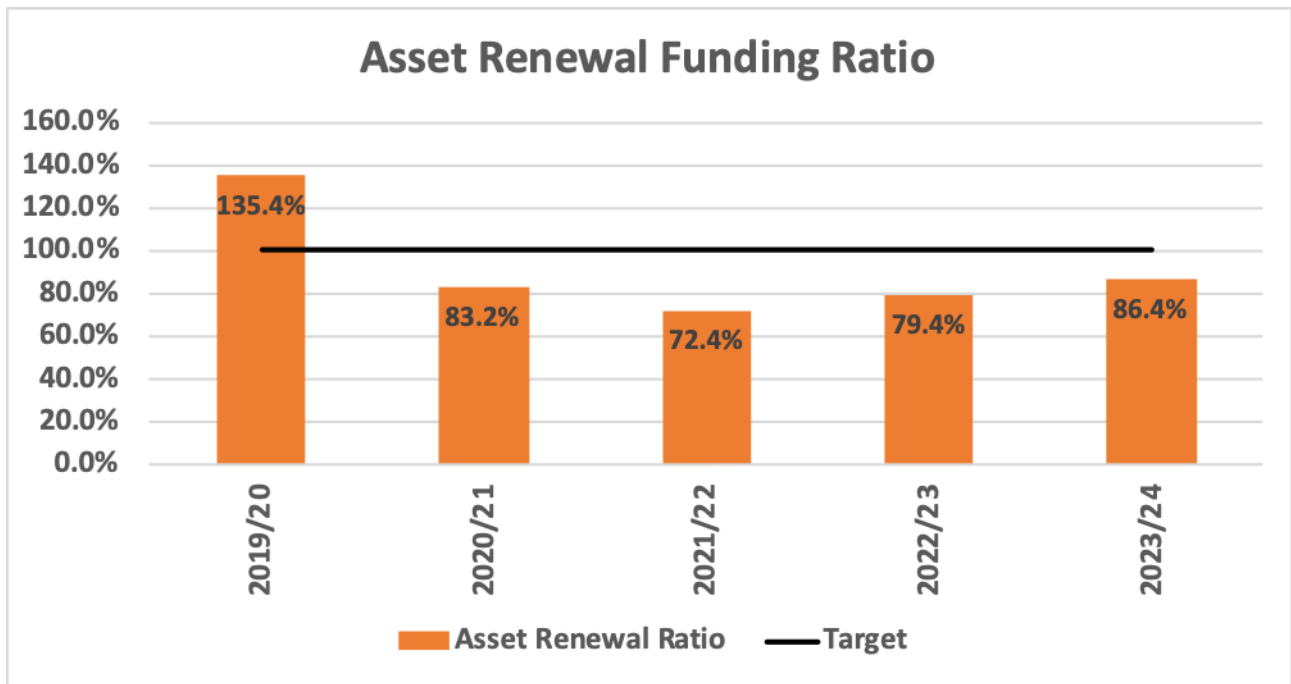
Underlying Adjusted Surplus

The underlying adjusted surplus remains in positive in the 4th and 5th year but with a reduced underlying adjusted surplus.



Asset Renewal

The asset renewal funding remains below target for the foreseeable future, which will increase the backlog and may result in service level decreases or decommissioning of community assets.



Outcomes

Options 1 – a higher cap option (2022/23) is the preferred option as it allows Council to;

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

Achievement of SRP objectives

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

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

Following the impact of COVID19, Council is achieving a minimum breakeven adjusted underlying result

(measure: adjusted underlying result).

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

Existing services have been maintained throughout the long-term financial plan period after allowing for the impact of inflation and other cost indexation (measure: net cost of services and expenditure level).

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

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

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

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

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

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

Appendix 1

Comprehensive Income Statement

For the four years ending 30 June 2024

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2019/20	2020/21	Projections		
		\$'000	\$'000	2021/22	2022/23	2023/24
		\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	40,698	41,436	42,766	44,763	46,106
Statutory fees and fines	4.1.2	1,713	1,580	1,881	1,919	1,957
User fees	4.1.3	14,747	11,332	18,614	18,966	19,345
Grants - Operating	4.1.4	11,800	12,235	12,182	12,427	12,676
Grants - Capital	4.1.4	8,211	4,559	2,914	1,992	1,701
Contributions - monetary	4.1.5	4,154	801	816	831	847
Contributions - non-monetary	4.1.5	4,000	4,000	4,500	4,500	5,000
Other income	4.1.6	1,284	619	631	644	657
Total income		86,607	76,562	84,304	86,042	88,289
Expenses						
Employee costs	4.1.7	32,940	31,739	35,864	36,887	37,948
Materials and services	4.1.8	31,172	26,604	28,960	26,437	26,756
Depreciation	4.1.9	12,250	12,650	13,050	13,450	13,850
Amortisation - Right of use assets	4.1.10	200	200	200	200	200
Bad and doubtful debts		146	101	135	137	140
Borrowing costs		350	328	331	275	226
Other expenses	4.1.11	838	886	904	922	940
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		552	901	991	682	772
Total expenses		78,448	73,409	80,435	78,990	80,832
Surplus/(deficit) for the year		8,159	3,153	3,869	7,052	7,457
Other comprehensive income						
Net asset revaluation increment/(decrement)		10,000	10,000	10,000	10,000	10,000
Total comprehensive result		18,159	13,153	13,869	17,052	17,457

Balance Sheet

For the four years ending 30 June 2024

		Forecast Actual 2019/20	Budget 2020/21	Strategic Resource Plan Projections		
	NOTES	\$'000	\$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Assets						
Current assets						
Cash and cash equivalents		3,604	1,677	2,157	2,312	1,593
Trade and other receivables		4,000	3,507	3,521	3,541	3,554
Other financial assets		8,000	9,000	10,000	11,000	13,000
Inventories		185	185	185	185	185
Other assets		1,300	1,310	1,320	1,330	1,340
Total current assets	4.2.1	17,089	15,679	17,183	18,368	19,672
Non-current assets						
Trade and other receivables		10	8	6	4	2
Investments in associates, joint arrangement and subsidiaries		650	665	680	695	710
Property, infrastructure, plant & equipment		655,178	674,307	686,194	700,594	718,174
Right-of-use assets	4.2.4	1,400	1,200	1,000	800	600
Total non-current assets	4.2.1	657,238	676,180	687,880	702,093	719,486
Total assets		674,327	691,859	705,063	720,461	739,158
Liabilities						
Current liabilities						
Trade and other payables		4,300	4,400	4,500	4,600	4,700
Trust funds and deposits		1,150	1,130	1,150	1,170	1,130
Provisions		6,800	7,004	7,214	7,431	7,653
Interest-bearing liabilities	4.2.3	1,694	2,085	1,834	1,883	1,934
Lease liabilities	4.2.4	200	200	200	200	200
Total current liabilities	4.2.2	14,144	14,819	14,898	15,284	15,617
Non-current liabilities						
Provisions		1,300	1,339	1,379	1,421	1,463
Interest-bearing liabilities	4.2.3	8,020	11,885	11,301	9,419	10,484
Lease liabilities	4.2.4	1,200	1,000	800	600	400
Total non-current liabilities	4.2.2	10,520	14,224	13,480	11,440	12,347
Total liabilities		24,664	29,043	28,378	26,724	27,964
Net assets		649,663	662,816	676,685	693,737	711,194
Equity						
Accumulated surplus		239,882	244,054	247,761	254,974	262,149
Reserves		409,781	418,762	428,924	438,763	449,045
Total equity		649,663	662,816	676,685	693,737	711,194

Statement of Changes in Equity

For the four years ending 30 June 2024

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019/20 Forecast Actual					
Balance at beginning of the financial year		631,504	232,679	392,485	6,340
Impact of adoption of new accounting standards					
Adjusted opening balance		631,504	232,679	392,485	6,340
Surplus/(deficit) for the year		8,159	8,159	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(1,235)	-	1,235
Transfers from other reserves		-	1,329	-	(1,329)
Balance at end of the financial year		649,663	240,932	402,485	6,246
2020/21 Budget					
Balance at beginning of the financial year		649,663	240,932	402,485	6,246
Surplus/(deficit) for the year		3,153	3,153	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves	4.3.1	-	(181)	-	181
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	662,816	243,904	412,485	6,427
2021/22					
Balance at beginning of the financial year		662,816	243,904	412,485	6,427
Surplus/(deficit) for the year		3,869	3,869	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(162)	-	162
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		676,685	247,611	422,485	6,589
2022/23					
Balance at beginning of the financial year		676,685	247,611	422,485	6,589
Surplus/(deficit) for the year		7,052	7,052	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	161	-	(161)
Balance at end of the financial year		693,737	254,824	432,485	6,428
2023/24					
Balance at beginning of the financial year		693,737	254,824	432,485	6,428
Surplus/(deficit) for the year		7,457	7,457	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(282)	-	282
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		711,194	261,999	442,485	6,710

Statement of Cash Flows

For the four years ending 30 June 2024

Notes	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	39,791	41,504	42,322	44,300	45,626
Statutory fees and fines	1,713	1,580	1,881	1,919	1,957
User fees	16,222	12,465	20,475	20,862	21,280
Grants - operating	20,010	16,794	15,096	14,419	14,378
Grants - capital					
Contributions - monetary	4,570	881	898	915	932
Interest received	284	284	289	295	301
Trust funds and deposits taken	-	-	20	20	-
Other receipts	1,100	354	376	384	392
Net GST refund / payment	(1,616)	(1,734)	(835)	(867)	(1,154)
Employee costs	(31,858)	(31,496)	(35,613)	(36,629)	(37,682)
Materials and services	(33,309)	(26,504)	(28,860)	(26,337)	(26,656)
Short-term, low value and variable lease payments					
Trust funds and deposits repaid	(49)	(20)	-	-	(40)
Other payments	(922)	(975)	(994)	(1,014)	(1,035)
Net cash provided by/(used in) operating activities 4.4.1	15,936	13,133	15,055	18,267	18,299
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(23,076)	(18,457)	(12,890)	(15,492)	(18,408)
Proceeds from sale of property, infrastructure, plant and equipment	720	471	481	490	500
Payments for investments	(9,000)	(14,000)	(14,000)	(14,000)	(14,000)
Proceeds from sale of investments	13,000	13,000	13,000	13,000	12,000
Net cash provided by/ (used in) investing activities 4.4.2	(18,356)	(18,986)	(13,409)	(16,002)	(19,908)
Cash flows from financing activities					
Finance costs	(350)	(328)	(331)	(275)	(226)
Proceeds from borrowings	1,400	5,950	1,250	-	3,000
Repayment of borrowings	(1,723)	(1,694)	(2,085)	(1,834)	(1,883)
Interest paid - lease liability					
Repayment of lease liabilities					
Net cash provided by/(used in) financing activities 4.4.3	(673)	3,928	(1,166)	(2,109)	891
Net increase/(decrease) in cash & cash equivalents	(3,093)	(1,925)	480	156	(718)
Cash and cash equivalents at the beginning of the financial year	6,696	3,603	1,678	2,158	2,314
Cash and cash equivalents at the end of the financial year	3,603	1,678	2,158	2,314	1,596

Statement of Capital Works

For the four years ending 30 June
2024

	NOTES	Forecast	Budget	Strategic Resource Plan Projections		
		Actual				
		2019/20	2020/21	2021/22	2022/23	2023/24
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		-	480	-	-	-
Total land		-	480	-	-	-
Buildings		-	-	-	-	-
Building improvements		4,325	3,094	2,062	2,035	4,686
Total buildings		4,325	3,094	2,062	2,035	4,686
Total property		4,325	3,574	2,062	2,035	4,686
Plant and equipment						
Plant, machinery and equipment		828	1,129	1,151	1,174	1,198
Computers and telecommunications		373	135	317	322	328
Paintings and exhibits		88	75	75	75	75
Total plant and equipment		1,289	1,339	1,543	1,571	1,601
Infrastructure						
Roads		5,832	3,833	3,940	4,021	4,103
Bridges		698	260	265	986	1,006
Footpaths and cycleways		2,644	1,655	2,002	2,307	2,333
Drainage		987	90	140	425	25
Recreational, leisure and community facilities		6,330	6,235	2,000	3,400	3,900
Parks, open space and streetscapes		2,654	572	540	547	554
Aerodromes		33	-	30	30	30
Off street car parks		56	59	260	61	62
Other infrastructure		534	840	108	108	108
Total infrastructure		19,768	13,544	9,285	11,885	12,121
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408
Represented by:						
New asset expenditure		3,730	3,645	1,348	2,055	1,462
Asset renewal expenditure		16,582	10,523	9,450	11,261	12,546
Asset expansion expenditure		-	-	-	-	-
Asset upgrade expenditure		5,070	4,289	2,092	2,175	4,400
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408
Funding sources represented by:						
Grants		5,441	3,279	1,634	1,992	1,701
Contributions		337	40	40	40	40
Council cash		17,864	10,438	11,216	13,459	13,667
Borrowings		1,740	4,700	-	-	3,000
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408

Statement of Human Resources

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs	32,940	31,739	35,864	36,887	37,948
Total staff expenditure	32,940	31,739	35,864	36,887	37,948
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	395.0	361.0	395.0	395.0	395.0
Total staff numbers	395.0	361.0	395.0	395.0	395.0

Other information

For the four years ended 30 June 2024

Summary of planned capital works expenditure

2021

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land	480	480	-	-	-	-	-	480	-
Building improvements	3,094	-	1,772	1,322	-	-	-	2,094	1,000
TOTAL PROPERTY	3,574	480	1,772	1,322	-	-	-	2,574	1,000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,129	-	1,129	-	-	-	-	1,129	-
Computers and Telecommunications	135	-	135	-	-	-	-	135	-
Paintings and Exhibits	75	75	-	-	-	-	40	35	-
TOTAL PLANT AND EQUIPMENT	1,339	75	1,264	-	-	-	40	1,299	-
Infrastructure									
Roads	3,833	-	3,833	-	-	425	-	3,408	-
Bridges	260	-	260	-	-	-	-	260	-
Footpaths and cycleways	1,655	665	990	-	-	-	-	1,655	-
Drainage	90	-	25	65	-	-	-	90	-
Recreational, leisure and community facilities	6,235	1,667	1,667	2,902	-	2,790	-	445	3,000
Parks, open space and streetscapes	572	58	514	-	-	-	-	572	-
Off street car parks	59	-	59	-	-	-	-	59	-
Other infrastructure	840	700	140	-	-	64	-	76	700
Total infrastructure	13,544	3,090	7,488	2,967	-	3,279	-	6,565	3,700
Total capital works expenditure	18,457	3,645	10,523	4,289	-	3,279	40	10,438	4,700

Summary of planned capital works expenditure

2022

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Building improvements	2,062	-	1,685	377	-	-	-	2,062	-
TOTAL PROPERTY	2,062	-	1,685	377	-	-	-	2,062	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,151	-	1,151	-	-	-	-	1,151	-
Computers and Telecommunications	317	-	317	-	-	-	-	317	-
Paintings and Exhibits	75	75	-	-	-	-	40	35	-
TOTAL PLANT AND EQUIPMENT	1,543	75	1,468	-	-	-	40	1,503	-
Infrastructure									
Roads	3,940	-	3,940	-	-	434	-	3,506	-
Bridges	265	-	265	-	-	-	-	265	-
Footpaths and cycleways	2,001	673	1,328	-	-	-	-	2,001	-
Drainage	140	-	25	115	-	-	-	140	-
Recreational, leisure and community facilities	2,000	600	-	1,400	-	1,200	-	800	-
Parks, open space and streetscapes	540	-	540	-	-	-	-	540	-
Aerodromes	30	-	30	-	-	-	-	30	-
Off street car parks	260	-	60	200	-	-	-	260	-
Other infrastructure	108	-	108	-	-	-	-	108	-
Total infrastructure	9,285	1,273	6,297	1,715	-	1,634	-	7,651	-
Total capital works expenditure	12,890	1,348	9,450	2,092	-	1,634	40	11,216	-

Summary of planned capital works expenditure

2023

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Building improvements	2,035	-	1,660	375	-	-	2,035	-	
TOTAL PROPERTY	2,035	-	1,660	375	-	-	2,035	-	
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,173	-	1,173	-	-	-	1,173	-	
Computers and Telecommunications	322	-	322	-	-	-	322	-	
Paintings and Exhibits	75	75	-	-	-	40	35	-	
TOTAL PLANT AND EQUIPMENT	1,571	75	1,496	-	-	40	1,531	-	
Infrastructure									
Roads	4,021	-	4,021	-	-	442	3,578	-	
Bridges	986	-	986	-	-	-	986	-	
Footpaths and cycleways	2,307	680	1,627	-	-	-	2,307	-	
Drainage	425	-	25	400	-	-	425	-	
Recreational, leisure and community facilities	3,400	1,300	700	1,400	-	1,550	1,850	-	
Parks, open space and streetscapes	547	-	547	-	-	-	547	-	
Aerodromes	30	-	30	-	-	-	30	-	
Off street car parks	61	-	61	-	-	-	61	-	
Other infrastructure	108	-	108	-	-	-	108	-	
Total infrastructure	11,885	1,980	8,105	1,800	-	1,992	9,893	-	
Total capital works expenditure	15,491	2,055	11,261	2,175	-	1,992	40	13,458	

Summary of planned capital works expenditure

2024

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Building improvements	4,686	-	1,686	3,000	-	-	-	1,686	3,000
TOTAL PROPERTY	4,686	-	1,686	3,000	-	-	-	1,686	3,000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,198	-	1,198	-	-	-	-	1,198	-
Computers and Telecommunications	328	-	328	-	-	-	-	328	-
Paintings and Exhibits	75	75	-	-	-	-	40	35	-
TOTAL PLANT AND EQUIPMENT	1,600	75	1,525	-	-	-	40	1,560	-
Infrastructure									
Roads	4,103	-	4,103	-	-	451	-	3,652	-
Bridges	1,006	-	1,006	-	-	-	-	1,006	-
Footpaths and cycleways	2,333	687	1,646	-	-	-	-	2,333	-
Drainage	25	-	25	-	-	-	-	25	-
Recreational, leisure and community facilities	3,900	700	1,800	1,400	-	1,250	-	2,650	-
Parks, open space and streetscapes	554	-	554	-	-	-	-	554	-
Aerodromes	30	-	30	-	-	-	-	30	-
Off street car parks	62	-	62	-	-	-	-	62	-
Other infrastructure	108	-	108	-	-	-	-	108	-
Total infrastructure	12,122	1,387	9,334	1,400	-	1,701	-	10,421	-
Total capital works expenditure	18,408	1,462	12,545	4,400	-	1,701	40	13,667	3,000

Statement of Human Resources
Summary of planned human resources expenditure

	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
Corporate strategies				
-Permanent full time	4,894	5,274	5,424	5,580
-Permanent part time	1,588	1,646	1,693	1,741
Total corporate strategies	6,482	6,919	7,117	7,322
City infrastructure				
-Permanent full time	7,792	8,147	8,379	8,620
-Permanent part time	883	1,003	1,032	1,062
Total city infrastructure	8,675	9,150	9,412	9,682
Community development				
-Permanent full time	4,969	5,359	5,512	5,670
-Permanent part time	6,479	7,463	7,676	7,896
Total community development	11,447	12,822	13,187	13,567
City growth				
-Permanent full time	3,233	3,887	3,998	4,113
-Permanent part time	608	939	965	993
Total city growth	3,841	4,826	4,964	5,106
Total casuals and others	1,293	2,146	2,208	2,271
Total staff expenditure	31,739	35,864	36,887	37,948

	2019/20	2020/21	2021/22	2022/23
	FTE	FTE	FTE	FTE
Corporate strategies				
-Permanent full time	48	50	50	50
-Permanent part time	19	19	19	19
Total corporate strategies	67	69	69	69
City infrastructure				
-Permanent full time	86	87	87	87
-Permanent part time	12	13	13	13
Total City Infrastructure	98	100	100	100
Community development				
-Permanent full time	58	59	59	59
-Permanent part time	82	92	92	92
Total community development	140	151	151	151
City growth				
-Permanent full time	33	40	40	40
-Permanent part time	8	12	12	12
Total city growth	41	51	51	51
Total casuals and others	15	23	23	23
Total staff numbers	361	395	395	395

Glossary

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

Financial year	means the period of 12 months ending on 30 June each year
General order	means an order made by the Minister under section 185D of the Act
Higher cap	means an amount expressed as the average rate cap specified in a general order plus an additional percentage amount in respect of that financial year
Human resources	means the staff employed by a council
Indicator	means what will be measured to assess performance
Initiatives	means actions that are one-off in nature and/or lead to improvements in service
Local Government Model Financial Report	means the model report published by the Department of Environment, Land, Water and Planning
Major initiatives	means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget
Minister	means the Minister for Local Government
Model budget	means the <i>Victorian City Council Model Budget</i> prepared annually by the Chartered Accountants in Australia and New Zealand
New asset expenditure	means expenditure that creates a new asset that provides a service that does not currently exist
Non-financial resources	means the resources other than financial resources required to deliver the services and initiatives in the budget
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's strategic resource plan
Planning and accountability framework	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Performance statement	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Recurrent grant	means a grant other than a non-recurrent grant
Regulations	means the Local Government (Planning and Reporting) Regulations 2014
Report of operations	means a report containing a description of the operations of the council during the financial year and included in the annual report

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