



Warrnambool City Council

BUDGET

2013/2014

Contents	Page
Executive summary	2
Budget preparation	7
Overview	
1. Linkage to the Council Plan	8
2. Themes, 4 year strategies, activities and initiatives	10
3. Budget influences	18
Budget analysis	
4. Analysis of operating budget	20
5. Analysis of budgeted cash position	25
6. Analysis of capital budget	28
7. Analysis of budgeted financial position	31
Long term strategies	
8. Strategic resource plan and key financial indicators	33
9. Rating strategy	37
10. Borrowing strategies	39
Appendices	
A Budgeted standard statements	41
B Statutory disclosures	46
C Capital works program	54
D Key Strategic Activities	57
E Fees and Charges	58
F Activities and Initiatives	80
F Glossary of Terms	101

Executive Summary

It is with pleasure that the Council presents this Budget to the Warrnambool community for the 2013/14 year.

When considering this budget it must be viewed in the context of a growing city and the need for Council to provide services and infrastructure to the community of today whilst continuing to plan for the future. Warrnambool, based on current annual growth rates, is planning for a city of approximately 50,000 by the year 2030.

Council is committed to maintaining existing service levels and delivering capital works programs that will continue to ensure that Warrnambool remains a vibrant and leading regional city.

To achieve these outcomes the Budget incorporates increases in rates and charges of 4.5%, an operating budget of \$61.5 million and a capital works program of \$29.8 million.

2013/14 also sees the introduction of the Fire Services Levy onto council rate notices for the first time. Councils are collecting the levy on behalf of the state government and the average amount for a Warrnambool residential property in 2013/14 will be \$136.00 per annum and this sum will be included in the total amount of rates and charges payable. Ratepayers need to be aware that this levy is not revenue for the council who are merely acting as collection agents for the state government. The levy has transitioned from insurance premiums to a property valuation based levy which is considered to be a more equitable method of funding the fire services.

The principal responsibility of Council is to deliver a diverse range of services for the community. These services require a substantial level of expenditure and include:

- Family & Children's services (\$8.2 million)
- Aged & Disabled services (\$3.9 million)
- Waste Management (\$2.9 million)
- Parks & Gardens (\$3.1 million)
- Roads & Other Infrastructure (\$4.8 million)
- Recreation & Culture (\$6.7 million)
- Promotions & Events (\$2.2 million)
- Planning and Building services (\$1.6 million)

The capital works budget balances the requirements of reinvestment in Council's existing infrastructure assets as well as catering for new projects which enhance the liveability of the city and cater for the demands of continuing growth and achieve the objectives of the Council Plan.

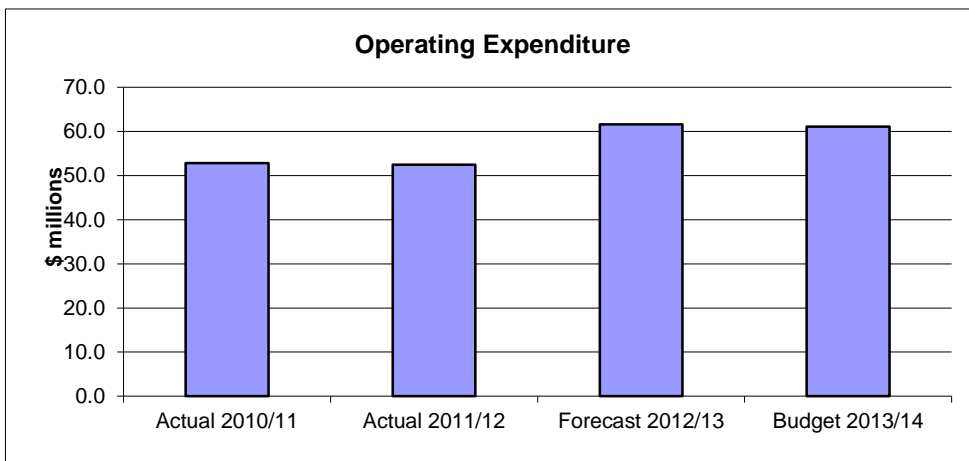
The budget reflects Council's aim of being financially sustainable into the future and in setting the budget Council has sought to balance the demand for services and infrastructure with the community's capacity to pay.

Key budget information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and key strategic activities of the Council.

Service Delivery

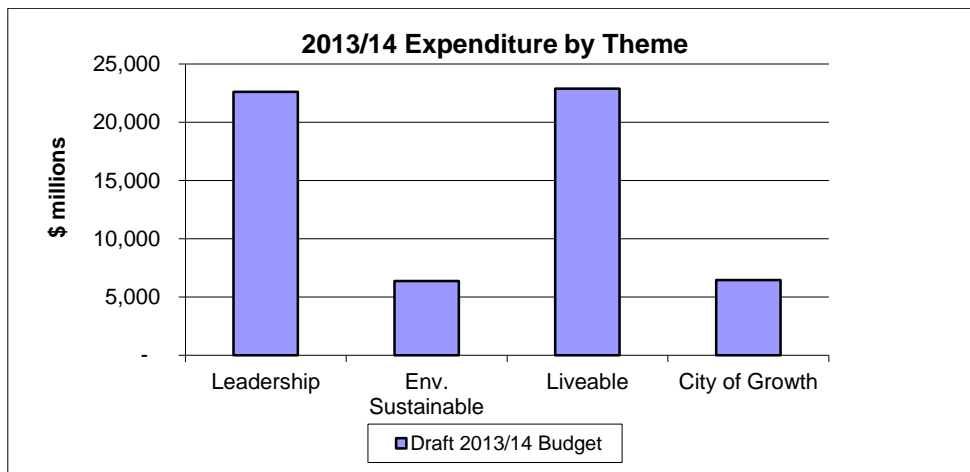
Warrnambool City Council fulfils the role of regional service provider and operates over 35 business units and delivers over 100 service programs to the Warrnambool and district community. These services include meals on wheels, home care, family day care, centre based child care, maternal child care, seniors programs, festivals and events, library, performing arts, leisure activities, parks and gardens, roads and infrastructure, asset maintenance, waste management, street cleaning, port and airport, economic development, tourism, environmental health and planning and regulatory services.

Executive Summary Cont.



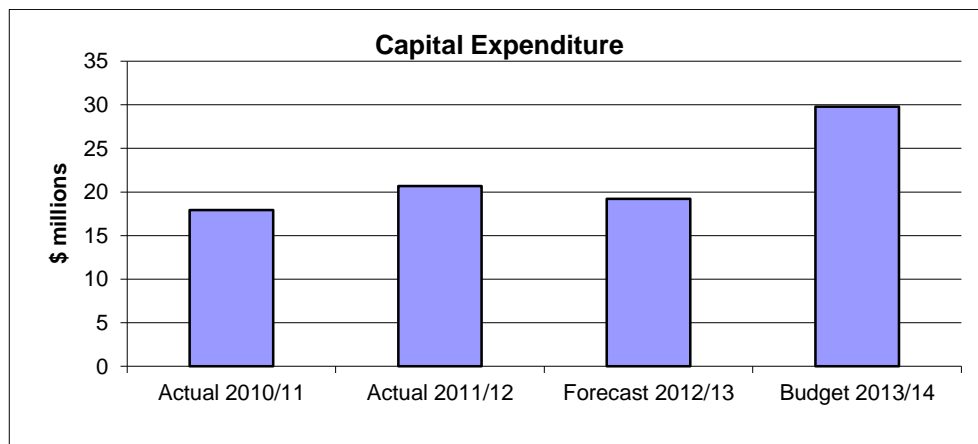
The cost of services delivered to the community for the 2013/14 year is expected to remain consistent with forecast 2012/13 levels just over \$61 million. The key driver of expenditure for services delivered is wage movements which are controlled by Councils Enterprise Agreement. Service levels have been reviewed and mostly maintained with a number of efficiencies and initiatives proposed to maintain operating costs at 2012/13 levels.

Strategic Themes



The Annual Budget includes a range of activities and initiatives to be funded that will contribute to achieving the strategic themes specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2013/14 year.

Capital Works

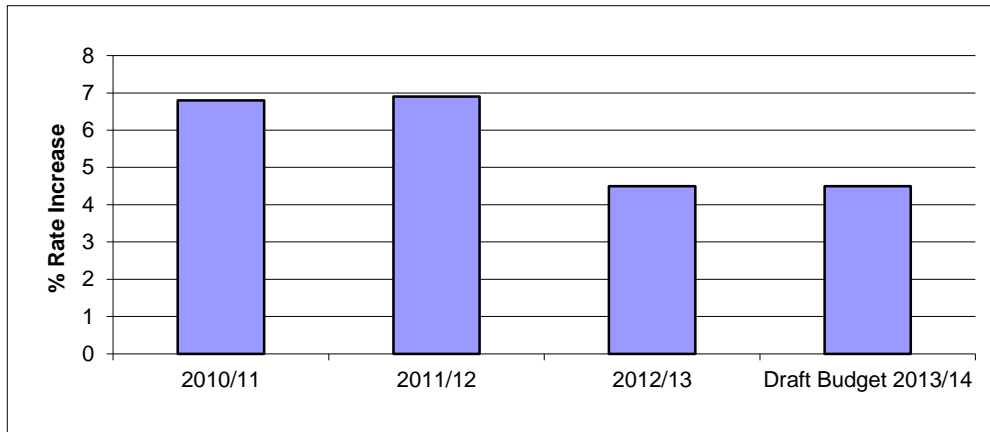


Executive Summary Cont.

The capital works program for the 2013/14 year is expected to be \$29.78 million. Of the total allocation, \$8.32 million is committed to infrastructure asset renewal while \$10.89 million has been allocated to new capital works and the upgrading of existing facilities. Council continues to have a strong focus on asset renewal.

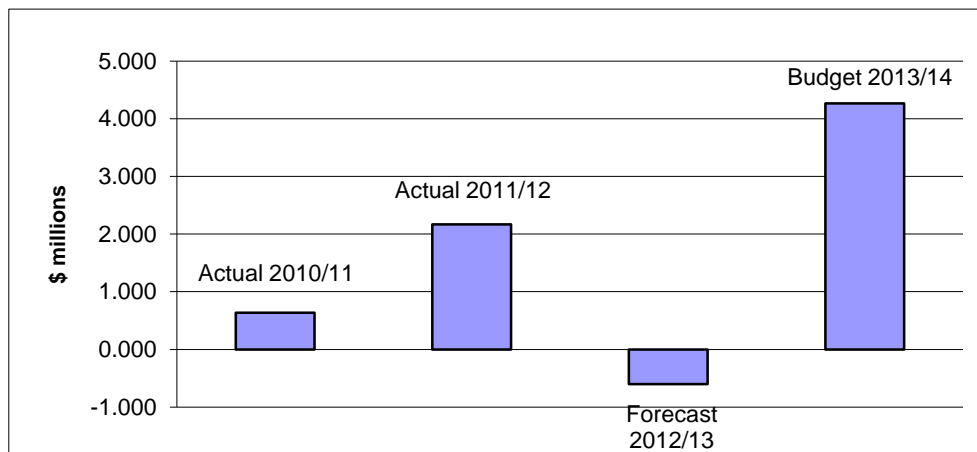
Council's capital works program will increase to record levels as a result of the construction of some major infrastructure including Horne road, Coghlan's road and the completion of Aberline road to facilitate both residential growth and business activity. The negotiation of external funding from developers and government grants has enabled this record level of works to occur without increasing ratepayers annual contribution to the capital works program. The capital expenditure program has been set and prioritised based on a rigorous process of evaluation that has enabled Council to assess needs and develop sound business cases for each project.

Rates



It is proposed that rates and charges be increased by 4.5% for the 2013/14 year, raising total rates of \$29.09 million. The rate increase is in line with Council's rating strategy and follows the 4.5% increase in 2012/13.

Underlying Operating Result & Financial Sustainability

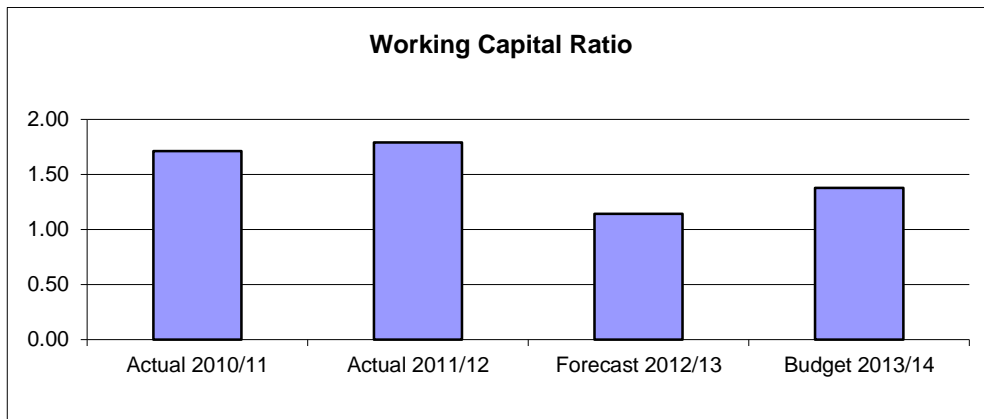


Whilst forecasting a small underlying deficit in 2012/13 Council is expecting a strong underlying surplus in 2013/14 of \$4.26 million. For the four year budget outlook period, positive underlying results are expected in line with Council's long term financial strategy and to achieve a low risk rating by the Victorian Auditor General. This underlying result excludes items such as capital grants and subdivider gifted assets.

A high level Strategic Resource Plan for the years 2013/14 to 2016/17 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. Producing a positive underlying result is a key indicator of financial sustainability.

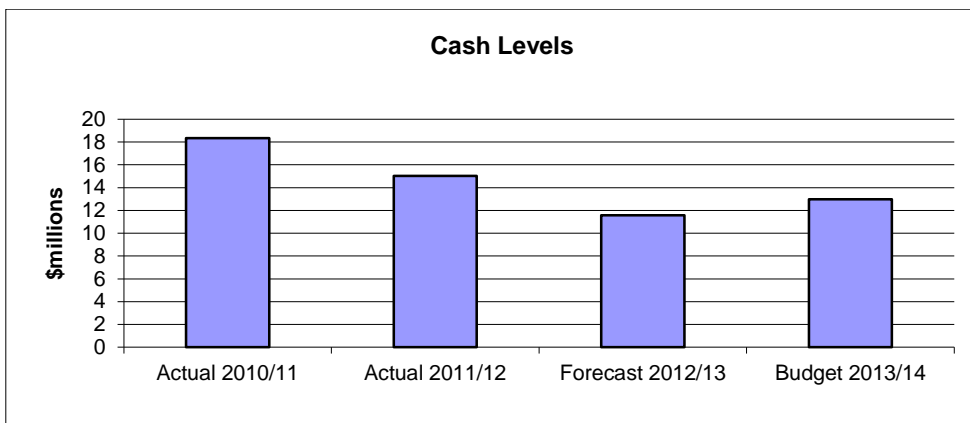
Executive Summary Cont.

Working Capital Position



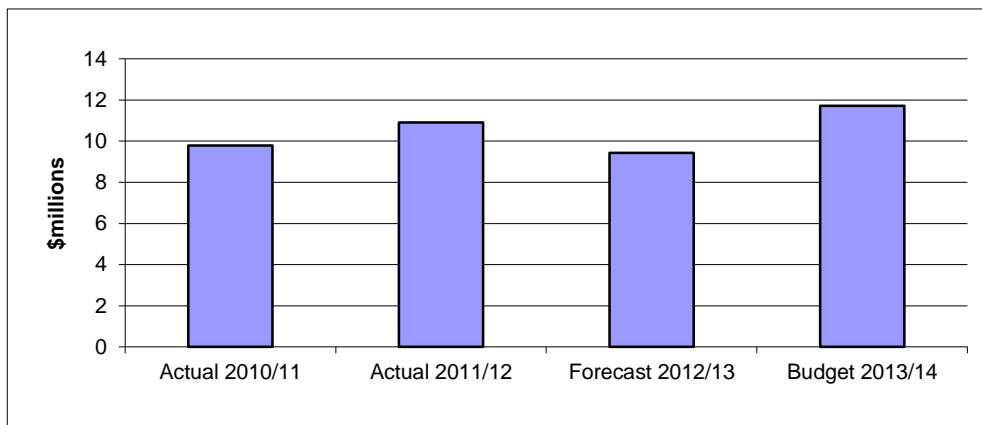
This is a measure which compares Council's current assets to its current liabilities, referred to as the Working Capital ratio. The forecast 2012/13 ratio is a reflection of Council's decision to utilise its cash reserves previously set aside for long service leave to pay its portion of the defined benefit superannuation liability.

Cash



Council's focus on delivery capital works, combined with no longer being required to cash back its long service leave and utilising this to pay down its defined benefit superannuation shortfall have seen its cash balance decrease over time. Council maintains strong cash levels as it is a major driver in the working capital ratio of Council, which is illustrated in the above graph.

Borrowings



In accordance with Council's borrowings strategy, contained within the Strategic Resource Plan, new borrowings for 2013/14 will be \$3.65 million to fund infrastructure works through growth areas and drainage works. Council elected to defer its borrowings for 2012/13 and combine them with 2013/14 borrowings due to the delay in commencement of some 2012/13 works.

This strategy ensures Council's loan liability remains under the maximum prudential limit as stipulated by Local Government Victoria.

BRUCE A. ANSON
CHIEF EXECUTIVE

Budget Preparation

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Local Government Act 1989 (the Act) and Local Government (Finance and Reporting) Regulations 2004 (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2013/14 budget, which is included in this report, is for the year 1 July 2013 to 30 June 2014 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ended 30 June 2014 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Accounting Standards. The budget also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, officers firstly review and update Council's long term financial projections. The preparation of the budget, within this longer term context, begins with officers preparing the operating and capital components of the annual budget during February and March. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during April. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted and a copy submitted to the Minister for Local Government by 31 August each year, although given the Strategic resource Plan (four year resource plan) must be lodged with the Minister by June 30, this is the effective date. The key dates for the budget process are summarised below:

Budget process	Timing
1. Officers update Council's long term financial projections	February
2. Officers prepare operating and capital budgets	8/03/13
3. Council considers draft budgets	14/04/13
4. Draft budget submitted to Council for approval	6/05/13
5. Public notice advising intention to adopt budget	8/05/13
6. Budget available for public inspection and comment	8/05/13
7. Public submissions period closes	5/06/13
8. Submissions considered by Council	11/06/13
9. Budget and submissions presented to Council for adoption	17/06/13
9. Copy of adopted budget submitted to the Minister	30/06/13
10. Revised budget where a material change has arisen	Sept - June

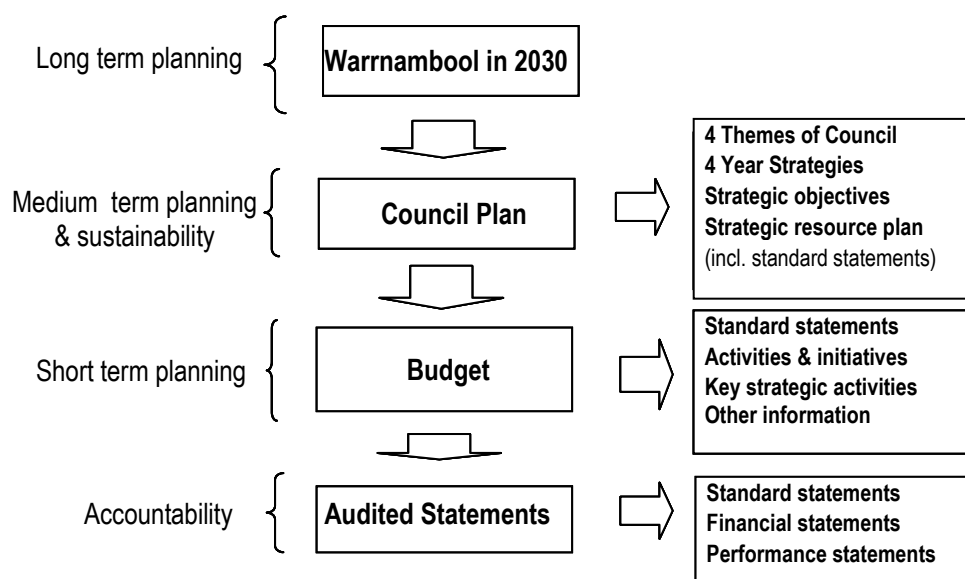
1. Linkage to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Audited Statements).

1.1 Strategic planning framework

The Annual Budget has been developed within an overall planning framework, which guides the Warrnambool City Council in identifying community needs and aspirations over the long term, converting these into medium term (Council Plan) and short term (Annual Budget) activities and initiatives. The audited financial statements then provide the necessary accountability.

The Strategic Resource Plan, included in the Council Plan, summarises the financial impacts of the goals and objectives and determines the sustainability of these plans. The Annual Budget is then framed within the Strategic Resource Plan. The diagram below depicts the strategic planning framework of Council.



The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year to ensure that there is sufficient time for officers to develop their Activities and Initiatives and Key Strategic Activities in draft form prior to the commencement of the Annual Budget process. It also allows time for targets to be established during the Strategic Resource Planning process to guide the preparation of the Annual Budget.

1.2 Our purpose

To benefit the people of Warrnambool by providing:

- Responsible governance;
- Quality and valued service; and
- Effective strategic planning based on the City's natural features and diverse assets.

Our vision for Warrnambool

Warrnambool City Council seeks to benefit the people of Warrnambool by providing:

- Centre of a prosperous region of outstanding clean and green reputation;
- High quality lifestyle;
- Learning and enterprising City; and
- Leading practice in regional city local government.

1. Linkage to the Council Plan Cont.

Our Values

Our decisions, services and allocation of resources will be guided according to the following values:

- **Good Governance**
We will have open, accessible and accountable governance in touch with the existing and changing needs of our community.
- **Fairness and Responsiveness**
We will ensure that all people are treated with dignity, respect and fairness. Our staff are critical to the achievement of our goals and we are committed to their continuing development.
- **Service Excellence**
We are here to serve our community and will strive to meet its needs to the highest affordable standards.
- **Continuous Improvement**
We will continually look for ways to improve our services to enhance community benefit.
- **Communication and Engagement**
We will deliver accurate, timely and relevant information involving the open exchange of ideas and information with the community.
- **Environmental Sustainability**
We will aspire to become environmentally sustainable and maximise opportunities for all people and future generations to enjoy social and physical well-being.

1.3 Strategic objectives

The Council delivers activities and initiatives under numerous major service categories. Each contributes to the achievement of one of the four Council Themes as set out in the Council Plan for the 2013-17 years. The following table lists these four as described in the Council Plan.

Strategic Objective	Description
1. A Leading Regional City	Long-term financial planning, sustainable asset management, responsible governance and community engagement will drive our city into the future.
2. An Environmentally Sustainable City	Environmental considerations will underpin all future planning and development.
3. A Liveable City	Excellent cultural, recreational, health and social services will support people in our community.
4. A City of Growth	Planned and sustainable development will direct our city's growth.

2. Activities, initiatives and key strategic activities

This section provides a description of the activities and initiatives to be funded in the Budget for the 2013/14 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of key strategic activities and performance targets and measures in relation to these. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan is shown below.

2.1 Strategic Objective 1: A Leading Regional City

Warrnambool is a thriving regional city supporting substantial growth and unprecedented expansion. Our city has a strong, secure economy and consistently low unemployment levels. As a leading regional city, Warrnambool will support our community in its quest to improve our tertiary education and health care facilities. We will strengthen our regional role through local, regional, national and international partnerships and develop opportunities for businesses to compete on the world stage. We will advocate strongly for improved services that make living in a regional city even more attractive.

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

Activity	Description	2012/13 Budget Expenditure (Revenue) Net Cost \$'000	2013/14 Budget Expenditure (Revenue) Net Cost \$'000
Elected Council	Elected Council governs our City in partnership with and on behalf of our community, and encourages and facilitates participation of all people in civic life. Also includes contributions made to community groups and organisations.	856 (253) 603	766 (233) 533
Executive Services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements. Also includes media & marketing	903 (125) 778	938 (133) 805
Revenue & Customer Service	Provides a complete service in revenue collection, property management and a customer interface for various service units and a wide range of transactions. Includes contract valuation service.	1,138 1,138	1,166 1,166
Information Services	Enables Council staff to have access to the information they require to efficiently perform their functions. Includes software support, licensing and lease commitments.	1,711 (27) 1,684	1,845 (27) 1,818
Organisation Development	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time be highly productive in delivering Council's services to the community. Includes recruitment, staff inductions and training.	1,021 (82) 939	1,053 (30) 1,023

2. Activities, initiatives and key strategic activities cont.

Activity	Description	2012/13 Budget Expenditure (Revenue) Net Cost \$'000	2013/14 Budget Expenditure (Revenue) Net Cost \$'000
Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, insurances, overhead costs including utilities.	2,003 (3,887) (1,884)	1,993 (3,627) (1,634)
Asset Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include municipal buildings, pavilions and other community buildings.	1,010 (458) 552	1,057 (459) 598
Infrastructure Services	This service prepares and conducts capital works and maintenance planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include roads, laneways, car parks, foot/bike paths, drains and bridges.	4,241 (1,009) 3,232	4,449 (1,136) 3,313
Drainage	Provides maintenance to the stormwater drainage network in a coordinated and efficient manner.	345 0 345	352 0 352
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over there useful lives.	8,850 8,850	9,750 9,750

Refer to Appendix F for the activities and initiatives to achieve each four year strategy.

The Key Strategic Activities are described below.

Key Strategic Activities

Strategic Activity	Performance Measure	Performance Target
Review and update council's community engagement policy	Council report	Finalise and adopt policy
Review the delivery model for parenting services	Council report	Review and adopt updated model
Develop and implement a framework for review of Council services in line with LG Act Best Value Principles.	Council report	Develop and adopt framework

2. Activities, initiatives and key strategic activities cont.

2.2 Strategic Objective 2: A Sustainable City

Our sustainable city will be financially secure and environmentally progressive, with improved transport options and vibrant recreation spaces. We will have well maintained assets, some of which will help preserve our pristine environment. While protection of the environment will always be a significant issue, environmental sustainability will be balanced with financial viability of our Council.

Community Priorities : The priorities of improved management of pollution in rivers, climate change, protecting our waterways and conserving and encouraging biodiversity have a major focus in the draft Council Plan. Community priorities of improving public transport, bike tracks and pedestrian paths, along with improving community open spaces are dealt with in 2.03 and 2.04.

People were particularly keen for Council to increase education and promotion of sustainability initiatives, and to facilitate cost effective ways for people to become more sustainable in their everyday lives.

Council will strive to achieve this community priority through initiatives outlined in 2.05

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

Activity	Description	2012/13	2013/14
		Budget Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	424 (15) 409	427 (16) 411
Waste Management & Street Cleaning	This service provides kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties in Council. It also provides street cleaning, leaf collection and street litter bins throughout Council.	2,614 2,614	2,873 2,873
Parks and Gardens	This service covers a range of areas such as tree pruning, planting, removal, planning and street tree strategies, management of conservation and parkland areas, creeks and other areas of environmental significance. Parks Management provides management and implementation of open space strategies and maintenance programs.	2,915 (175) 2,740	3,078 (162) 2,916

Refer to Appendix F for the Activities and Initiatives to achieve each four year strategy.

The Key Strategic Activities are described below.

Key Strategic Activities

Strategic Activity	Performance Measure	Performance Target
Install Bicycle lanes & racks in key locations in City Centre	Project reporting	Complete physical works
Embed Open Space Strategy into Planning Scheme	Council report	Complete strategy and adopt

2. Activities, initiatives and key strategic activities cont.

2.3 Strategic Objective 3: A Liveable City

People who live in Warrnambool, or visit our city, are spoiled for choice. We have a beautiful coastline with tasteful development – such as the coastal promenade - that brings people closer to nature but also serves to protect our natural attractions. This is a part of what makes our city liveable. People can commute to work along the promenade, surf at lunch time and ride or walk on our many paths and trails. Our efforts to make our city one of the best cities to live in will include our Council encouraging creativity and social inclusion, and providing services and facilities to support people in their quest to have a quality life. We will be innovative in our approach to improve people's health and wellbeing, we will provide opportunities for our youth and increase volunteering in our community. We will also support and encourage our communities to strengthen our city's artistic, sporting and recreation culture.

Community Priorities : The community's vision for a liveable city revolves largely around health and wellbeing, and the social and physical attributes that contribute to this. Among important issues for people are improved options for healthy living, access to medical specialists, and adequate support services for the young people and the elderly. These issues are to be addressed in Council's Health and Wellbeing Plan as well as our advocacy plans. Part of the fabric of a liveable city is its sport and recreation culture, and the community has identified a need to upgrade sport and recreation facilities. Developing vital bike paths and trails and linking our city's sustainable transport network has also been identified as a key to making our city an easy place for people to live. The implementation of Council's Recreation Plan will pave the way for improvements to sport and recreation facilities in our city.

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

Activity	Description	2012/13	2013/14
		Budget Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Community Support Services	Government funded programs aimed at improving community participation, rural access programs and facilitation of migration to the South West and volunteer programs.	345 (290) 55	337 (293) 44
Aged Services	This area provides a range of services including meals on wheels, personal care, respite, home maintenance, home care, adult day care and senior citizens programs.	3,583 (3,085) 498	3,875 (3,313) 562
Family Services	This service provides family oriented support services including pre-schools, maternal & child health, child care, counselling & support, youth services, immunization, family day care.	7,047 (6,745) 302	8,145 (7,861) 284

2. Activities, initiatives and key strategic activities cont.

Activity	Description	2012/13 Budget Expenditure (Revenue) Net Cost \$'000	2013/14 Budget Expenditure (Revenue) Net Cost \$'000
Art and Culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Art Gallery and Warrnambool Entertainment Centre.	2,068 (1,465) 603	2,234 (1,618) 616
Library Services	Provision of quality library and information services to the community.	694 694	704 704
Recreation	Provision of sport, recreation and cultural facilities, service and programs in response to identified community need and to provide information and advice to clubs and organisations involved in these areas.	449 (46) 403	458 (47) 411
Leisure Centres	The Arc and Aquazone provide premier indoor community leisure facilities in South West Victoria, providing equitable and affordable access to a wide range of aquatic and fitness activities.	3,100 (2,623) 477	3,319 (2,837) 482
Regulatory Services	Local laws enforcement including parking fees and fines, public safety and traffic control.	1,070 (2,206) (1,136)	1,050 (2,088) (1,038)
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food premises.	571 (191) 380	587 (201) 386
Festivals and Events Group	Delivers a range of promotions, festivals and events including the nationally acclaimed Fun4Kids festival and the annual multicultural festival.	2,264 (1,134) 1,130	2,184 (1,122) 1,062

Refer to Appendix F for the activities and initiatives to achieve each four year strategy.

The Key Strategic Activities are described below.

Key Strategic Activities

Strategic Activity	Performance Measure	Performance Target
Finalise the Health and Wellbeing Plan 2013-17	Council report	Complete and adopt the plan
Adopt a Council Smoking Policy	Council report	Complete and adopt policy
Adopt a revised Gaming Policy	Council report	Complete and adopt policy
Complete the Cultural Development Plan	Council report	Complete and adopt the plan
Finalise the Community Services and Infrastructure Plan for Warrnambool	Council report	Complete and adopt the plan

2. Activities, initiatives and key strategic activities cont.

2.4 Strategic Objective 4: A City of Growth

Warrnambool is one of the fastest growing cities in regional Victoria. The security and beauty of our city is attracting young business people with families who are establishing their lives in a city that has volumes to offer. Our new residents, who are coming from all over Australia and overseas, are providing our city with a dynamic mix of culture. Investors are also seeing the potential of our region as major development shapes our region and our city. Council will continue to develop our city considering the balance required to meet the diverse and growing needs of our community.

We will work with partners to provide affordable housing, industrial development, retail opportunity and economic prosperity. We will be innovative, creative and positive as we develop our city using new and exciting technologies that enhance our physical and natural assets.

Tourism remains a key regional industry and Warrnambool City Council, as the owner and manager of holiday parks and the Flagstaff Hill Maritime Village, is the single biggest tourism operator in the city. In managing areas including the foreshore, Lake Pertobe and whale viewing platforms, the Council also plays a role in shaping the tourism image of Warrnambool.

Community Priorities : People's vision for the growth and development of our city involves improving transport, ensuring our City Centre meets the demands of a growing population and our many visitors. Improved car parking, having footpaths that link our city and beautification of our city are all important issues that are addressed in the City Centre Revitalisation Plan. As we look to the future, the community is keen to see our city develop the many tourism opportunities based around our natural advantage. Developing and promoting our food bowl, attracting more visitors from the Great Ocean Road, upgrading the Port and bidding for major tourism and recreation events were some of the community's key priorities addressed in 4.03.07.

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

Activity	Description	2012/13 Budget Expenditure (Revenue) Net Cost \$'000	2013/14 Budget Expenditure (Revenue) Net Cost \$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	322 (198) 124	399 (235) 164
City Strategy & Development	This service prepares and processes amendments to the Council Planning Scheme. This service processes planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme, prepares major policy documents and processes amendments to the Council Planning Scheme.	1,271 (437) 834	1,228 (394) 834
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	869 (1,316) (447)	878 (1,345) (467)
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	1,253 (2,085) (832)	1,335 (2,250) (915)
Flagstaff Hill Maritime Village	A major regional tourist attraction that includes a recreated heritage village that displays the maritime history of the region and features the "Shipwrecked" Sound & Light laser show.	1,847 (1,332) 515	1,684 (1,238) 446

2. Activities, initiatives and key strategic activities cont.

Activity	Description	2012/13 Budget Expenditure (Revenue) Net Cost \$'000	2013/14 Budget Expenditure (Revenue) Net Cost \$'000
Business Support	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	639 (24) 615	662 (31) 631
Warrnambool Airport	This service provides a regional Airport that meets the needs of users and operates as a viable commercial enterprise to the benefit of the region.	194 (120) 74	204 (138) 66
Port of Warrnambool	This service aims to maintain a viable port facility.	82 (91) (9)	84 (93) (9)

Refer to Appendix F for the Activities and Initiatives to achieve each four year strategy.

The Key Strategic Activities are described below.

Key Strategic Activities

Strategic Activity	Performance Measure	Performance Target
Employ an Implementation Manager for City Centre Structure Plan	Council report	Appoint person to the position
Complete the Planning Scheme Review	Council report	Complete and adopt the review
Re-exhibit Amendment C66	Council report	Complete and endorse the Amendment

2. Activities, initiatives and key strategic activities cont.

2.7 Performance statement

The Key Strategic Activities (KSA) detailed in the preceding pages, are summarised again in Appendix D. The KSA's performance measures, targets and results are audited at the end of the year and are included in the Performance Statement as required by the section 132 of the Act. The Annual Report for 2013/14 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
A Regional Leading City	17,724	23,369	(5,645)
An Environmentally Sustainable City	6,200	6,378	(178)
A Liveable City	3,513	22,893	(19,380)
A City of Growth	750	6,474	(5,724)
Total activities & initiatives	28,187	59,114	(30,927)
Other non-attributable	(4,882)		
Deficit before funding sources			
Rates & charges	(29,089)		
Capital grants	(11,872)		
Capital Contributions	(4,135)		
Total funding sources	(45,096)		
Surplus for the year	21,791		

3. Budget Influences

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

3.1 Snapshot of Warrnambool City Council

Warrnambool is a growing, vibrant regional centre and is among the top five fastest growing regional cities in Victoria. Our city is expected to be home to 50,000 people by the year 2030 and will service 120,000 people in the region.

Currently our city has just under 34,000 residents, a total budget in \$91.3 million (\$61.5 million operating and \$29.8 million capital) and total assets of almost \$600 million.

The City is the major source of employment for its residents, as well as other areas in the South-West of Victoria, most notably Moyne Shire. About 25 per cent of Warrnambool's workforce is employed in wholesale and retail trade, with a further 30 per cent employed in education, health, community and business services. Jobs in Warrnambool's manufacturing sector are on the increase. Large investments to dairy plants in the area have resulted in overall employment gains in this sector. Tourism is also a notable employer in Warrnambool with the city attracting many people to its beaches during the warmer months. Whale spotting in winter has also been a big drawcard for tourists. Our tourism industry generates \$150 million for our City annually and attracts over 700,000 per year to Warrnambool.

Overall, employment factors will have a strong bearing on population in the next 15 – 20 years in Warrnambool City. The recent development of various industries around the city such as gas production in the Otway Basin, wind farms and timber production are likely to maintain strong employment growth in Warrnambool. This is due to the fact that the city will benefit from expenditure and further growth of its services.

3.2 Budget Impacts

In preparing the 2013/14 budget, a number of external influences have been taken into consideration because they are likely to impact significantly on the services delivered by Council in the budget period.

These include:

- Labour costs (annual cost of approx. \$23m) moving at an average of 3.9% (Enterprise Agreement increases for 2013/14 not yet confirmed)
- Superannuation Guarantee increase of 0.25% to 9.25% and continuing increases in coming years
- Increased cost of Goods & Services (MAV local government cost index forecast at 3.9% for current year)
- A new fire levy will apply to all private property owners – including persons and organisations who do not currently pay council rates, such as churches, charities, private schools and RSL's – from 1 July 2013. A number of Council properties will also be subject to the fire levy. Under new legislation, the Fire Services Property Levy Act 2012, introduced as a result of recommendations by the Victorian Bushfires Royal Commission (VBRC), the new Fire Services Property Levy (FSPL) will be collected by Council on behalf of the State government, to fund the operations of the MFB and CFA.
- Waste disposal costs continue to be significant
- Utility (power, gas, water) cost increases
- Growth rates of 1.0% - expanding service delivery requirements
- Reducing investment returns
- Some government grants not keeping pace with CPI
- Role of Council's capital works program as local economy stimulus
- Funding of Defined Benefits Superannuation Scheme
- Compliance and regulatory requirements

3.4 Budget Principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets and the overriding direction was for Recurrent (day to day operations) Program Budgets to be prepared at a maximum increase of 2% over the 2012/13 Adopted Budget. In the context of wages increasing by approximately 3.9% per annum and given that wages comprise approximately 50% of the recurrent budget, the 2% net Program target is quite challenging and is an efficiency driver of close to 1.5%.

Directors and Managers were requested to review all income and expenditure items in assembling the draft budgets to ensure ongoing efficient delivery of Services and to ensure that:

- Operational net budget increases limited to 2%
- Service levels to be maintained at 2012/13 levels with the aim of being efficient and innovative and to maximise resource use
- Retain existing levels of subsidy for user fees in all Community Development programs. All fees and charges to be increased based on market analysis, regulation restrictions and consideration of the client bases ability to pay

In reviewing fees and charges, options for alleviating pressure on low income members of our community and the unemployed have been explored. Noting that some fees are commercially based and charged to both visitors and residents, others impact on welfare recipients and some are subject to national competition principles.

Council endorsed the following Budget principles for 2013/14:

- Service levels to be maintained at 2012/13 levels.
- Retain existing levels of subsidy for user fees where practicable.
- New revenue sources to be identified where possible (innovation).
- Maintain and renew existing assets in accordance with Council's Asset Management Policy.
- Invest in infrastructure to facilitate development in growth areas.
- Real savings and efficiencies to be identified and preserved wherever possible.
- Focus on advancing the liveability of Warrnambool.
- New Projects do not become recurrent items unless endorsed by Council.
- Recognise the needs of the disadvantaged where possible.

3.5 Legislative Requirements

Under the Local Government Act 1989, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Local Government (Finance and Reporting) Regulations 2004 (the Regulations) which support the Act.

The 2013/14 budget, which is included in this report, is for the year 1 July 2013 to 30 June 2014 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Standard Income Statement, Standard Balance Sheet, Standard Cash Flows and Standard Capital Works Statement. These statements have been prepared for the year ended 30 June 2014 in accordance with Australian Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

The budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a Strategic Resource Plan for the years 2012/13 to 2015/16 (section 8.), Rating Strategy (section 9.) and Borrowings Strategy (section 10.).

4. Analysis of Operating Budget

This section analyses the operating budget including expected income and expenses of the Council for the 2013/14 year.

4.1 Budgeted income statement

	Ref	Forecast Actual 2012/13 \$'000	Budget 2013/14 \$'000	Variance \$'000
Total income	4.2	68,692	83,206	14,514
Total expenses	4.3	61,840	61,415	425
Surplus (deficit) for the year		6,852	21,791	14,939
Less: Grants – capital	4.2.5	5,101	11,872	6,771
Less: Contributions – non-monetary assets		4,000	6,000	2,000
Add: Net loss on asset disposal		245	345	100
Add: Expensed capital works		1,403	0	(1,403)
Underlying surplus (deficit)	4.1.1	(602)	4,264	4,866

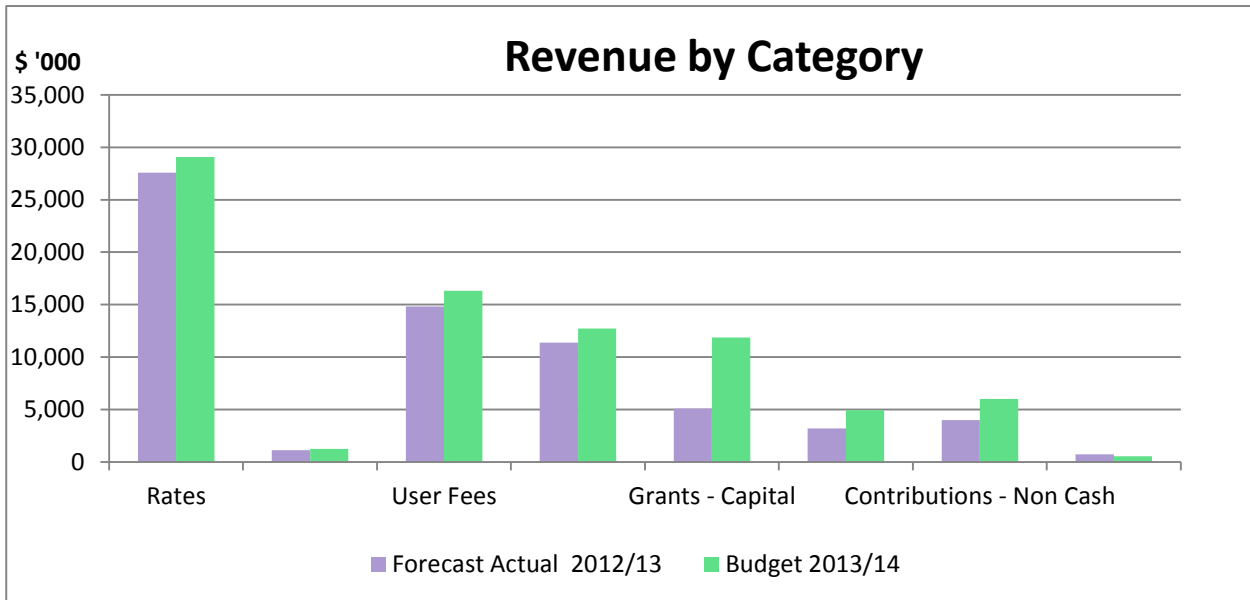
4.1.1 Underlying surplus (\$4.87 million increase)

The underlying result is the net surplus or deficit for the year adjusted for capital grants, contributions of non-monetary assets and other once-off adjustments. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by non-recurring or once-off items of income and expenses which can often mask the operating result. The underlying result for the 2013/14 year is a surplus of \$4.26 million which is an increase of \$4.87 million over the 2012/13 year end forecast.

4.2 Income

Income Types	Ref	Forecast Actual 2012/13 \$'000	Budget 2013/14 \$'000	Variance \$'000
Rates and charges	4.2.1	27,597	29,089	1,492
Statutory fees and fines	4.2.2	1,133	1,233	101
User fees	4.2.3	14,825	16,314	1,489
Grants - Operating	4.2.4	11,387	12,732	1,345
Grants - Capital	4.2.5	5,101	11,872	6,771
Contributions - Cash	4.2.6	3,198	4,944	1,746
Interest	4.2.7	711	556	(155)
Other revenue	4.2.8	740	466	(274)
Total operating revenue		64,692	77,206	12,514
Granted Assets	4.2.9	4,000	6,000	2,000

Source: Appendix A



4.2.1 Rates and charges (\$1.49 million increase)

It is proposed that income from rates and charges will increase by \$1.49 million to \$29.09 million in 2013/14. The increase in revenue is generated by the proposed 4.5% increase applied to the level of rates and charges and from supplementary rate income generated by growth in Council's rating base. Section 9 "Rating Strategy" includes a more detailed analysis of the rates and charges to be levied for 2013/14.

4.2.2 Statutory fees and fines (\$0.1 million increase)

Statutory fees and fines relate to income collected through parking fees and fines, health registrations, planning permits and building permits.

Statutory fees and fines revenues for 2013/14 are expected to marginally increase on 2012/13 levels.

4.2.3 User fees (\$1.49 million increase)

User fees relate to the wide range of services Council provides across its extensive service delivery programs and includes animal and health act registrations, town planning and building permit fees, holiday park fees, leisure centre and performing arts centre user charges, fees for the provision of child care, family day care and home help, entrance fees at flagstaff hill and saleyards stock fees.

Fees and charges income is predicted to increase by \$1.49 million with marginal increases in user fees. The 2012/13 forecast is lower than originally budgeted due to lower levels of activity in areas including building planning and development across the municipality.

Council sets fees based on market conditions and the cost associated with running a service, while giving consideration to those who may be suffering financial hardship.

A detailed listing of fees and charges is attached as Appendix E and also available on Council's web site.

4. Analysis of Operating Budget cont.

4.2.4 Grants - Operating (\$1.35 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to the community. Overall, the level of operating grants will increase by \$1.35 million compared to 2012/13 forecasts. However once operating grants are adjusted to allow for the early payment of part of the 2012/13 Grants Commission in 2011/12 Councils operating grants are only increasing by \$0.5 million. A significant part of the increase is from pre-schools with the full impact of the additional hours taking effect from 1 January 2013.

Funded programs vary from year to year, however a number of specific grant funded services are struggling to receive funding increases that equate to the movement in CPI. Significant areas of grant funding are summarised below:

Grant Funding Types	Forecast	Budget	Variance
	Actual	2013/14	
	2012/13	2013/14	
	\$'000	\$'000	\$'000
Family Day Care	678	695	17
Child Care	1,115	1,288	173
Home Assessment & Community Care	1,405	1,126	(279)
Pre Schools	1,448	1,865	417
Victorian Grants Commission	1,622	3,620	1,998

4.2.5 Grants - Capital (\$6.77 million increase)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. The movement in capital grants income reflects the movement in major capital works that are grant funded. Section 6 "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2013/14 year. Significant capital grants have been secured for the construction of Horne road, Coghlan's road and north Warrnambool flood plain drainage works.

4.2.6 Contributions (\$1.75 million increase)

Contributions include monies paid to Council for works, including roads and drainage, required to be completed by developers in accordance with planning permits issued for property development. Also included is philanthropic donations and contributions by any organisations to specific projects.

This income can swing considerably between years as it is dependent on development activity and will increase by \$1.75 million with increased levels of development anticipated in 2013/14 which will trigger developer contributions.

4.2.7 Interest – (\$0.16 million decrease)

Investment interest is impacted on by the level of cash held and the return on investment. It is anticipated that cash levels will reduce over 2012/13 levels as Council has drawn down on its cash reserve to pay the defined benefit superannuation shortfall while interest returns remain at low levels.

4.2.8 Other revenue (\$0.27 million decrease)

Other revenue relates to a range of items such as private works, cost recoups and other miscellaneous income items. It is predicted that income from these sources will reduce from 2012/13 forecast levels.

4.2.9 Contributions – non-cash (\$2 million increase)

Upon completion of new developments by external parties the Council takes ownership of the assets and recognises the value of the assets as non-cash contributions in its income statement.

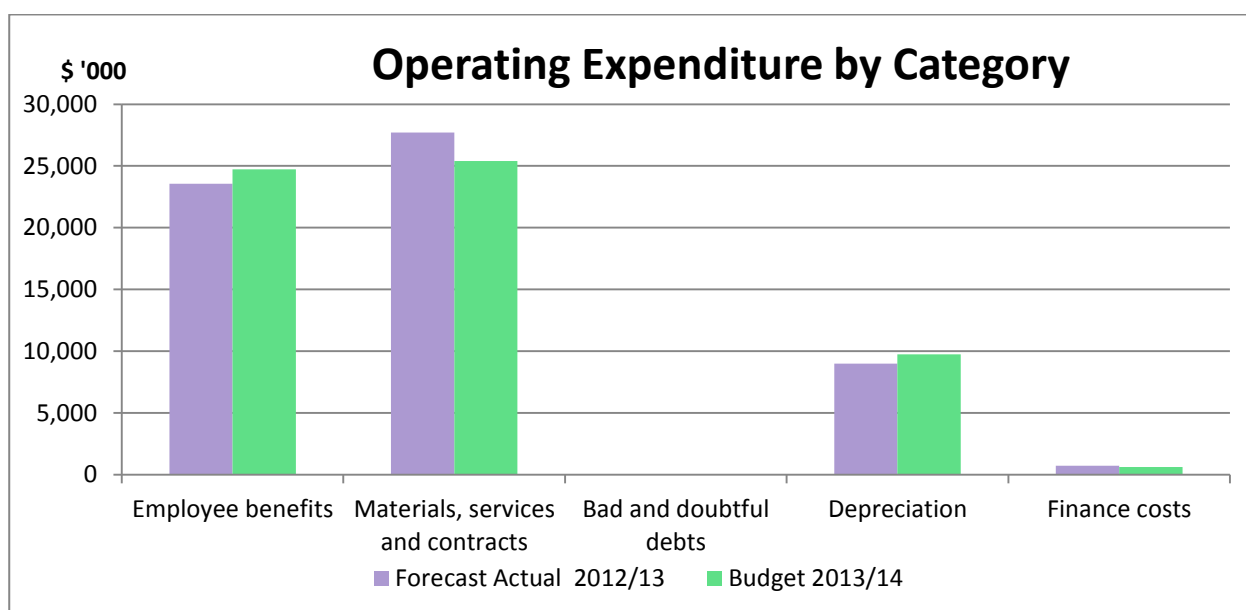
With the continued growth of the City it is expected Council will recognise a slight increase of \$2m in non-cash contributions in 2013/14 with additional land being available for development.

4. Analysis of Operating Budget cont.

4.3 Expenses

Expenditure Types	Ref	Forecast		Variance
		Actual 2012/13 \$'000	Budget 2013/14 \$'000	
Employee benefits	4.3.1	23,562	24,730	1,168
Materials and services	4.3.2	27,717	25,388	(2,329)
Bad and doubtful debts	4.3.3	12	16	4
Depreciation and amortisation	4.3.4	9,000	9,750	750
Finance costs	4.2.5	720	612	(108)
Other expenditure	4.2.6	584	574	(10)
Total operating expenditure		61,595	61,070	525
Net loss on disposal of assets		245	345	100

Source: Appendix A



4.3.1 Employee benefits (\$1.17 million increase)

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

Employee costs are budgeted to increase by \$1.17 million compared to the 2012/13 forecast. The major driver of labour cost movements is Council's Enterprise Agreement (EA) which. Councils EA is currently being renegotiated and does not allow for an increase post 30 June 2013. In preparing budgets Council has allowed for slightly lower increases than previous EA's.

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

In summary, average staff numbers (based on quarterly averages) during the budget period are as follows:

Type of employment	Forecast Actual 2012/13 EFT's	Budget 2013/14 EFT's
Permanent	217	218
Casual	165	166
Total	382	384

4. Analysis of Operating Budget cont.

4.3.2 Materials & services (\$2.33 million decrease)

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

Council's annual spend will reduce from 2012/13 as it was inflated due to the expensing of capital works at the freight terminal which is not owned by Council.

Whilst utility costs including electricity, water, sewer, gas, the effect of carbon pricing and telecommunications together with petroleum products and insurances, are expected to increase by more than CPI during 2013/14 Council has managed its budget to minimise the effect of these increases through various initiatives and efficiencies.

4.3.3 Bad and doubtful debts (\$0.004 million increase)

Bad debt write-offs are expected to be consistent with the prior year levels.

4.3.4 Depreciation and amortisation (\$0.75 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.75 million for 2013/14 will be due to the revaluation of the building class of infrastructure and the receiving of gifted assets from developers. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2013/14 year.

4.3.5 Finance costs (\$0.11 million decrease)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The decrease in borrowing costs is a result of Council deferring its planned borrowings in 2012/13 until later in 2013/14 in accordance with Council's Loan Strategy. Section 10 "Borrowing strategies" provides detail of the borrowing program and debt analysis.

4.3.6 Net loss on sale of assets (\$0.1 million decrease)

The net gain on sale of assets is the balance of income received less the written down value of an asset.

The disposal of assets is predicated to remain steady into the 2013/14 year with the disposal of fleet and road assets.

5. Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2013/14 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

5.1 Budgeted Cash Flow Statement

	Ref	Forecast Actual 2012/13 \$'000	Budget 2013/14 \$'000	Variance \$'000
Cash flows from operating activities	5.1.1			
<i>Receipts</i>				
General rates		27,597	28,798	1,201
Grants		16,488	24,604	8,116
Contributions - Capital		3,198	4,944	1,746
Interest		711	556	(155)
Statutory fees and fines		1,133	1,233	100
User fees		14,825	16,314	1,489
Other revenue		740	466	(274)
<i>Payments</i>				
Employee costs		(23,562)	(24,370)	808
Materials & consumables		(26,717)	(27,911)	1,194
Finance costs		(720)	(612)	(108)
Net cash provided by operating activities		13,693	24,022	10,329
Cash flows from investing activities	5.1.2			
Proceeds from sales of property, plant & equipment		639	856	217
Payments for property, plant and equipment		(16,305)	(25,754)	(9,449)
Net cash used in investing activities		(15,666)	(24,898)	(9,232)
Cash flows from financing activities	5.1.3			
Proceeds from borrowings		0	3,650	3,650
Repayment of borrowings		(1,476)	(1,356)	120
Net cash provided by financing activities		(1,476)	2,294	3,770
Net increase/(decrease) in cash and cash equivalents		(3,449)	1,418	4,867
Cash and cash equivalents at the beginning of the period		15,011	11,562	3,449
Cash and cash equivalents at end of the year	5.1.4	11,562	12,980	1,418

5. Analysis of Budgeted Cash Position cont.

5.1.1 Operating activities (\$10.33 million increase)

The increase in cash flow from operating activities is due to an increase in capital grants and capital contributions of \$8.12 million and \$1.75 million respectively which are offset by an increase in payments for property plant and equipment as part of investing activities.

The net cash flows from operating activities does not equal the operating result for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual 2012/13 \$'000	Budget 2013/14 \$'000	Variance \$'000
Surplus (deficit) for the year	6,852	21,791	14,939
Depreciation	9,000	9,750	750
Loss (gain) on sale of assets	245	345	100
Granted Assets	(4,000)	(6,000)	(2,000)
Net movement in current assets and liabilities	1,596	(1,864)	(3,460)
Cash flows available from operating activities	13,693	24,022	10,329

5.1.2 Investing activities (\$9.23 million increase)

\$25.75 million shall be spent on investing activities with 6 major projects making up \$22 million of this including road and drainage for new growth areas and the Airport Industrial Park. These activities are funded partially funded through the increase in operating and financing activities.

5.1.3 Financing activities (\$3.77 million increase)

Council has deferred its 2012/13 borrowing allocation until later in 2013/14 where it will borrow \$3.65 million to finance infrastructure such as roads and drainage in new growth areas. Principal repayments will decrease to \$1.36 million as a direct result of deferring the 2012/13 borrowings.

5.1.4 Cash and cash equivalents at end of the year (\$1.42 million increase)

Overall, total cash and investments is forecast to decrease by \$1.42 million to \$12.98 million as at 30 June 2014. This decrease is a result of continuing to reduce the value of capital works being rolled over from one financial year to the next and the use of cash reserves to partially fund Councils share of the defined benefit superannuation shortfall.

5.2 Restricted funds and working capital

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June, 2014 it will have cash and investments of \$12.98 million, which has been restricted as shown in the following table.

	Forecast Actual 2012/13 \$'000	Budget 2013/14 \$'000	Variance \$'000
Total cash and investments	11,562	12,980	1,418
Restricted cash and investments			
- Statutory reserves	5.2.1 399	150	(249)
- Discretionary reserves	5.2.2 1,921	1,934	13
Unrestricted cash and investments	5.2.3 9,242	10,896	(236)

5. Analysis of Budgeted Cash Position cont.

5.2.1 Statutory reserves (\$0.15 million)

These funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. While these funds earn interest revenues for Council, they are not available for other purposes. This reserve holds Council Public Open Space funds.

5.2.2 Discretionary reserves (\$1.93 million)

These funds are available for whatever purpose Council decides is their best use. In this case Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The Main Drainage Fund established by Council in 2005 and Car Parking Fund established in 2010 are included in these funds, along with proceeds from asset sales.

5.2.3 Unrestricted cash and investments (\$10.90 million)

These funds are available for all specific Council commitments including the capital works backlog and represent funds available to meet daily cash flow requirements and unexpected short term needs. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

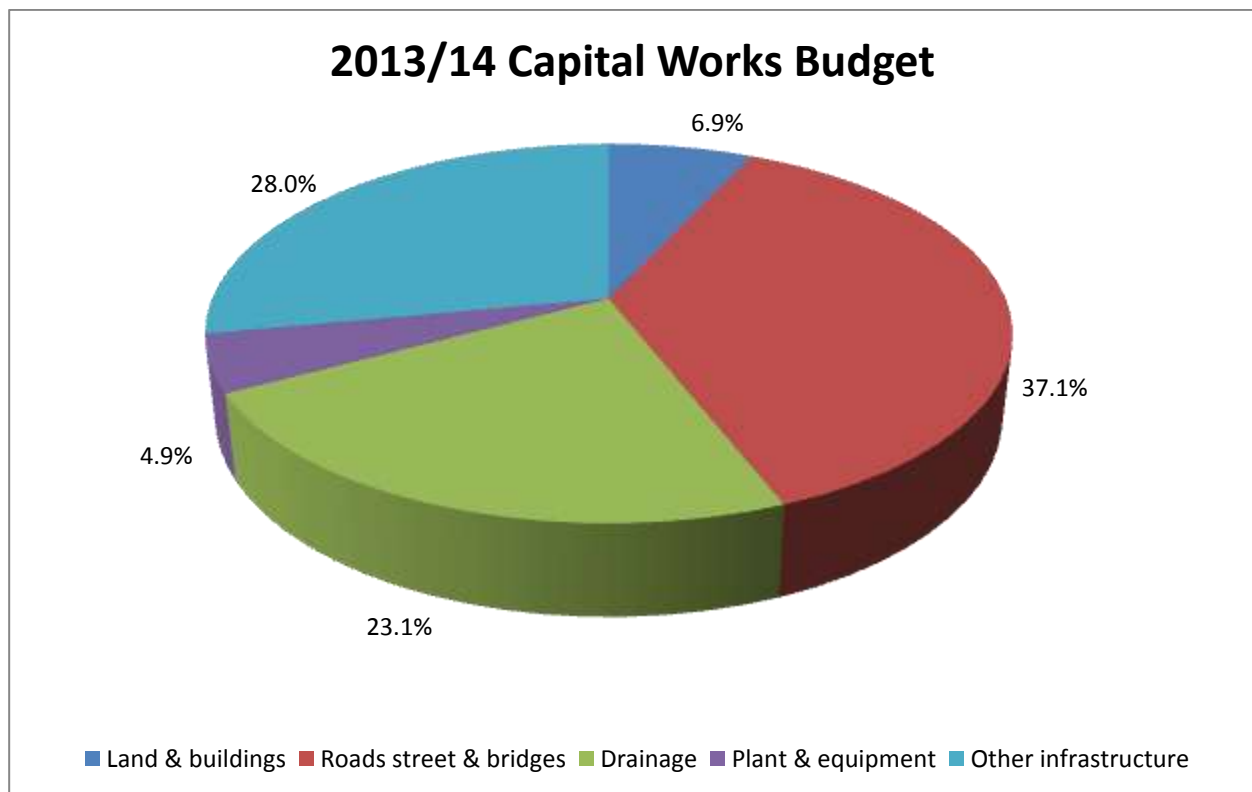
6. Analysis of Capital Budget

This section analyses the planned capital expenditure budget for the 2013/14 year and the sources of funding for the capital budget.

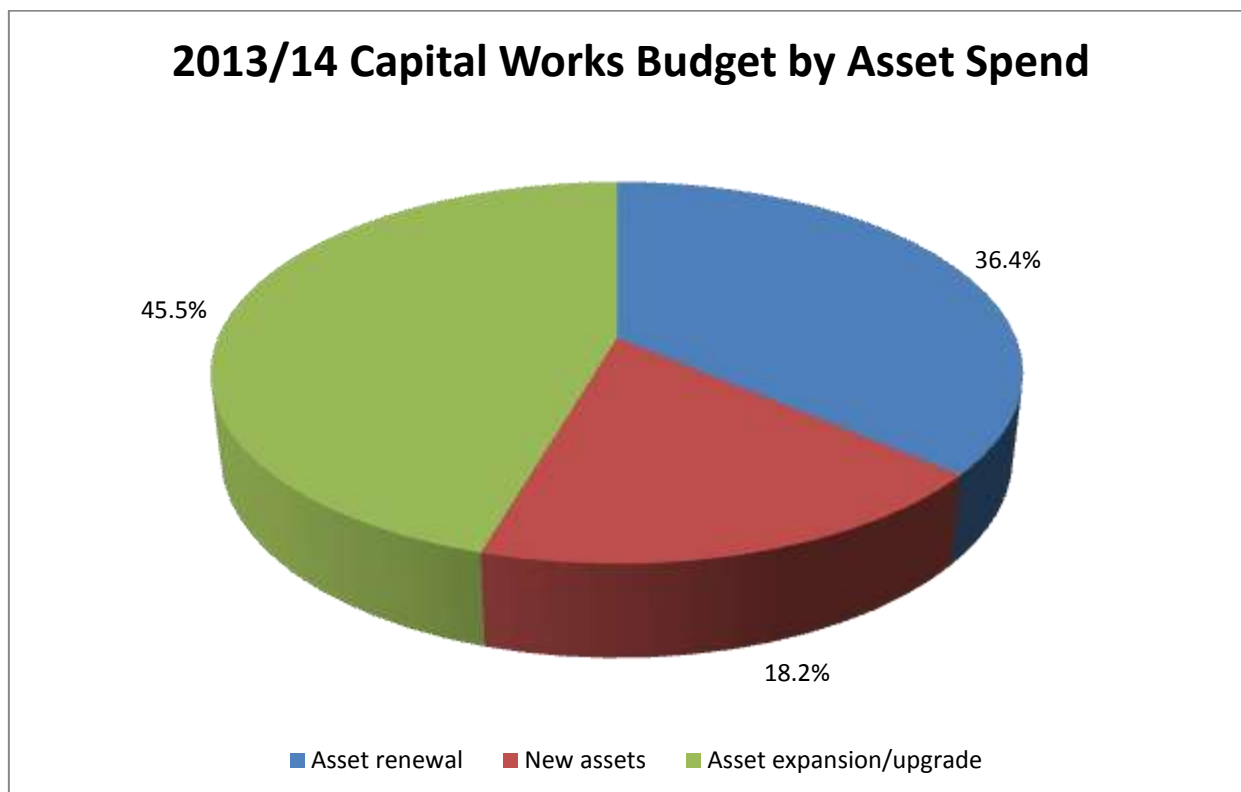
6.1 Capital Works

Capital Works Areas	Ref	Forecast Actual 2012/13 \$'000	Budget 2013/14 \$'000	Variance \$'000
Capital works for 2013/14				
Land & buildings	6.1.1	2,661	2,059	(601)
Roads street & bridges	6.1.2	4,449	11,053	6,604
Drainage	6.1.3	1,366	6,886	5,520
Plant & equipment	6.1.4	1,645	1,451	(194)
Other infrastructure	6.1.5	9,088	8,326	(762)
Total capital works		19,208	29,775	10,566
Represented by:				
Asset renewal	6.1.6	9,323	10,827	1,504
New assets	6.1.6	4,794	5,408	614
Asset expansion/upgrade	6.1.6	5,092	13,540	8,448
Total capital works		19,209	29,776	10,566

Source: Appendix A



6. Analysis of Capital Budget cont.



A more detailed listing of the capital works program is included in Appendix C.

6.1.1 Land & Buildings (\$2.06 million)

Council has over 240 major buildings with a replacement cost of over \$90m. These assets require renewal investment in addition to the new scheduled building projects. The majority of Council's building capital works program is focused on asset renewal rather than building new assets.

6.1.2 Roads (\$11.05 million)

Roads include local roads, streets, car parks and bridges.

For the 2013/14 year \$2.43 million will be expended on Council's annual road program and include road rehabilitation, resealing, re-sheeting and major patching works. In addition to this, \$9.45 million has been budgeted for road works in the growth areas.

6.1.3 Drainage (\$6.89 million)

Drains include all drains and pits which comprise Council's extensive stormwater drainage network. Major works for 2013/14 include the North Warrnambool Floodplain \$2.7 million and works in new growth areas \$3 million.

6.1.4 Plant & equipment (\$1.45 million)

Plant, equipment and other includes Council's fleet of heavy plant, trucks and motor vehicles and miscellaneous plant items.

For the 2013/14 year, \$1.45 million will be expended on plant, equipment and other items in accordance with Council's fleet policy and 10 year plant replacement program.

6.1.5 Other (\$8.33 million)

For the 2013/14 year, \$8.33 million will be expended on other capital projects with the major allocations including replacement of Council's software system, city centre renewal works, works for general recreation and saleyards.

6. Analysis of Capital Budget cont.

6.1.6 Asset renewal (\$10.83 million), new assets (\$5.41 million), & expansion/upgrade (\$13.54 million)

A distinction is made between expenditure on new assets, expenditure on asset renewal and expansion/upgrade. Expenditure on asset renewal is expenditure on an existing asset, which improves the service potential or the life of the asset. Expenditure on new assets does not have any element of expansion/upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

The major projects included in the above categories, which constitute expenditure on new assets will include roads and drainage into new growth areas. A portion of this expenditure will be classed as upgrade as various intersections and roads will be upgraded during the year.

7. Analysis of Budgeted Financial Position

7.1 Budgeted Balance Sheet

	Ref	Forecast Actual 2012/13 \$'000	Budget 2013/14 \$'000	Variance \$'000
Current assets	7.1.1			
Cash and cash equivalents		11,562	12,980	1,418
Trade and other receivables		3,000	2,600	(400)
Inventories		130	140	10
Other current assets		440	450	10
Non-current assets classified as held for sale		557	0	(557)
Total current assets		15,689	16,170	481
Non-current assets	7.1.1			
Trade and other receivables		320	290	(30)
Investments in associates		590	600	10
Property, infrastructure, plant and equipment		542,738	572,894	30,156
Total non-current assets		543,648	573,784	30,136
Total assets		559,337	589,954	30,617
Current liabilities	7.1.2			
Trade and other payables		6,923	4,400	(2,523)
Trust funds		1,004	1,000	(4)
Provisions		4,459	4,782	323
Interest-bearing loans and borrowings		1,356	1,567	211
Total current liabilities		13,742	11,749	(1,993)
Non-current liabilities	7.1.2			
Provisions		753	790	38
Interest-bearing loans and borrowings		8,074	10,157	2,083
Total non-current liabilities		8,827	10,947	2,121
Total liabilities		22,568	22,696	128
Net assets	7.1.3	536,769	567,258	30,489
Equity	7.1.4			
Accumulated surplus		175,716	197,507	21,791
Asset revaluation reserve		356,251	366,085	9,834
Other reserves		4,802	3,666	(1,136)
Total equity		536,769	567,258	30,489

Source: Appendix A

7.1.1 Current assets (\$0.48 million increase) and Non-Current Assets (\$30.14 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of less than twelve months. These balances are projected to increase by \$1.42 million during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to decrease by \$0.4 million in 2013/14 with a large debt forecast to be remaining outstanding at 30 June 2013 and collected in 2013/14.

Long term debtors (non-current) generally relate to loans to community organisations and investment principle are expected to marginally reduce as amounts are received.

Other assets include items such as prepayments for expenses that Council has paid in advance of service delivery and other revenues due to be received in the next 12 months.

7. Analysis of Budgeted Financial Position cont.

Non-current asset classified as held for sale reflects land owned by Council which shall be on the market for sale as at 30 June 2013. This balance is required to be separately identified from the non-current asset category of property, infrastructure, plant and equipment under accounting standards.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, drainage, plant, equipment, etc which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the capital works program, depreciation of assets, gifted assets and the sale and revaluation of assets.

7.1.2 Current liabilities (\$1.99 million decrease) and Non-Current Liabilities (\$2.12 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to reduce by the 30 June 2014 after being inflated at 30 June 2013 with part of Council's defined benefit superannuation contribution remaining outstanding.

Provisions include accrued long service leave and annual leave owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Enterprise Agreement outcomes and additional funded staffing positions.

Interest-bearing loans and borrowings are liabilities of Council. The Council is budgeting to repay loan principal of \$1.36 million over the year and drawdown new loan funds of \$3.65 million in accordance with the Loan Strategy.

7.1.3 Net Assets (\$30.49 million increase)

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June.

The increase in net assets of \$30.89 million results predominantly from the operating surplus and asset revaluations.

7.1.4 Equity (\$30.49 million increase)

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2014 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 99.0% of total rates and charges raised will be collected in the 2013/14 year
- Trade and other creditors to reduce from high 2012/13 levels with full payment of defined benefit superannuation creditor
- Debtors to decrease in 2013/14 with receipt of large debtor and then experience marginal growth as activity levels for Council continue to increase
- Employee entitlements to be increased by the Enterprise Agreement outcome, additional staff employed through funded programs, offset by the impact of more active management of leave entitlements of staff
- Repayment of loan principal to be \$1.36 million and new borrowings to be \$3.65 million and continue in accordance with Council's loan strategy
- Capitalised expenditure to be \$24.75 million, revaluation increment of \$10 million, receive gifted assets of \$6 million and depreciation of \$9.75 million.
- The council will repay its remaining current share of the unfunded superannuation liability in 2013/14.

8. Strategic Resource Plan & Key Financial Indicators

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

8.1 Plan Development

The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2013/14 to 2016/17 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, whilst still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing service levels
- Achieve an underlying breakeven operating result in the medium term
- Maintain a capital expenditure program of at least \$10 million per annum
- Achieve a balanced budget on a cash basis.

In preparing the SRP, the Council has also been mindful of the need to comply with the following Principles of sound financial management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

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

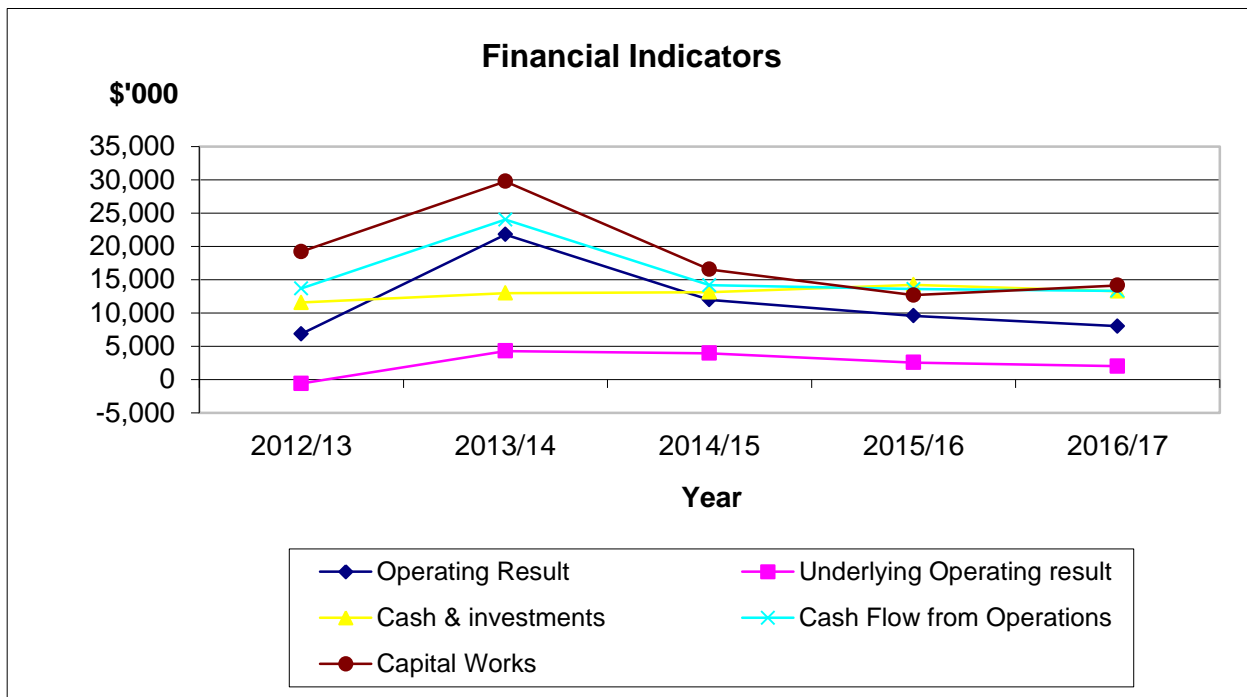
8.2 Financial Resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2013/14 to 2016/17 along with the 2012/13 forecasts. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2012/13	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating result	6,852	21,791	11,977	9,565	8,014
Underlying operating result	(602)	4,264	3,945	2,536	1,985
Cash and investments	11,562	12,980	13,136	14,231	13,265
Cash flow from operations	13,693	24,022	14,173	13,590	13,313
Capital works	19,209	29,775	16,550	12,669	14,138

8. Strategic Resource Plan & Key Financial Indicators cont.

The following graph shows the general financial indicators over the four year period.



The key outcomes of the SRP are as follows:

- **Financial sustainability (section 5)** – Cash and investments are forecast to remain steady over the next four years ranging from \$12.98 million to \$13.27 million.
- **Rating strategy (section 9)** – A 4.5% rate increase has been built into the 2013/14 budget followed by a base increase of 4.5% With additional growth in the rate base this will ensure necessary funds are generated to meet Council's budgetary requirements.
- **Borrowing strategy (section 10)** – Borrowings are forecast to increase to a peak of \$13.06 million by 2014/15 to fund infrastructure works including roads and drainage in the cities growth areas.

8. Strategic Resource Plan & Key Financial Indicators cont.

8.3 Key Financial Indicators

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

Indicator	Notes	Forecast	Budget	Strategic Resource Plan		
		2012/13	2013/14	2014/15	2015/16	2016/17
Financial performance						
Underlying result/underlying revenue		(1.01%)	6.53%	5.86%	3.72%	2.87%
Operating expenses/Assessment		3,814	3,787	3,870	3,941	3,979
Rate revenue/Underlying revenue	2	46.3%	44.5%	45.1%	46.7%	48.0%
Rate revenue/Assessment		1,702	1,794	1,846	1,900	1,957
Debt Servicing/Total revenue		1.05%	0.7%	0.97%	1.07%	0.99%
Grants/Total revenue		24.0%	29.6%	17.8%	18.5%	19.2%
Fees and charges/Total revenue		23.2%	21.1%	24.1%	25.2%	26.1%
Debt servicing & redemption/rate revenue		8.0%	6.8%	7.6%	8.3%	8.4%
Financial position						
Indebtedness/Rate revenue	3	34.2%	40.3%	43.0%	38.5%	33.1%
Underlying result/Total assets		(0.11%)	0.72%	0.65%	0.41%	0.32%
Current assets/Current liabilities	4	1.14	1.38	1.35	1.39	1.29
Total liabilities/Assessment		1,392	1,400	1,464	1,413	1,340
Capital expenditure						
Capital works		19,209	29,775	16,550	12,669	14,138
- Asset renewal		9,323	10,827	9,303	10,232	10,934
- New assets		4,794	5,408	2,211	721	2,433
- Asset expansion/upgrade		5,092	13,540	5,036	1,716	771
Cash op act/Net capital outlays		87.4%	96.5%	92.3%	116.6%	102.1%
Capital works/Rate revenue		69.6%	102.4%	54.4%	39.9%	42.6%
Asset renewal/Total depreciation	5	103.6%	111.0%	93.0%	99.8%	104.1%

Notes to indicators

1. Underlying operating result – Council aims to return positive underlying results in the long term consistent with its aim for financial sustainability.

2. Rate revenue/Underlying revenue – reflects extent of reliance on rate revenue to fund all of Council's ongoing services. Trend indicates that Council will become slightly more reliant on rate revenue compared to all other revenue sources.

3. Indebtedness/Rate revenue – trend indicates Council's reducing reliance on debt against its rate revenue even though a heavier borrowing program is in place. The growth in Council's rating base assists in this analysis.

4. Current assets/Current Liabilities - Council's has drawn down on its cash reserves during 2012/13 reducing its working capital ratio. It is forecast to strengthen Council's ratio over the next 4 years.

5. Asset renewal/Total depreciation – depreciation is used as a measure to assess if a council is funding the renewal of its asset. With increasing depreciation through asset revaluations and the addition of new infrastructure Council must continue to invest in the renewal of its infrastructure.

8. Strategic Resource Plan & Key Financial Indicators cont.

8.4 Non-Financial Resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. The following table summarises the non-financial resources for the next four years.

Indicator	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2012/13	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs	23,562	24,730	25,783	26,875	28,005
Employee numbers (EFT)	382	384	384	384	384

9. Rating Strategy

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations.

9.1 Strategy Development

In developing the Strategic Resource Plan (referred to in Section 9), rates and charges was identified as an important source of revenue, accounting for 44.5% of the underlying revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Victorian community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality. To ensure that deliberations about future rate increases have been made on an informed basis, comparisons of historical rate increases were made between Council and other similar sized councils.

Council's rating strategy is continually evolving due to a committed effort to achieve optimum rating equity throughout the municipality. The principles of the strategy are to ensure that the Council has a sound basis on which to develop the various charging mechanisms when determining its revenue strategies.

Statement of Principles

1. The application of the rating strategy should be simple, efficient, and include a mechanism, which contains principles of public benefit taxation.
2. While General Rates are not a user pay mechanism other elements of the rate strategy will embrace the user pays principle where applicable.
3. Warrnambool City Council applies a Capital Improved Valuation method because it takes into account the full development value of the property. Council recognises that people with higher value properties generally have a greater ability to meet the provision of public services.
4. All properties within the municipality are valued irrespective of whether the properties are subject to rates or are exempt under Government legislation.
5. The rating strategy shall endeavour to promote and encourage economic development throughout the municipality.
6. To promote equity in rating a municipal and or a minimum charge may be used, or where appropriate an ex-gratia amount is to be negotiated.
7. The rating strategy provides for a series of differential rates. This takes into account low economic return to large landholdings, avoid distortions in the market or an ability to contribute above the standard charge.
8. The rating strategy must ensure that there is sufficient funding to meet the cost of providing and maintaining infrastructure assets, for the benefit of current and future communities.

9.2 Current Year Rate Increase

In order to maintain existing service levels and to fund the capital works program, general rates and charges will increase by 4.5% in 2013/14 raising a total rate of \$29.09 million, including \$0.14 million generated from supplementary rates.

9.3 Rating Structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values, which form the central basis of rating under the Local Government Act 1989
- A 'user pays' component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of the administrative costs of the Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

9.3 Rating Structure (Cont).

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is developed or undeveloped and whether the property is used for residential or business purposes. This distinction is based on the concept that promotes the development of land and that business should pay a fair and equitable contribution to rates taking into account the benefits those businesses derive from the local community.

Having reviewed the various valuation bases for determining the property value component of rates, Council made a decision in 1994/1995 to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change this.

The existing rating structure comprises six differential rates to ensure there is flexibility in the rating model to enable rates to be raised at different levels and a concessional charge for recreational land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act.

Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to grant a rating concession to any "recreational lands" which meet the test of being "rateable land" under the Act. The rate concession is by category and based on a percentage of the ad valorem rate that would apply in relation to general rates that might be levied in respect of any recreational land. The concession also has consideration to;

- National Competition Policy;
- Introduction of activities of a commercial character, being increasingly divergent from the meaning of recreational/cultural interpretation of use under the Act, notwithstanding the continuing not-for-profit nature of a controlling body; and
- The need to apply increased categorisation of such lands, having regard to impacts on amenity, scale of activity and the character of business-like operations.

Council also has a municipal charge to ensure some of its fixed administrative costs are recovered as a uniform contribution by all of its ratepayers, and a waste management charge to recover the full cost of the service through an annual charge.

The following table summarises the rates to be levied for the 2013/14 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2012/13	2013/14
Other land rates	Cents in \$ of CIV	.003149	.003291
Farm land rates	Cents in \$ of CIV	.001768	.001848
Commercial land rates	Cents in \$ of CIV	.005291	.005529
Industrial land rates	Cents in \$ of CIV	.005539	.005788
Vacant land rates	Cents in \$ of CIV	.004906	.005127
Industrial 2 land rates	Cents in \$ of CIV	.004337	.004532
Recreational land Cat 1	\$ per property	\$18,737.65	\$19,580.84
Recreational land Cat 2	Cents in \$ of CIV	.002664	.002784
Municipal charge	\$ per property	\$210.00	\$220.00
Waste Management charge	\$ per property	\$223.00	\$233.00

9.4 General Revaluation of Properties

As required by legislation, a revaluation of all properties within the municipality is carried out every two years. A revaluation was returned in 2012 with a revaluation date of 1 January 2012 and these valuations will apply from 1 July 2012 for the 2013/14 rating year.

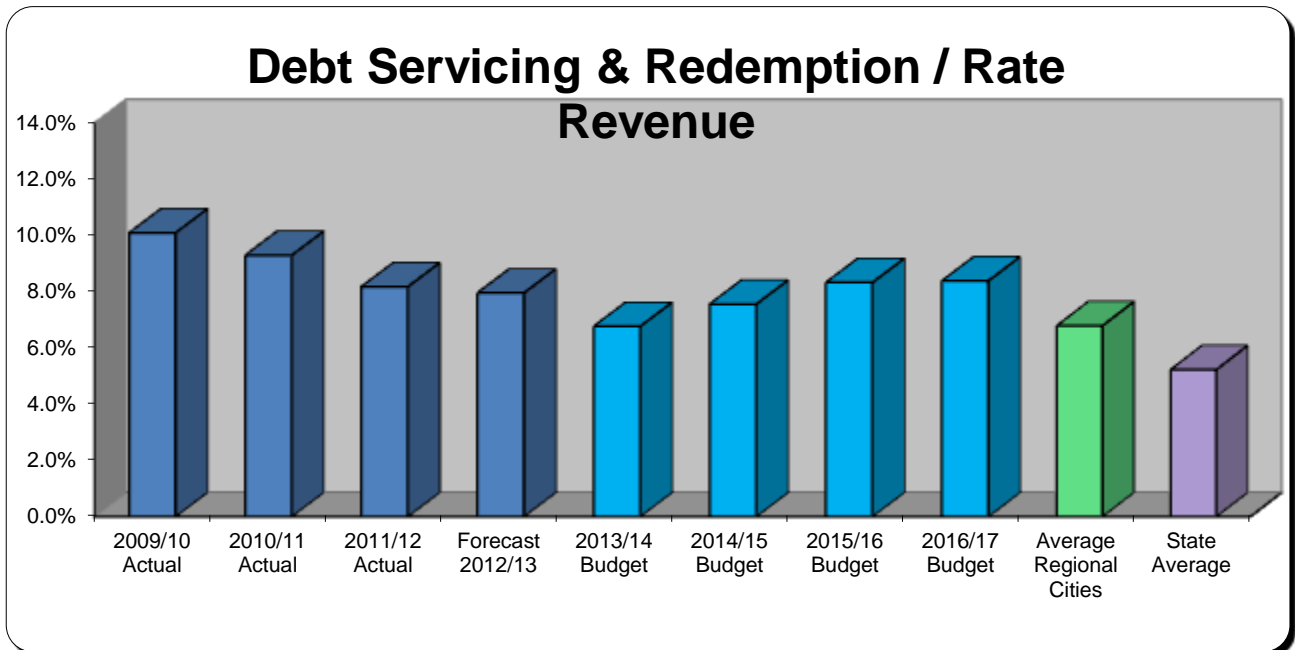
10. Borrowing Strategies

In developing the Strategic Resource Plan SRP (see Section 8), borrowings have been identified as an important funding source for infrastructure necessary to support the new growth areas. In the past, Council has borrowed strongly to finance large infrastructure projects and the provision of drainage infrastructure to facilitate new development in the city was systematic of this direction. The updated SRP contains borrowings to fund the new infrastructure works necessary to facilitate development in the identified growth areas.

The SRP includes the results of an analysis of Council's debt position against both State averages and Regional Council averages over a number of different indicators. It also shows the results of prudential ratios used by the Victorian State Government to assess the loan capacity of local governments. The outcome of the analysis confirms that Council remains within the suggested limits for debt levels and debt servicing ratios.

For the 2013/14 year, Council continues with new borrowings of \$3.65 million and makes loan principal repayments of \$1.36 million, which will see total debt rise to \$11.72 million as at 30 June 2014. The following table sets out future proposed borrowings and loan repayments based on the forecast financial position of Council as at 30 June 2013.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2012/13	0	1,476	720	9,430
2013/14	3,650	1,356	612	11,724
2014/15	2,900	1,567	731	13,057
2015/16	1,000	1,839	807	12,217
2016/17	800	2,041	745	10,976



Appendices

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. Council has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budgeted standard statements	41
B	Statutory disclosures	46
C	Capital works program	54
D	Key Strategic Activities	57
E	Fees and Charges	58
F	Activities and Initiatives	80
G	Glossary of Terms	101

Appendix A

Budgeted Standard Statements

The appendix includes the following budgeted information:

- Budgeted Standard Income Statement.
- Budgeted Standard Balance Sheet.
- Budgeted Standard Cash Flow Statement.
- Budgeted Standard Capital Works Statement.

Budgeted Standard Income Statement

For the four years ending 30 June 2017

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000
Income					
Rate charges	27,597	29,089	30,398	31,765	33,195
Statutory fees and fines	1,133	1,233	1,283	1,334	1,387
User fees	14,825	16,314	16,967	17,645	18,351
Grants - Operating	11,387	12,732	13,103	13,614	14,145
Grants - Capital	5,101	11,872	356	356	356
Contributions - Cash	3,198	4,944	4,527	2,628	934
Contributions - Non Monetary Assets	4,000	6,000	8,000	7,000	6,000
Interest	711	556	578	601	625
Other revenues	740	466	485	504	525
Total revenues	68,692	83,206	75,697	75,447	75,518
Expenses					
Employee benefits	23,562	24,730	25,783	26,875	28,005
Materials, services and contracts	27,717	25,388	26,267	26,987	27,265
Bad and doubtful debts	12	16	17	17	18
Depreciation	9,000	9,750	10,000	10,250	10,500
Finance costs	720	612	731	807	745
Other expenses	584	574	597	621	646
Net loss on disposal of property, infrastructure, plant and equipment	245	345	325	325	325
Total expenses	61,840	61,415	63,720	65,882	67,504
Surplus (deficit) for the year	6,852	21,791	11,977	9,565	8,014
Other Comprehensive Income					
Net Asset Revaluation Increment/(Decrement)	4,285	40,000	10,000	3,000	5,000
Comprehensive Result	11,137	61,791	21,977	12,565	13,014

Budgeted Standard Balance Sheet

For the four years ending 30 June 2017

	Forecast		Strategic Resource Plan Projections		
	Actual	Budget			
	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000
Assets					
Current assets					
Cash assets	11,562	12,980	13,136	14,231	13,265
Receivables	3,000	2,600	2,700	2,750	2,800
Inventories - consumables	130	140	130	130	130
Other current assets	440	450	355	360	365
Non-current assets classified as held for sale	557	0	0	0	0
Total current assets	15,689	16,170	16,321	17,471	16,560
Non-current assets					
Receivables	320	290	235	210	185
Investments in associates	590	600	600	600	600
Property, infrastructure, plant & equipment	542,738	572,894	587,701	599,580	606,615
Total non-current assets	543,648	573,784	588,536	600,390	607,400
Total Assets	559,337	589,954	604,857	617,861	623,960
Liabilities					
Current liabilities					
Payables	6,923	4,400	4,200	4,250	4,300
Trust funds	1,004	1,000	1,000	1,000	1,000
Employee benefits	4,459	4,782	5,021	5,274	5,538
Interest-bearing liabilities	1,356	1,567	1,839	2,041	1,958
Total current liabilities	13,742	11,749	12,060	12,565	12,796
Non-current liabilities					
Employee benefits	753	790	830	872	915
Interest-bearing liabilities	8,074	10,157	11,217	10,176	9,019
Total non-current liabilities	8,827	10,947	12,047	11,048	9,934
Total liabilities	22,568	22,696	24,107	23,613	22,730
Net Assets	536,769	567,258	580,750	594,248	601,230
Represented by:					
Accumulated surplus	175,716	197,507	209,483	219,048	227,062
Asset revaluation reserve	356,251	366,085	367,805	371,397	369,958
Other reserves	4,802	3,666	3,462	3,803	4,210
Equity	536,769	567,258	580,750	594,248	601,230

Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2017

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2012/13	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Receipts					
General rates	27,597	28,798	30,094	31,448	32,863
Grants	16,488	24,604	13,459	13,970	14,501
Contributions	3,198	4,944	4,527	2,628	934
Interest	711	556	578	601	625
Statutory fees and fines	1,133	1,233	1,283	1,334	1,387
User fees	14,825	16,314	16,967	17,645	18,351
Other revenue	740	466	485	504	525
	64,692	76,915	67,393	68,130	69,186
Payments					
Employee costs	(23,562)	(24,370)	(25,504)	(26,581)	(27,699)
Materials, consumables & contracts	(26,717)	(27,911)	(26,985)	(27,152)	(27,429)
Finance costs	(720)	(612)	(731)	(807)	(745)
	(50,999)	(52,893)	(53,220)	(54,540)	(55,873)
Net cash provided by operating activities	13,693	24,022	14,173	13,590	13,313
Cash flows from investing activities					
Proceeds from sales of property, plant & equipment	639	856	505	525	546
Payments for property, plant and equipment	(16,305)	(25,754)	(15,855)	(12,180)	(13,584)
Net cash used in investing activities	(15,666)	(24,898)	(15,350)	(11,655)	(13,038)
Cash flows from financing activities					
Proceeds from borrowings	0	3,650	2,900	1,000	800
Repayment of borrowings	(1,476)	(1,356)	(1,567)	(1,839)	(2,041)
Net cash provided by (used in) financing activities	(1,476)	2,294	1,333	(839)	(1,241)
Net increase/(decrease) in cash held	(3,449)	1,418	156	1,096	(966)
Cash at the beginning of the financial year	15,011	11,562	12,980	13,136	14,231
Cash at the end of the financial year	11,562	12,980	13,136	14,231	13,265

Budgeted Standard Capital Works Statement

For the four years ending 30 June 2017

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000
Capital works areas					
Land & buildings	2,661	2,059	1,493	1,544	1,596
Roads street & bridges	4,449	11,053	6,781	3,785	4,340
Footpaths	471	569	1,152	2,005	2,171
Drainage	1,366	6,886	3,760	2,221	817
Playground equipment	209	129	28	29	30
Plant & equipment	1,645	1,451	1,509	1,569	1,632
Other infrastructure	7,229	6,929	1,309	1,087	3,122
Computers	1,101	560	465	375	375
Paintings & exhibits	25	25	26	27	28
Furniture & Fittings	53	114	27	27	27
Total capital works	19,209	29,775	16,550	12,669	14,138

Represented by :

Asset renewal	9,323	10,827	9,303	10,232	10,934
New assets	4,794	5,408	2,211	721	2,433
Asset expansion/upgrade	5,092	13,540	5,036	1,716	771
Total capital works	19,209	29,775	16,550	12,669	14,138

Appendix B

Statutory Disclosures

The appendix includes the following budgeted information:

- Borrowings.
- Rates and charges.
- Differential rates.

Statutory disclosures**1. Borrowings**

	2012/13 \$	2013/14 \$
New borrowings (other than refinancing)	2,500,000	3,650,000
Debt redemption	1,554,380	1,356,000

2. Rates and charges**2.1 The proposed rate in the dollar for each type of rate to be levied**

Type of Property	2012/13 cents/\$CIV	2013/14 cents/\$CIV
General rate for rateable other land properties	.003149	.003291
General rate for rateable farm land properties	.001768	.001848
General rate for rateable commercial land properties	.005291	.005529
General rate for rateable industrial land properties	.005539	.005788
General rate for rateable vacant land properties	.004906	.005127
General rate for rateable industrial 2 land properties	.004337	.004532
Recreational land category 1 properties #	\$18,737.65	\$19,580.84
Recreational land category 2 properties	.002664	.002784

Charge is \$ per property.

2.2 The estimated amount to be raised by each type of rate to be levied

Type of Property	2012/13 \$	2013/14 \$
Other land	13,925,816	14,918,370
Farm land	347,578	364,193
Commercial land	4,065,424	4,258,812
Industrial land	1,104,434	1,142,337
Vacant land	956,273	904,080
Industrial 2 land	101,312	105,868
Recreational land category 1	18,738	19,581
Recreational land category 2	35,739	37,236

2.3 The estimated total amount to be raised by rates

	2012/13 \$	2013/14 \$
Total rates to be raised	20,555,314	21,750,477

2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year

Type of Property	2012/13 Change %	2013/14 Change %
Other land	2.27	4.5
Farm land	4.37	4.5
Commercial land	4.86	4.5
Industrial land	5.54	4.5
Vacant land	-1.23	4.5
Industrial 2 land	6.69	4.5
Recreational land category 1	2.53	4.5
Recreational land category 2	-12.63	4.5

2.5 The number of assessments for each type of rate to be levied compared to the previous year

Type of Property	2012/13 \$	2013/14 \$
Other land	13,773	14,069
Farm land	181	181
Commercial land	948	974
Industrial land	351	351
Vacant land	738	625
Industrial 2 land	1	1
Recreational land category 1	1	1
Recreational land category 2	13	14
Total number of assessments	16,006	16,216

2.6 The basis of valuation to be used is the Capital Improved Value (CIV)**2.7 The estimated total value of land in respect of which each type of rate is to be levied compared with the previous year**

Type of Property	2012/13 \$	2013/14 \$
Other land	4,422,298,000	4,533,079,000
Farm land	196,619,000	197,074,000
Commercial land	768,366,000	770,268,000
Industrial land	199,379,000	197,363,000
Vacant land	194,919,000	176,337,000
Industrial 2 land	23,360,000	23,360,000
Recreational land category 2	13,415,000	13,375,000
Total	5,818,356,000	5,910,856,000

2.8 The proposed unit amount to be levied for each type of charge under section 162 of the Act

Type of Charge	Per Rateable Property 2012/13 \$	Per Rateable Property 2013/14 \$
Municipal	210.00	220.00
Waste Management	223.00	233.00
Total	433.00	453.00

2.9 The estimated amounts to be raised for each type of charge to be levied compared to the previous year

Type of Charge	2012/13 \$	2013/14 \$
Municipal	3,356,850	3,560,040
Waste Management	3,417,252	3,641,557
Total	6,774,102	7,201,597

2.10 The estimated total amount to be raised by rates and charges:

	2012/13 \$	2013/14 \$
Rates and charges	27,329,416	28,952,074
Supplementary rates	160,000	136,526
Total	27,489,416	29,088,600

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

- The making of supplementary valuations
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

3. Differential rates

3.1 Rates to be levied

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

- A general rate of 0.3291% (0.003291 cents in the dollar of CIV) for all rateable other land properties
- A general rate of 0.1848% (0.001848 cents in the dollar of CIV) for all rateable farm land properties.
- A general rate of 0.5529% (0.005529 cents in the dollar of CIV) for all rateable commercial properties.
- A general rate of 0.5788% (0.005788 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.5127% (0.005127 cents in the dollar of CIV) for all rateable vacant land properties.
- A general rate of 0.4532% (0.004532 cents in the dollar of CIV) for all rateable industrial 2 properties.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

3.2 Commercial land

Commercial land is any land, which is:

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

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Economic development and planning services, having direct benefit to the use of Commercial Land.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described but not limited to those below.

1. Rateable property used for business and administrative purposes, including, but not limited to, properties used for:
 - (a) The sale or hire of goods by retail or trade sales, e.g. shops, auction rooms, milk bars, newsagents;
 - (b) The manufacture of goods where the goods are sold on the property;
 - (c) The provision of entertainment, e.g. theatres, cinemas, amusement parlours;
 - (d) Media establishments, e.g. radio stations, newspaper offices, television stations;
 - (e) The provision of accommodation other than residential, e.g. motels, caravan parks, camping grounds, camps, accommodation houses, hostels, boarding houses;
 - (f) The provision of hospitality, e.g. hotels, bottle shops, restaurants, cafes, takeaway food establishments, tearooms;
 - (g) Tourist and leisure industry, e.g. flora and fauna parks, gymnasiums, boatsheds, indoor sports stadiums, gaming establishments;
 - (h) The provision of education, e.g. schools, museums, art galleries;
 - (i) Showrooms, e.g. display of goods;
 - (j) Religious purposes;
 - (k) Public offices and halls.
2. Properties used for the provision of health services including, but not limited to, properties used for hospitals, nursing homes, rehabilitation, medical practices and dental practices.

3. Properties used as offices including, but not limited to, properties used for legal practices, real estate agents, veterinary surgeons, accounting firms and advertising agencies.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/13 financial year.

3.3 Farm land

Farm land is any land, which is:

- "farm land" as described in of Section 2 (1) of the Valuation of Land Act 1960.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Encouragement of sustainable and productive use and management of Farm Land.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of "farm land" as described in of Section 2 (1) of the Valuation of Land Act 1960.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/13 financial year.

3.4 Industrial land

Industrial land is any land, which is:

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

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Economic development and planning services, having direct benefit to the use of Industrial Land.

- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described but not limited to those below.

Rateable properties which are used in the process of income generation, including, but not limited to the following:

- (a) The manufacture of goods, food and beverage which are generally not sold or consumed on site (but does preclude some warehouse sales);
- (b) The storage of goods;
- (c) The provision of services for the repair of goods;
- (d) The storage of plant and machinery;
- (e) The production of raw materials in the extractive and timber industries;
- (f) The treatment and storage of industrial waste materials.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/13 financial year.

3.5 Vacant land

Vacant land is any land, which is:

- Vacant unoccupied land within the Warrnambool City Council
- Land on which no building designed or adapted for human occupation is erected

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Encouragement for orderly planning through development of serviced urban properties.
- Provision of municipal administrative services.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of vacant unoccupied land and on which no building designed or adapted for human occupation is erected within the Warrnambool City Council.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are no buildings are constructed.

3.6 Industrial 2 land

Industrial 2 land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, milk products such as powdered milk

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Encouragement for sustainable and economically beneficial milk production in the municipality.
- Provision of general support services.

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

- Rateable properties where each rateable property is used for the purpose of milk product production in the municipality.
- To fit within the classification the rateable property must be occupied and operating in the production of milk products.
- For the purpose of this classification the rateable properties must be within an Industrial 1 Zoning under the Warrnambool Planning Scheme.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/13 financial year.

3.7 Other land

Other land is any land, which is:

- occupied for the principal purpose of human habitation including dwellings, flats and units
- "residential use land" as described in of Section 2 (1) of the Valuation of Land Act 1960.
- "urban farm land" as described in of Section 2 (1) of the Valuation of Land Act 1960.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of a property which is used for human habitation including dwellings, flats and units, or is residential use land or urban farm land as described in of Section 2 (1) of the Valuation of Land Act 1960.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/13 financial year.

3.8 Cultural and Recreational land

Assessment Number	Property Address	Property Locality	Ratepayer	Amount
1052410009	331 Koroit St	Warrnambool	Showgrounds Reserve Committee Of Management	6,408.77
1060201509	48 Macdonald St	Warrnambool	Warrnambool Harness Racing Club	1,472.74
1099601500	Younger St	Warrnambool	Warrnambool Golf Club Inc	3,783.76
2010700101	10 Queens Rd	Warrnambool	Warrnambool Swimming Club	979.97
2040202806	66 Henna St	Warrnambool	Christ Church Tennis Club	1,364.16
3019606605	60-62 Cramer St	Warrnambool	Warrnambool Croquet Club Inc	161.47
4011900205	44 Viaduct Rd	Warrnambool	Warrnambool Yacht Club Inc	398.11
3037403704	2-64 Grafton Rd	Warrnambool	Warrnambool Racing Club Inc	12,589.25
3075501403	27-29 Princess St	Warrnambool	St Johns Bowling Club	1,511.71
4043700702	26 Simpson St	Warrnambool	Warrnambool Ski Club Inc	581.86
4073400904	33-45 Pertobe Rd	Warrnambool	Warrnambool Lawn Tennis Club	1,623.07
4089102800	81-85 Timor St	Warrnambool	Warrnambool Bowls Club	3,789.02
6734011850	36 Princes Hwy	Dennington	Dennington Bowling Club Inc	1,422.62
2012709201	40 Bromfield St	Warrnambool	St Joseph Primary School Supergrass Tennis	1,149.79
3019606702	50-56 Cramer St	Warrnambool	Warrnambool City Memorial Bowling Club	19,580.84

Appendix C
Capital Works Program
For the year ending 30 June 2014

	Capital Expenditure	Capital Income	Net Capital Cost
Roads			
Horne Rd Construction	5,800,000	(5,400,000)	400,000
Airport Industrial Park	4,250,000	(3,750,000)	500,000
Local Roads Construction & Patching	1,835,475	(330,000)	1,505,475
Aberline Rd Construction	1,723,000	(800,000)	923,000
Coghlan's Rd Construction	900,000	(1,000,000)	(100,000)
Reseal Programs	693,846	0	693,846
Street Lighting Energy Efficiency Project	232,192	0	232,192
Bridge Renewal Works	190,000	0	190,000
Road Safety Audits & Strategy Works	70,000	0	70,000
Bicycle Lanes - On Road Bike Lanes	64,000	0	64,000
Line Marking & Car Park Program	54,000	0	54,000
Street Lighting Upgrade	30,000	0	30,000
Total Roads	15,842,513	(11,280,000)	4,562,513
Footpaths & Trails			
Concrete Footpath Replacements	256,000	0	256,000
Footpath Construction	134,000	0	134,000
Lake Pertobe Pedestrian Bridges	100,000	0	100,000
Russells Creek Footpath	15,000	0	15,000
Total Footpaths & Trails	505,000	0	505,000
Open Space & Recreation			
Harris St Reserve Lighting Improvements	300,000	(225,000)	75,000
SRV Minor Facility Improvements	240,000	(100,000)	140,000
Country Football Netball Improvements	230,000	(180,000)	50,000
Harbour Redevelopment Feasibility	150,000	(120,000)	30,000
Playground Upgrades	129,000	(50,000)	79,000
Coastal Management Plan Works	100,000	(50,000)	50,000
River Management	55,000	0	55,000
Mahoney's Road Boat Ramp Upgrade	38,000	0	38,000
Parks & Gardens Improvements	35,000	0	35,000
Public Art Initiatives	20,000	0	20,000
Public Signage	11,500	0	11,500
Total Open Space & Recreation	1,308,500	(725,000)	583,500

**Capital Works Program Cont.
For the year ending 30 June 2014**

	Capital Expenditure	Capital Income	Net Capital Cost
Land & Buildings			
Asset Building Renewal Program	774,411	0	774,411
Public Toilets Renewal	350,000	0	350,000
Car Park Improvements	324,878	0	324,878
Holiday Park Improvements	250,000	0	250,000
Community Service Building Improvements	155,000	0	155,000
Art Gallery Lighting Improvements	100,000	0	100,000
Festival & Events Storage Facility	50,000	0	50,000
West Warrnambool Kindergarten	45,000	0	45,000
Art Gallery - Art Work Acquisitions	25,000	0	25,000
Flagstaff Hill - Reception Upgrade	20,000	0	20,000
Total Land & Buildings	2,094,289	0	2,094,289
Developer Contribution Plan Works			
Infrastructure in Growth Areas	3,131,114	(1,509,561)	1,621,553
Total Developer Contribution Plan Works	3,131,114	(1,509,561)	1,621,553
Drainage			
North Warrnambool Floodplain	2,757,650	(1,651,200)	1,106,450
Horne Road	1,400,000	(800,000)	600,000
Priority Backlog Works	54,000	(25,000)	29,000
Aquifer Storage and Recovery Scheme	50,000	0	50,000
Total Drainage	4,261,650	(2,476,200)	1,785,450
Plant Equipment & Other			
Fleet	1,450,625	(485,800)	964,825
IT & Other Equipment	560,000	0	560,000
CCTV Installation	250,000	(225,000)	25,000
Livestock Exchange Improvements	225,000	(65,000)	160,000
City Centre Project	200,000	(200,000)	0
Power Line Conductor Upgrades	52,000	(26,000)	26,000
Total Plant Equipment & Other	2,737,625	(1,001,800)	1,735,825
Total Capital Works 2013/14	29,880,691	(16,992,561)	12,888,130

Projects**For the year ending 30 June 2014**

	Project Expenditure	Project Income	Net Project Cost
Community Support & Culture			
Health and Wellbeing Plan	40,000	0	40,000
Emergency Relief Recovery Review	40,000	0	40,000
Whaleboats Festival	3,500	(3,500)	0
Rural Access - Regional Disability Planner	34,944	(34,944)	0
Total Community Support & Culture	118,444	(38,444)	80,000
Planning & Development			
City Wide Structure Plan	280,000	0	280,000
OHS System Review	30,000	0	30,000
Infrastructure Strategic Planning	35,000	0	35,000
Brierly Community Hub Concept Plan	60,000	0	60,000
Heritage Strategy Implementation	20,000	0	20,000
Lake Pertobe Master Plan	20,000	0	20,000
Total Planning & Development	445,000	0	445,000
Miscellaneous			
Tree Maintenance Strategy & Works	25,000	0	25,000
Skilled Migration Program	49,569	0	49,569
Strategic Reviews	30,000	0	30,000
Great South Coast Municipalities	180,000	(180,000)	0
Total Miscellaneous	284,569	(180,000)	104,569
Total Projects for 2013/14	848,013	(218,444)	629,569

Appendix D**Key Strategic Activities**

For the year ending 30 June 2013

Objective 1: A Leading Regional City

Key Strategic Activity	How data is reported	Performance Target
Review and update council's community engagement policy	Council report	Finalise and adopt policy
Review the delivery model for parenting services	Council report	Review and adopt updated model
Develop and implement a framework for review of Council services in line with LG Act Best Value Principles.	Council report	Develop and adopt framework

Objective 2: A Sustainable City

Key Strategic Activity	How data is reported	Performance Target
Install Bicycle lanes & racks in key locations in City Centre	Project reporting	Complete physical works
Embed Open Space Strategy into Planning Scheme	Council report	Complete strategy and adopt

Objective 3: A Liveable City

Key Strategic Activity	How data is reported	Performance Target
Finalise the Health and Wellbeing Plan 2013-17	Council report	Complete and adopt the plan
Adopt a Council Smoking Policy	Council report	Complete and adopt policy
Adopt a revised Gaming Policy	Council report	Complete and adopt policy
Complete the Cultural Development Plan	Council report	Complete and adopt the plan
Finalise the Community Services and Infrastructure Plan for Warrnambool	Council report	Complete and adopt the plan

Objective 4: A City of Growth

Key Strategic Activity	How data is reported	Performance Target
Employ an Implementation Manager for City Centre Structure Plan	Council report	Appoint person to the position
Complete the Planning Scheme Review	Council report	Complete and adopt the review
Re-exhibit Amendment C66	Council report	Complete and endorse the Amendment

Appendix E**2013/14 Fees and Charges**

All fees and charges are inclusive of GST, where applicable.

1. LEADERSHIP**Property Management**

User Fees & Charges	2011/12	2012/13	2013/14
Applications to use Crown & Council Land	\$18.00	\$18.50	\$19.00
Licences preparation fee	\$92.50	\$95.00	\$97.50
Lease preparation fee	\$130.00	\$135.00	\$138.00
Survey plan fee	\$305.00	\$1,500.00	\$1,535.00
Title search fee	\$22.00	\$24.00	\$24.50
Rate history search fee (1 st 3 hours)	\$305.00	\$315.00	\$322.00
Rate history search fee (after 3 hours)	\$88.00	\$90.00	\$92.00
Rate history search fee (0 - 10 years)	\$11.00	\$12.00	\$12.50

Interest on Unpaid Monies**Interest on Unpaid Monies other than rates and charges**

In accordance with Section 227(a) of the Local Government Act 1989 Council sets the rate of interest to apply to unpaid monies, other than rates and charges, presently at 10.50% but subject to change when the rate is set at 30th June 2013.

2. ENVIRONMENT**Coast & Rivers**

New fees to apply from 1 August 2013

User Fees & Charges	2011/12	2012/13	2013/14
Mooring Fees			
Boat less than 10m pa	\$215.00	\$220.00	\$228.80
Boat 10.1m to 15m pa	\$270.00	\$275.00	\$286.00
Boat 15.1 – 20m pa	\$315.00	\$320.00	\$332.80
Boat 20.1 – 25m pa	\$395.00	\$400.00	\$416.00
Jetty Fees – pa			
Permit for breakwater and Hopkins River	\$170.00	\$175.00	\$182.00
Annual Parking Permit Fees			
Breakwater (per vehicle)	\$50.00	\$55.00	\$57.20

Infrastructure Services

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Road reserve works permit fee	\$75.00	\$78.00	\$80.00
Road reserve works additional inspection	\$50.00	\$78.00	\$80.00
Road reserve works – crossover fee	\$75.00	\$78.00	\$80.00
Asset Inspection Checklist	NA	NA	\$120.00
Fine – failure to obtain road reserve works permit or work in road reserve without permit	\$500.00	\$550.00	\$560.00
Stormwater connection permit:			
Single dwelling development	\$55.55	\$56.75	\$58.00
Multi – dwelling development	\$55.55	\$56.75	\$58.00
Commercial premises	\$55.55	\$56.75	\$58.00
Industrial premises	\$55.55	\$56.75	\$58.00
Information only	\$50.00	\$50.00	\$52.00
Short notice fee	\$95.00	\$95.00	\$100.00
Street tree – supply and install including maintenance period of 24 months	NA	NA	\$300.00
Rain Garden (small up to 4.5m2) – supply and install vegetated landscaping including maintenance period of 24 months	NA	NA	\$2,600.00
Rain Garden (medium up to 9.0m2) – supply and install vegetated landscaping including maintenance period of 24 months	NA	NA	\$2,800.00

3. LIVEABILITY**Lighthouse Theatre**

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Community & Local Non for Profit			
THEATRE: Ticketed Performance Hire Hire rate plus 5% of net ticket sales includes: Venue hire for up to 9 hrs Supervising Technician for 5 hrs Front of House Coordinator for 5 hrs Box Office for 2 hrs Gel and bubble fee Radio Mic and 1st Battery	N/A	\$750.00	\$750.00
THEATRE: Rehearsal Hire (per hr) min 3 hrs <i>Includes supervising technician</i> Work lights only Stage lights and all technical facilities	N/A	\$60.00 \$75.00	\$65.00 \$85.00
STUDIO: Ticketed Performance Hire <i>Includes</i> Venue hire for up to 9 hrs Radio Mic and 1 st Battery	N/A	\$400.00	\$400.00
STUDIO: Rehearsal Hire (per hr) min 3 hrs <i>Includes supervising technician</i> Work lights only Stage lights and all technical facilities	N/A	\$45.00 \$50.00	\$45.00 \$55.00
Staff: Additional hours all venues (per hr) Supervising Technician Technician Front of House Coordinator	N/A	\$39.00 \$35.00 \$35.00	\$42.00 \$37.50 \$39.00
Equipment & Consumable Items Gel & Bubble Fee Gaffer Tape 9V batteries Specific Lighting gels Steinway Grand piano Radio Mics Stage Extension – labour additional Smoke Machine (fluid additional) per event Hazer Machine (fluid additional) per event	N/A	In hire \$23.00 \$5.50 As ordered \$75.00 \$35.00 \$125.00 \$25.00 \$25.00	NA \$25.00 \$6.50 NA \$80.00 \$40.00 \$150.00 \$27.50 \$27.50
Ticketing Fees Tix under \$11.00 Tix \$11.00 - \$40.00 Tix \$40.00 plus Credit Card Fees	N/A	\$1.20 \$2.30 \$3.20 Up to 3.0%	\$1.25 \$2.40 \$3.40 \$5.20
Local Community Theatre/Arts Company*			
STUDIO: Ticketed Performance Hire* <i>Includes:</i> Venue hire for up to 9 hrs Radio Mic and 1 st Battery	N/A	10% of Box Office net of ticketing fees + agreed staff	10% of Box Office net of ticketing fees + agreed staff
STUDIO: Rehearsal Hire (per hr) min 3 hrs* <i>Includes supervising technician</i> Stage lights and all technical facilities	N/A	\$32.00	\$35.00

Lighthouse Theatre (Cont.)

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Local Artists and Non-local Non for Profit			
THEATRE: Ticketed Performance Hire Hire rate plus 5% of net ticket sales includes: Venue hire for up to 9 hrs Supervising Technician for 5 hrs Front of House Coordinator for 5 hrs Box Office staffing for 2 hrs Gel and bubble fee Radio Mic and 1st Battery	N/A	\$915.00	\$995.00
THEATRE: Rehearsal Hire (per hr) min 3 hrs <i>Includes supervising technician</i> Work lights only Stage lights and all technical facilities	N/A	\$60.00 \$75.00	\$70.00 \$85.00
STUDIO: Ticketed Performance Hire Hire rate OR 10% of net ticket sales (whichever greater) Includes: Venue hire for up to 9 hrs Supervising Tech or Front of House Coordinator for 5 hrs Box Office staffing for 2 hrs Gel and bubble fee Radio Mic and 1st Battery	N/A	\$450.00	\$450.00
STUDIO: Rehearsal/Bump In Hire (per hr) min 3 hrs <i>Includes supervising technician</i>	N/A	\$60.00	\$65.00
STUDIO: Rehearsal Hire (per hr) WORK LIGHTS ONLY min 3 hrs <i>Includes supervising technician</i>	N/A	\$50.00	\$50.00
Staff additional hours (all venues per hr) Supervising Technician Technician Front of House Coordinator	N/A	\$40.00 \$35.00 \$35.00	\$42.00 \$37.50 \$39.00
Equipment & Consumable Items Gel & Bubble Fee Gaffer Tape 9V batteries Specific Lighting gels Steinway Grand piano Radio Mics Stage Extension – labour additional Smoke Machine (fluid additional) per event Hazer Machine (fluid additional) per event	N/A	In hire \$26.00 \$6.50 As ordered \$75.00 \$35.00 \$125.00 \$60.00 \$60.00	In hire \$26.00 \$6.50 As ordered \$75.00 \$35.00 \$125.00 \$65.00 \$65.00
Ticketing Fees Tix under \$11.00 Tix \$11.00 - \$40.00 Tix \$40.00 plus Credit Card Fees	N/A	\$1.20 \$2.30 \$3.20 Up to 3.0%	\$1.25 \$2.40 \$3.40 \$5.20

Lighthouse Theatre (Cont.)

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Subsidised Professional Companies			
THEATRE: Ticketed Performance Hire Hire rate plus 5% of net ticket sales includes: Venue hire for up to 9 hrs Supervising Technician for 5 hrs Front of House Coordinator for 5 hrs Box Office staffing for 2 hrs Gel and bubble fee Radio Mic and 1st Battery	N/A	\$1,395.00	\$1,525.00
THEATRE: Rehearsal Hire (per hr) min 3 hrs <i>Includes supervising technician</i> Work lights only Stage lights and all technical facilities	N/A	\$80.00 \$95.00	\$85.00 \$105.00
STUDIO: Ticketed Performance Hire Hire rate OR 10% of net ticket sales (whichever greater) Includes: Venue hire for up to 9 hrs Supervising Technician for 5 hrs FOH Coordinator for 5 hrs Box Office staffing for 2 hrs Gel and bubble fee A Radio Mic and 1st Battery	N/A	\$750.00	\$750.00
STUDIO: Rehearsal/Bump In Hire (per hr) min 3 hrs <i>Includes supervising technician</i>	N/A	\$80.00	\$80.00
STUDIO: Rehearsal Hire (per hr) WORK LIGHTS ONLY min 3 hrs <i>Includes supervising technician</i>	N/A	\$55.00	\$55.00
Staff: Additional hours all venues (per hr) Supervising Technician Technician Front of House Coordinator	N/A	\$49.00 \$39.00 \$39.00	\$49.00 \$39.00 \$42.00
Equipment & Consumable Items Gel & Bubble Fee Gaffer Tape 9V batteries Specific Lighting gels Steinway Grand piano Radio Mics Stage Extension – labour additional Smoke Machine (fluid additional) per event Hazer Machine (fluid additional) per event	N/A	In hire \$26.00 \$6.50 As ordered \$145.00 \$99.00 \$225.00 \$60.00 \$60.00	In hire \$26.00 \$6.50 As ordered \$145.00 \$99.00 \$225.00 \$65.00 \$65.00
Ticketing Fees Tix under \$20.00 Tix \$20.00 - \$40.00 Tix \$40.00 plus Credit Card Fees	N/A	\$2.85 \$3.70 \$4.20 Up to 3.0%	\$2.85 \$3.70 \$4.50 \$5.20

Lighthouse Theatre (Cont.)

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Standard Hirer Rates			
THEATRE: Ticketed Performance Hire Hire rate plus 5% of net ticket sales OR 10% of net ticket sales (whichever the greater) includes: Venue hire for up to 9 hrs Supervising Technician for 5 hrs Front of House Coordinator for 5 hrs Box Office staffing for 2 hrs Gel and bubble fee Radio Mic and 1st Battery	N/A	\$1,675.00	\$1,800.00
THEATRE: Rehearsal Hire (per hr) min 3 hours <i>Includes supervising technician</i> Work lights only Stage lights and all technical facilities	N/A N/A	\$90.00 \$105.00	\$90.00 \$105.00
STUDIO: Ticketed Performance Hire Hire rate plus 5% of net ticket sales OR 10% of net ticket sales (whichever greater) Includes: Venue hire for up to 9 hrs Supervising Technician for 5 hrs Front of House Coordinator for 5 hrs Box Office for 2 hrs Gel and bubble fee Radio Mic and 1st Battery	N/A	\$850.00	\$850.00
STUDIO: Rehearsal/Bump In Hire (per hr) min 3 hrs <i>Includes supervising technician</i>	N/A	\$105.00	\$105.00
STUDIO: Rehearsal Hire (per hr) WORK LIGHTS ONLY min 3 hrs <i>Includes supervising technician</i>	N/A	\$90.00	\$90.00
Staff: Additional hours all venues (per hr) Supervising Technician Technician Front of House Coordinator Usher Fee (up to 4 ushers provided for flat per hr fee)	N/A	\$49.00 \$39.00 \$39.00 \$37.50	\$49.00 \$42.00 \$45.00 \$40.00
Equipment & Consumable Items Gel & Bubble Fee Gaffer Tape 9V batteries Specific Lighting gels Steinway Grand piano Radio Mics Stage Extension – labour additional Smoke Machine (fluid additional) per event Hazer Machine (fluid additional) per event	N/A	In hire \$26.00 \$6.50 As ordered \$145.00 \$99.00 \$225.00 \$60.00 \$60.00	In hire \$26.00 \$6.50 As ordered \$145.00 \$99.00 \$225.00 \$60.00 \$60.00
Ticketing Fees Tix under \$20.00 Tix \$20.00 - \$40.00 Tix \$40.00 plus Credit Card Fees	N/A	\$2.85 \$3.70 \$4.20 Up to 3.0%	\$2.85 \$3.70 \$4.50 \$5.20

Lighthouse Theatre (Cont.)

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
NON TICKETED EVENTS			
Non for Profit Organisations			
THEATRE: Event Hire Hire rate includes: Venue hire for up to 9 hrs Supervising Technician for 5 hrs Front of House Coordinator for 5 hrs Gel and bubble fee Radio Mic and 1st Battery	N/A	\$885.00	\$995.00
THEATRE: Additional Venue Hire Hrs (per hr) <i>Staff Additional</i>	N/A	\$25.00	\$75.00
STUDIO: Event Hire Includes: Venue hire for up to 9 hrs A Radio Mic and 1 st Battery Sunday to Thursday Friday or Saturday	N/A	\$500.00 \$650.00	\$500.00 \$650.00
STUDIO: Additional Venue Hire Hrs (per hr)	N/A	\$15.00	\$25.00
MEETING ROOM: Event hire Monday – Thursday between 8am & 6pm Includes min 3 hr hire and open/close staff Monday – Thursday after 6pm & Friday or Saturday anytime includes min 3 hr hire (staff additional) Sunday anytime (staff additional)	N/A	\$180.00 \$200.00 By negotiation	\$180.00 \$200.00 By negotiation
STUDIO: Used in conjunction with THEATRE: Event Hire Includes: Venue hire for up to 9 hrs Sunday to Thursday Friday or Saturday	N/A	\$300.00 \$350.00	\$350.00 \$400.00
MEETING ROOM: Used in conjunction with THEATRE OR STUDIO: Event Hire Monday to Sunday up to 9 hrs access Additional event hours (per hr)	N/A	\$100.00 \$5.00	\$100.00 \$5.00
MAIN FOYER per hr (staff additional) Used in conjunction with studio (restrictions apply) Used separately to any event	N/A	\$75.00 \$105.00	\$75.00 \$105.00
Staffing: Additional hours all venues (per hr) min 3 hrs Duty Officer, Technician or Front of House Coordinator	N/A	\$35.00 \$35.00	\$37.50 \$39.00
Equipment & Consumable Items Use of Theatrical Lighting (Studio & Theatre) Steinway Grand piano (Theatre only) Yamaha Upright piano (Studio & Theatre) Rostra (2m x 1m sections) per unit (labour additional) Choir Risers (3 step) per unit Steinway Grand Piano (not available Studio) Upright Piano Piano Tuning (if specifically required) Radio Microphone (each) 9 Volt Batteries (each) Data Projector & Rear Projection Screen (10ft x 7ft) Data Projector & Front Projection Screen Data Projector Front Projection Screen Rear Projection Screen Smoke Machine (fluid additional) per event Hazer Machine (fluid additional) per event	N/A	Application \$75.00 \$35.00 No charge No charge \$75.00 \$45.00 \$200.00 \$37.00 \$5.50 \$200.00 \$105.00 \$100.00 \$75.00 \$150.00 \$25.00 \$25.00	Application \$75.00 \$35.00 No charge No charge \$75.00 \$45.00 \$200.00 \$37.00 \$5.50 \$200.00 \$105.00 \$100.00 \$75.00 \$150.00 \$25.00 \$25.00

Lighthouse Theatre (Cont.)

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Standard Hire Rates – NON TICKETED EVENTS			
THEATRE: Event Hire Hire rate includes: Venue hire for up to 9 hrs Supervising Technician for 5 hrs Front of House Coordinator for 5 hrs Gel and bubble fee Radio Mic and 1st Battery	N/A	\$1,475.00	\$1,625.00
THEATRE: Additional Venue Hire Hrs (per hr) Staff Additional	N/A	\$55.00	\$65.00
STUDIO” Event Hire Includes: Venue hire for up to 9 hrs Radio Mic and 1 st Battery Sunday to Thursday Friday or Saturday	N/A	\$600.00 \$750.00	\$600.00 \$750.00
STUDIO: Used in conjunction with THEATRE Event Hire includes: Venue hire for up to 9 hours Radio Mic and 1 st Battery Sunday to Thursday Friday or Saturday	N/A	\$400.00 \$500.00	\$400.00 \$500.00
STUDIO: Additional Venue Hire Hrs (per hr)	N/A	\$30.00	\$30.00
BOARD ROOM (per hr) Monday – Thursday between 8am & 6pm (includes open/close staff) Friday – Sunday anytime (staff additional)	N/A	\$60.00 \$80.00	\$60.00 \$80.00
MAIN FOYER: per hr (staff additional) Used in conjunction with studio (restrictions apply) Used separately to any event	N/A	\$75.00 \$105.00	\$75.00 \$105.00
Staffing: Additional hours all venues (per hr) min 3 hrs Duty Officer Technician or FOH Coordinator	N/A	\$49.00 \$35.00	\$49.00 \$39.00
Equipment & Consumable Items Use of Theatrical Lighting (Studio & Theatre) Steinway Grand piano (Theatre only) Yamaha Upright piano (Studio & Theatre) Rostra (2m x 1m sections) per unit (labour additional) Choir Risers (3 step) per unit Radio Microphone (each) 9 Volt Batteries (each) Data Projector & Rear Projection Screen (10ft x 7ft) Data Projector & Front Projection Screen Data Projector Front Projection Screen Rear Projection Screen Smoke Machine (fluid additional) per event Hazer Machine (fluid additional) per event	N/A	Application \$145.00 \$45.00 \$25.00 \$25.00 \$99.00 \$6.50 \$200.00 \$105.00 \$100.00 \$75.00 \$150.00 \$25.00 \$25.00	Application \$145.00 \$45.00 \$25.00 \$25.00 \$99.00 \$6.50 \$200.00 \$105.00 \$100.00 \$75.00 \$150.00 \$25.00 \$25.00
Weddings or Catered Events			
STUDIO: Event Hire Includes: Up to 9 hours access Use of Meeting Room and Atrium Sunday to Thursday Friday or Saturday	N/A	\$750.00 \$900.00	\$750.00 \$900.00
MAIN FOYER: (per hr) min 2 hrs (restrictions apply) Used in conjunction with your event Used separately to any event		\$75.00 \$105.00	\$75.00 \$105.00
STUDIO with MEETING ROOM Additional Venue Hire Hours (per hr)	N/A	\$20.00	\$20.00

Lighthouse Theatre (Cont.)

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Other Rooms			
Council Reception room (per day) Restrictions Apply	N/A	\$200.00	\$220.00
Additional Council rooms (per day) Restrictions Apply	N/A	\$100.00	\$200.00
Merchandise			
11% retained on all merchandise sold (including Foyers, Theatre, Studio, Atrium and Meeting Room)			

AquaZone

New fees to apply from 1 July 2013

User Fees and Charges	2011/12	2012/13	2013/14
Day Admissions: Aquatics			
Adult swim	\$5.60	\$5.90	\$6.20
Child swim (3-15 years)	\$4.00	\$4.20	\$4.50
Concession swim	\$4.80	\$5.00	\$5.00
Family swim (unlimited family members/same residence)	\$17.50	\$18.40	\$19.00
School student entry (in school hours)	\$3.60	\$3.80	\$3.95
Day Admissions: Health & Fitness			
Gymnasium	\$15.70	\$16.30	\$16.95
Fitness class	\$12.20	\$12.70	\$13.30
Older adult exercise class	\$9.00	\$9.40	\$9.40
Reactivate for life	\$5.30	\$5.50	\$5.50
School aerobics	\$6.30	\$6.60	\$6.90
Spin casual entry (per class)	\$13.90	\$14.50	\$13.30
Spin Fitness member entry (per class)	\$4.20	\$4.40	\$4.40
Personal Training 1 hour	\$58.00	\$60.40	\$69.50
Personal Training 45 minutes	\$46.40	\$48.30	\$52.20
Personal Training ½ hour	\$34.80	\$36.20	\$38.80
Creche			
Per child per hour	\$5.00	\$5.20	\$5.50
Occasional Care			
Per child per hour	\$7.30	\$7.80	\$8.60
Learn to Swim (Pool Entry & Assessment)			
Per class (2 nd child and 3 rd child discounts apply)	\$12.60	\$13.20	\$13.70
Private lessons ½ hour lesson	\$37.80	\$39.40	\$46.10
1 hour lesson	\$60.60	\$63.10	\$92.20
School swim no instruction	\$3.60	\$3.80	\$4.00
School swim with instruction	\$6.80	\$7.10	\$7.40
School at pool	\$8.30	\$8.70	\$9.10
Group Entry			
Adult Swim	\$5.00	\$5.20	\$5.50
Gym	\$14.00	\$14.60	\$15.20
Fitness class	\$11.00	\$11.50	\$12.00
Spin Class	\$12.50	\$13.00	\$13.60
Child Swim	\$3.60	\$3.80	\$4.00
Other			
General entry	\$2.40	\$2.50	\$2.50
Locker hire	\$2.40	\$2.50	\$2.60
Towel hire	\$2.40	\$2.50	\$2.60
Instructor hire - all areas	\$56.00	\$58.30	\$63.00
Gym assessment ½ hour	\$33.50	\$34.90	\$37.70
Gym assessment 1 hour	\$54.00	\$56.20	\$60.70
Multi Pass – Health & Fitness			
Fitness class – 20 pass	\$218.60	\$227.4	\$238.80
Personal training: multi-hour-packages attract 10% discount from hourly rate			
Multi Pass – Aquatics			
Adult 20 Pass	\$99.25	\$103.30	\$111.60
50 Pass	\$247.90	\$257.80	\$270.70
Child 20 Pass	\$72.70	\$75.70	\$81.00
50 Pass	\$180.35	\$187.60	\$195.20
Concession 20 Pass	\$85.65	\$89.10	\$90.00
50 Pass	\$214.05	\$222.70	\$218.25

AquaZone (Cont.)

New fees to apply from 1 July 2013

User Fees and Charges		2011/12	2012/13	2013/14	
Multi Pass: Creche/Occasional Care					
1 child/1hr Creche	10 Pass	\$50.00	\$52.00	\$52.00	
1 child/1hr Occasional Care	10 Pass	\$73.00	\$76.00	\$81.32	
Facility Hire					
Pools	Up to four hours	\$357.95	\$372.30	\$391.00	
	Up to ten hours	\$660.45	\$686.90	\$721.00	
	Lane hourly commercial	\$29.50	\$30.70	\$32.30	
	Lane hourly community	\$3.00	\$3.20	\$3.40	
Pool closure advertising fee		\$105.00	\$109.20	\$114.70	
School booking cancellation fee (per lane) (<12 hrs notice)		\$29.80	\$31.00	\$32.60	
Crèche – per hour		\$29.80	\$31.00	\$29.60	
Multi-purpose room – per hour		\$29.80	\$31.00	\$32.55	
Birthday Party					
Host (per 45 minutes)		\$56.00	\$58.30	\$63.00	
Table		\$22.00	\$22.90	\$24.10	
Memberships					
Gold	12 months	\$939.00	\$976.60	\$976.60	
	3 months	\$375.60	\$406.40	\$439.60	
	Direct debit		\$117.40/	\$122.10	\$122.10
		1 month	\$78.25	\$81.40	\$81.40
Gym & Swim	12 months	\$187.32	\$194.90	\$191.40	
	12 months	\$765.70	\$796.40	\$830.28	
	3 months	\$306.30	\$318.60	\$373.70	
	Direct debit		\$92.61/	\$96.40	\$103.80
1 month		\$63.85	\$66.50	\$69.20	
Fitness & Swim	12 months	\$152.90	\$159.10	\$159.10	
	12 months	\$765.65	\$796.30	\$830.28	
	3 months	\$306.30	\$318.60	\$373.70	
	Direct debit		\$92.61/	\$96.40	\$103.80
1 month		\$63.85	\$66.50	\$69.20	
Swim Only	12 months	\$152.90	\$159.10	\$159.10	
	12 months	\$676.10	\$703.20	\$703.20	
	3 months	\$270.40	\$281.30	\$281.30	
	Direct debit		\$80.65/	\$83.90/	\$83.90/
1 month		\$56.40	\$58.70	\$58.70	
Family Swim	12 months	\$134.70	\$140.10	\$140.10	
	12 months	\$1,447.95	\$1,505.90	\$1,505.90	
	3 months	\$475.75	\$494.80	\$494.80	
	Direct debit		\$122.33/	\$127.30/	\$127.30/
1 month		\$120.75	\$125.60	\$125.60	
Youth Fit (13 – 15 years)					
12 month		\$536.65	\$558.20	\$586.00	
3 months		\$214.65	\$223.30	\$264.00	
Direct Debit		\$44.75	\$46.60	\$48.84	
Corporate					
10 – 20 people		- 12.5% term - 12.5% debit	- 12.5% term - 12.5% debit	- 12.5% term - 12.5% debit	
21 + people		- 15% term - 15% debit	- 15% term - 15% debit	- 15% term - 15% debit	
Gecko's Children's Fitness Program					
Gold Direct Debit		\$52.15	\$54.30	\$56.41	
Gold 6 months		\$286.80	\$298.30	\$310.30	
Silver Direct Debit		\$34.70	\$36.10	\$37.60	
Silver 6 months (2 nd child discounts apply)		\$190.80	\$198.50	\$206.40	
Summer Pass (6 weeks over Summer holidays)					
Adult		\$98.80	\$102.80	\$107.00	
Concession		\$85.15	\$88.60	\$92.20	
Child		\$72.25	\$75.20	\$78.30	

Warrnambool Art Gallery

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Admission to special exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event
Research Inquiry – per hour	\$28.00	\$30.00	\$30.00
Curatorial Advice – per hour	\$28.00	\$35.00	\$35.00
New Social Commentary artists entry fee	NA	NA	Dependent on activity
Education workshop/activity	Dependent on activity	Dependent on activity	Dependent on activity
Public program event/activity	Dependent on activity	Dependent on activity	Dependent on activity
Annual Subscription			
Family	\$60.00	\$55.00	\$60.00
Individual	\$37.00	\$32.00	\$35.00
Individual concession	\$25.00	\$25.00	\$25.00
Life	\$800.00	\$750.00	\$800.00
Corporate	\$575.00	\$550.00	\$550.00
Student	\$22.00	\$25.00	\$25.00
School	\$360.00	\$350.00	\$350.00
Rental			
Exhibition by artist in Alan Lane Community Gallery (3 weeks)	NA	NA	NA
Exhibition by organisation or agency in Alan Lane Community Gallery (1 week)	\$650.00	NA	NA
Exhibition in George Lance Gallery.	Negotiation	Negotiation	Negotiation
Exhibition in Temporary Exhibition Gallery	Negotiation	Negotiation	Negotiation
Commission on art sales	33%	40%	40%
Commission on shop sales	100%	100%	100%
Meetings/functions etc – per hour	\$115.00	\$120.00	\$120.00
Weddings (2 hours. Additional hours \$110ph)	\$370.00	\$500.00	\$500.00
Piano – per hour	\$90.00	\$90.00	\$90.00
Transparency/digital image (for reproduction)	Negotiation	Negotiation	\$180.00
Exhibition equipment	Negotiation	Negotiation	Negotiation
Advertising			
Artpage 1/12 page	\$115.00	\$120.00	NA
Artpage 1/24 page	\$60.00	\$70.00	NA
Enclosure in mailout – 20 cents per DL item	\$70.00	\$72.00	\$75.00

Sports Grounds

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Sports ground casual hire (includes use of pavilion)			
Half day	\$56.00	\$60.00	\$63.00
Full day	\$112.00	\$119.00	\$124.00
Pre-season training session	\$56.00	\$60.00	\$63.00
Football practice match (with line marking)	\$112.00	\$119.00	\$124.00
Football/ Netball practice match (without line marking)	\$56.00	\$60.00	\$63.00
Football/Netball League Finals (senior competition that may also include junior competition) (per day)	10% of gate	\$450.00	\$468.00
Football/Netball League Finals (junior competition only) (per day)	NA	\$225.00	\$234.00
Commercial hire (per day)	NA	\$600.00	\$624.00
Pavilion casual hire			
Half day	\$29.00	\$31.00	\$32.00
Full day	\$56.00	\$60.00	\$63.00

Warrnambool Stadium

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Player Fees			
Adult	\$9.40	\$9.60	\$9.80
Junior	\$6.60	\$6.80	\$7.00
Senior training	\$7.70	\$8.00	\$8.15
Junior training	\$4.60	\$4.80	\$4.90
School	\$3.80	\$3.95	\$4.05
Stadium Hire			
Three courts up to 12 hours	\$1,130.00	\$1,175.00	\$1,222.00
Hourly rate without lights: commercial	\$141.50	\$147.50	\$153.40
Hourly rate without lights: community/school	\$110.00	\$114.50	\$119.10
Hourly rate with lights: commercial	\$160.00	\$184.00	\$198.50
Hourly rate with lights: community/school	\$125.00	\$146.00	\$157.50
School use between 9am - 3pm	\$680.00	\$710.00	\$738.40
Single court hourly: user group squads: without lights	\$30.00	\$30.00	\$31.50
Single court hourly: user group squads: with lights		\$35.00	\$38.00
Highball court up to 12 hours	\$400.00	\$416.00	\$432.50
Hourly rate without lights: commercial	\$46.00	\$48.00	\$50.00
Hourly rate without lights: community/school	\$36.50	\$38.00	\$39.50
Hourly rate with lights: commercial	\$52.00	\$57.00	\$62.00
Hourly rate with lights: community/school	\$44.00	\$48.00	\$52.00
School use between 9am - 3pm	\$240.00	\$250.00	\$260.00
Show court up to 12 hours	\$536.00	\$558.00	\$580.00
Hourly rate without lights: commercial	\$60.00	\$63.00	\$65.50
Hourly rate without lights: community/school	\$50.00	\$52.00	\$54.00
Hourly rate with lights: commercial	\$65.00	\$70.00	\$75.50
Hourly rate with lights: community/school	\$55.00	\$60.00	\$64.80
School use between 9am - 3pm	\$250.00	\$260.00	\$270.50
Seahawks/Mermaids Home Games & Finals			
Both Teams	\$570.00	\$593.00	\$616.00
Single Team	\$340.00	\$354.00	\$368.00
Multi-Purpose Room			
Up to 12 hours (with other hires)	\$180.00	\$188.00	\$195.50
Up to 12 hours (room only)	\$320.00	\$333.00	\$346.00
Per hour	\$30.00	\$31.50	\$33.00
User groups up to 12 hours	\$108.50	\$113.00	\$117.50
User groups per hour	\$11.50	\$12.00	\$12.50
Meeting room up to 12 hours	\$54.00	\$56.50	\$58.50
Per hour	\$11.50	\$12.00	\$12.50
Kitchen facilities	\$140.00	\$146.00	\$155.00
User group sports hire up to 12 hours	\$940.00	\$980.00	\$1,020.00
Commercial users up to 12 hours	\$1,520.00	\$1,580.00	\$1,645.00
Program Fees			
Gymnastics			
1 hour recreational class fee (per hour)	\$9.40	\$10.10	\$10.50
2 hour classes class fee (per hour)	\$9.40	\$10.10	\$10.50
3 hour class fee (per hour)	\$6.50	\$7.30	\$7.60
Above 3 hour class fee (per hour)	\$6.50	\$7.30	\$7.60
School gymnastics			
With instruction (per student)	\$4.90	\$5.20	\$5.50
Small school group class fee (1hr)	\$50.00	\$52.00	\$54.00
Adult Group (per person)	\$8.50	\$8.80	\$9.15
Gymnastics facility hire (per hr) for external gymnastics groups	\$50.00	\$52.00	\$54.00
Ed gym 1 hr class	\$7.70	\$8.30	\$8.60
School Holiday Program 2 hr class	\$16.00	\$16.60	\$17.50
Birthday Party Program per child	\$10.50	\$11.00	\$11.50
Outside School Hours Care			
Vacation care daily rate	\$50.00	\$55.00	\$57.50
After school care casual rate per session	\$17.00	\$20.00	\$21.00
After school care permanent rate per session	\$15.00	\$16.50	\$17.00

Kindergartens

New fee to apply from 1 January 2013

User Fees & Charges	2012	2013	2014
Fee's Per Term- 4 year old (15 hour per week from 2013)			
Term 1 & 2	NA	\$195.00	\$220.00
Term 3 & 4	NA	\$210.00	TBC
Fee's Per Term- 3 year old (3 hours per week)			
Term 1 & 2	NA	\$137.50	\$160.00
Term 3 & 4	NA	\$140.00	TBC

Note: 4 y/o kindergarten hours increased to 15 hours per week (from 12 hours) from 1 January 2013.

Centre Based Care

New fees to apply from 1 July 2013

User Fees & Charges	2012	2013	2014
Weekly fee	\$392.00	Nil Weekly Fee	Nil Weekly Fee
Daily fee	\$84.00	\$87.40*	\$87.40*
Session fee - morning	\$49.50	\$51.50*	\$8.74 Hour*
Session fee - afternoon	\$44.00	\$46.00*	\$8.74 Hour*

*Actual cost to families will depend on each families' Childcare Benefit Status (as determined via Centrelink), and will also attract a rebate on out of pocket expenses determined by the Federal Government

Family Day Care

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
8am to 6pm – per hour	Independent fees & charges set by Educators under National guidelines	Independent fees & charges set by Educators under National guidelines	Independent fees & charges set by Educators under National guidelines
After hours – per hour			
Public holidays – per hour			
Breakfast			
Lunch			
Dinner			
Snacks			
Trips			
Parent Admin Levy	\$7.30	\$7.50	\$7.80*
Educator Levy	NA	NA	\$0.40 per hour

*per child per week, capped at 2 children

Home Care

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Home care – low	\$7.70	\$8.00	\$8.16
Home care – medium	\$13.70	\$14.25	\$14.53
Home care – high	\$32.25	\$33.55	\$34.22
Personal care –low	\$6.45	\$6.70	\$6.83
Respite care – adult	\$6.45	\$6.70	\$6.83
Respite care – children	\$5.00	\$5.20	\$5.30
Linkages (GST inc.)	\$42.00	\$43.68	\$44.55
CACPS (GST inc.)	\$42.00	\$43.68	\$44.55
Post Acute Care (GST inc.)	\$42.00	\$43.68	\$44.55
Plus travel costs per km – 6 cylinder vehicle	\$1.02	\$1.06	\$1.08
Plus travel costs per km – 4 cylinder vehicle	\$0.84	\$0.88	\$0.90

Minimum 1 hour applies to all Home Care and Respite Care services.

Minimum ½ hour applies to Personal Care services.

Minimum of 1 hour will apply to all services provided outside of regular hours, Monday to Friday 6 am to 6pm.

Home Maintenance

New fee to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Lawn mowing and tip fees: low	\$16.00	\$16.65	\$16.98
Lawn mowing and tip fees: medium	\$29.00	\$30.15	\$30.75
Lawn mowing and tip fees: high	\$51.88	\$53.95	\$55.03

Property maintenance (plus cost of materials): low	\$13.00	\$13.50	\$13.77
Property maintenance (plus cost of materials): medium	\$26.00	\$27.00	\$27.54
Property maintenance (plus cost of materials): high	\$48.88	\$50.85	\$51.86

New fee to apply from 1 July 2013 – Minimum 1 hour applies.

Planned Activity Group

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Daily session fee – low	\$7.00	\$7.00	\$7.10
Daily session fee – medium	\$11.00	\$11.00	\$11.45
Daily session fee – high (GST free)	\$27.00	\$28.00	\$28.00
Meal	\$6.50	\$7.50	\$7.50
Soup	\$1.70	\$1.45	\$1.50
Sweet	\$1.70	\$1.35	\$1.40

Food Services

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Main meal (including juice or fruit)	\$7.20	\$7.50	NA
Dessert	\$1.40	\$1.45	NA
Soup	\$1.30	\$1.35	NA
Full cost meals (GST free)	\$14.50	\$15.10	\$16.50
Option 1 Main meal, juice OR fruit	NA	NA	\$8.50
Option 2 Soup, main, dessert, juice OR fruit	\$9.90	\$10.30	\$10.71

Archie Graham Community Centre

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Hydro pools casual admission	\$5.30	\$8.50	\$8.50
Commercial pool use	\$40.60	\$69.96	\$85.00
Community pool use	\$23.70	\$37.92	\$51.00
Commercial rate per hour per room	\$24.00	\$48.00	\$48.00
Casual community rate per hour per room	\$16.00	\$32.00	\$32.00
Annual regular community rate (less than 10 bookings per year) per hour per room	\$20.00	\$40.00	\$40.00
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	\$9.00	\$18.00	\$18.00
Meals: Main	\$6.50	N/A	NA
Meals: Soup	\$1.70	N/A	NA
Meals: Dessert	\$1.70	N/A	NA
Community Computer Centre per 1 hour session	\$3.50	\$3.65	\$3.80
Health promotion programs	\$5.50	\$5.70	NA
Health promotion programs. (strength training)	\$5.50	\$5.70	\$5.80
Health promotion programs: Warrnambool Senior Club Members	\$5.00	\$5.20	\$5.40
Heartmoves	N/A	\$5.00	\$5.00

Health

New fees to apply from 1 August 2013

User Fees & Charges		2011/12	2012/13	2013/14
Food				
Class 1		\$375.00	\$385.00	\$390.00
Class 2	Class 2 General (where not more than 5 full-time persons are employed)	\$345.00	\$355.00	\$365.00
	Where more than five such full-time persons are employed, additional fee for each person in excess of five (total fee not to exceed \$1,500) (eg supermarkets)	\$20.00	\$21.00	\$22.00
	Accommodation Kitchen (eg motels)	\$260.00	\$265.00	\$270.00
	Bed and Breakfast (register as a food)	\$155.00	\$160.00	\$165.00
	Community Group (eg not-for-profit groups)	\$105.00	\$110.00	\$115.00
Class 3	Class 3 General	\$125.00	\$130.00	\$135.00
	Domestic Kitchen	\$155.00	\$160.00	NA
	Community Group (eg not-for-profit groups)	\$95.00	\$100.00	\$102.00
Class 4		No fee	No fee	No Fee
Health				
	Hairdressers, beauty salons	\$95.00	\$100.00	\$105.00
	Skin penetration establishments	\$95.00	\$100.00	\$105.00
	Accommodation premises (motels)	\$180.00	\$185.00	\$190.00
	Additional fee for microbiological testing of potable water, swimming pools and spas	\$100.00	\$100.00	\$102.00
	Septic tank applications	\$210.00	\$220.00	\$230.00
	Caravan Parks (per site)	Set by State Government	Set by State Government	Set by State Government
	Inspection request fee (prior to transfers)	\$105.00	\$110.00	\$115.00
	New registrations	Annual Fee + 50% of scheduled fee	Annual Fee + 50% of scheduled fee	Annual Fee + 50% of scheduled fee
	Transfer fee and late payment fee	50% of scheduled fee	50% of scheduled fee	Annual Fee + 50% of scheduled fee

Pro-rata fees apply for new registrations (quarterly)

Local Laws

New fees to apply from 1 July 2013

User Fees & Charges	2011/12	2012/13	2013/14
Derelict vehicle release	\$280.00	\$290.00	\$300.00
Tables and chairs	\$150.00	\$155.00	\$160.00
Goods on footpath	\$150.00	\$155.00	\$160.00
A/Frames permit	\$105.00	\$110.00	\$115.00
Impounded trolley release fee	\$70.00	\$75.00	\$80.00
Permit to burn	\$55.00	\$57.00	\$60.00
Horses on beach permit	\$160.00	\$163.00	\$200.00
Hire of cat cage	\$20.00	\$20.00	\$25.00

Parking Fees & Fines

New fees to apply from 1 August 2013

User Fees & Charges	2011/12	2012/13	2013/14
On-Street (per hour)			
Area A (1P)	\$1.00	\$1.10	\$1.10
Area B (2P)	\$0.80	\$0.90	\$0.90
Area C (4P)	\$0.50	\$0.60	\$0.60
Off-Street Carparks (per hour and day if applicable)			
Zone 1 (Coles-Younger, Ozone, Parkers & Target)	\$0.80/hr	\$0.90/hr	\$0.90/hr
Zone 2 (Crammond & Dickson, Art Gallery, off Koroit Street and off Kepler Street)	\$0.70/hr or \$4.00/day	\$0.80/hr or \$4.20/day	\$0.80/hr or \$4.20/day
Parking Permits			
Disabled and Returned Service: Replacement	\$5.00	\$5.00	\$7.00
New	\$10.00	\$10.00	\$12.00
Carparking Fines			
Carparking fines set by Council	\$58.00	\$60.00	\$65.00

Animal Registrations

New fees to apply from 1 August 2013

User Fees & Charges	2011/12	2012/13	2013/14
Unsterilised dog	\$120.00	\$125.00	\$135.00
Sterilised dog	\$40.00	\$42.00	\$45.00
Unsterilised dog (pensioner)	\$60.00	\$62.00	\$67.00
Sterilised dog (pensioner)	\$22.00	\$23.00	\$23.00
Unsterilised cat	\$87.00	\$92.00	\$102.00
Sterilised cat	\$30.00	\$31.00	\$34.00
Unsterilised cat (pensioner)	\$43.00	\$46.00	\$51.00
Sterilised cat (pensioner)	\$14.00	\$15.00	\$17.00
Replacement registration tag	\$11.00	\$12.00	\$14.00
Grazing permit	\$150.00	\$153.00	\$155.00
Registered animal businesses	\$140.00	\$143.00	\$145.00
Impounded animal release fee:			
Cat	\$85.00	\$87.00	\$89.00
Dog	\$123.00	\$125.00	\$128.00

Pro-rata fees – 50% of pet registration fees apply after 1 November.
Deceased animals – 50% refund of fees available up to 1 November.

4. GROWTH**Warrnambool Livestock Exchange**

New fees to apply from 1 September 2013 • Includes GST

User Fees & Charges	2011/12	2012/13	2013/14
Bobby Calves	\$3.52	\$3.70	\$3.77
Calves	\$0.00	\$8.80	\$8.98
Bulls	\$16.50	\$17.10	\$17.45
Cattle	\$11.33	\$11.80	\$12.05
Sheep	\$0.55	\$0.60	\$0.60
Store - cattle	\$10.01	\$10.40	\$10.61
Dairy - cattle	\$12.60	\$13.00	\$13.25
Hire of dairy ring	<100 \$10.45 per head >100 head \$1,045.00 >200 head \$1,364.00 >300 head \$1,672.00 >400 head \$1,980.00 >500 head \$2,310.00	<100 \$10.85 per head >100 head \$1,085.00 >200 head \$1,420.00 >300 head \$1,730.00 >400 head \$2,060.00 >500 head \$2,400.00	<100 \$11.07 per head >100 head \$1,107.00 >200 head \$1,448.00 >300 head \$1,765.00 >400 head \$2,100.00 >500 head \$2,450.00
Agents fees	\$97,812	\$101,800	\$104,000
Office rental (per office)	\$2,471	\$2,570	\$2,620
Truck Wash			
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday	\$0.86	\$0.86	\$0.88
Truck wash fees (per minute) all other times	\$1.09	\$1.30	\$1.33
Weigh fees 1 Head	\$1.65(av)	\$2.30	\$2.35
2 Head		\$2.00	\$2.04
3 Head		\$1.65	\$1.68
4 Head		\$1.40	\$1.43
5 Head		\$1.10	\$1.12
6 Head or more		\$0.80	\$.82
Scanner fee hire per day	\$91.30	\$95.00	\$97.00
Scanner transfer fee per head	\$1.65	\$1.75	\$1.78
Cattle not sold at store sale: scanning fee per head	\$2.00	\$2.20	\$2.25
Private weighs	\$5.50	\$5.75	\$5.90

Flagstaff Hill Maritime Village

New fees apply from 1 April 2013 – 31 March 2014 in accordance with Tourism Industry Standards

User Fees & Charges	2011/12	2012/13	2013/14
Admission Fees			
Adults	\$16.00	\$16.00	\$16.00
Concession	\$12.50	\$12.50	\$12.50
Child	\$6.50	\$6.50	\$6.50
Family	\$39.00	\$39.00	\$39.00
"Shipwrecked" Sound & Light Show Admissions			
Adults	\$26.00	\$26.00	\$26.00
Concession	\$23.00	\$23.00	\$23.00
Child	\$13.95	\$13.95	\$13.95
Family	\$67.00	\$67.00	\$67.00
Flagstaff Hill Memberships			
Individual	\$40.00	\$30.00	\$35.00
Grandparents (2A + 2C)	\$75.00	\$65.00	\$70.00
Family (2A + 2C)	\$80.00	\$70.00	\$80.00

Visitor Services

User Fees & Charges	2011/12	2012/13	2013/14
Access to Visitor Information Centre			
Displays in Visitor Centre	\$100p/w	\$100p/w	\$100p/w
Display of brochures and access to visitor	\$39.00	SCM members only	Rates to be reviewed as part of Regional Tourism Board implementation

Holiday Parks

New fees to apply from 1 July 2013

Note: Surfside is moving to use of online sales.

Rates will move to demand yield model in 20113/14 and will vary dependent upon demand.

User Fees & Charges	2011/12	2012/13	2013/14
Sites: Peak			
Site fees: weekly powered	\$320.00	\$325.00	\$330.00
Site fees: daily powered	\$49.00	\$51.00	\$53.00
Sites: Off Season			
Site fees: weekly	\$198.00	\$200.00	\$205.00
Site fees: night	\$33.00	\$34.00	\$35.00
Cabins: Peak			
Cedar cottages: daily	\$165.00	\$170.00	\$175.00
Cedar cottages: weekly	\$990.00	\$995.00	\$1100.00
Mariners cottages: daily	\$158.00	\$161.00	\$165.00
Mariners cottages: weekly	\$948.00	\$952.00	\$980.00
Beach Retreats - Daily	NA	NA	\$195.00
Beach Retreats - Weekly	NA	NA	\$1225.00
Cabins: daily	\$140.00	\$145.00	N/a
Cabins: weekly	\$840.00	\$845.00	N/a
Cabins: Off Peak – rates are from and will fluctuate with market conditions			
Cedar cottages: daily	\$130.00	\$132.00	\$139.00
Cedar cottages: weekly	\$780.00	\$785.00	NA
Mariners cottages: daily	\$105.00	\$109.00	109.00
Mariners cottages: weekly	\$630.00	\$635.00	NA
Cabins: daily	\$95.00	\$97.00	NA
Cabins: weekly	\$570.00	\$575.00	NA
Beach Retreats - Daily	NA	NA	\$165.00

City Strategy & Development

New fees to apply from 1 July 2013

Fees are in accordance with the Planning and Environment (Fees) Regulation 2000 and the Subdivision (Permit and Certification Fees) Regulation 2000, and **are subject to change in accordance with changes to the government legislation and regulations.**

All Planning Applications

An application for a permit under Section 47 must be accompanied by the fee set out for an application of that particular Class, as follows:

General Planning Fees

Class	Type of Permit Application	2011/12	2012/13	2013/14
1	Use Only	\$502.00	\$502.00	\$502.00
2	Single Dwelling (\$10,000 - \$100,000)	\$239.00	\$239.00	\$239.00
3	Single Dwelling (More than \$100,001)	\$490.00	\$490.00	\$490.00
	To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:			
4	Other Developments (10,000 or less)	\$102.00	\$102.00	\$102.00
5	Other Developments (\$10,000 - \$250,000)	\$604.00	\$604.00	\$604.00
6	Other Developments (\$250,000 - \$500,000)	\$707.00	\$707.00	\$707.00
7	Other Developments (\$500,000 - \$1 million)	\$815.00	\$815.00	\$815.00
8	Other Developments (\$1,000,001 million - \$7 million)	\$1,153.00	\$1,153.00	\$1,153.00
9	Other Developments (\$7,000,001 - \$10 million)	\$4,837.00	\$4,837.00	\$4,837.00
10	Other Developments (\$10,000,001 - \$50 million)	\$8,064.00	\$8,064.00	\$8,064.00
11	Other Developments (More than \$50,000,000)	\$16,130.00	\$16,130.00	\$16,130.00
12	To Subdivide an existing building	\$386.00	\$386.00	\$386.00
13	To Subdivide land into two lots	\$386.00	\$386.00	\$386.00
14	To effect a realignment of a common boundary between lots or to consolidate two or more lots	\$386.00	\$386.00	\$386.00
15	All other Subdivisions than Class 12, 13, 14	\$781.00	\$781.00	\$781.00
16	An application to remove a restriction (within the meaning of the Subdivision Act 1988) in the circumstances described in Section 47(2) of the Planning and Environment Act 1987	\$249.00	\$249.00	\$249.00
17	An application to create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right-of-way.	\$541.00	\$541.00	\$541.00
18	To Create, vary or remove an easement other than a right of way; or to vary or remove a condition in the nature of an easement other than a right of way in a Crown	\$404.00	\$404.00	\$404.00

Subdivision of Land	2011/12	2012/13	2013/14
Fee for processing application to certify a plan of subdivision in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 3	\$100.00 per application, plus \$20 per lot	\$100.00 per application, plus \$20 per lot	\$100.00 per application, plus \$20 per lot
Fee for processing any other application for certification under the Subdivision Act 1988 in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 3	\$100.00	\$100.00	\$100.00
Fee for checking Engineering Plans as per Section 17 (2) of the Subdivision Act 1988, in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 5.	2.5% of estimated cost of constructing the works	2.5% of estimated cost of constructing the works	2.5% of estimated cost of constructing the works
Fee for supervision of works as per section 17(2) of the Subdivision Act 1988, in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 6.	0.75% of estimated cost of constructing the work	0.75% of estimated cost of constructing the work	0.75% of estimated cost of constructing the work

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

	2011/12	2012/13	2013/14
Request to amend an application for a permit after notice of the application has been given under Section 52 for every class of application set out in the table in Regulation 7.	\$102.00	\$102.00	\$102.00
Request to amend an application for a permit after notice of the application has been given under Section 52 for every class of application set out in the table in Regulation 8B.	\$102.00	\$102.00	\$102.00

Applications for Amendments to Permit (Regulation 8B)

Class	Type of Permit Application	2011/12	2012/13	2013/14
1	To amend a permit to use land if that amendment is to change the use for which the land may be used.	\$502.00	\$502.00	\$502.00
2	To amend a permit: (a) to change the statement of what the permit allows (b) to change any or all of the conditions which apply to the permit (c) in any way not otherwise provided for in this regulation	\$502.00	\$502.00	\$502.00
3	To amend a permit to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of any additional development to be permitted by the amendment is: > \$10,000 - \$100,000	\$239.00	\$239.00	\$239.00
4	> \$100,001	\$490.00	\$490.00	\$490.00
5	To amend a permit to develop land if the estimated cost of any additional development to be permitted by the amendment is \$10,000 or less	\$102.00	\$102.00	\$102.00
6	To amend a permit if the estimated cost of any additional development to be permitted by the amendment is > \$10,001 - \$250,000	\$604.00	\$604.00	\$604.00
7	> \$250,001 - \$500,000	\$707.00	\$707.00	\$707.00
8	> \$500,001	\$815.00	\$815.00	\$815.00
9	To amend a permit to: (a) subdivide an existing building. (b) Subdivide land into two lots. (c) Effect a realignment of a common boundary between lots or to consolidate two or more lots.	\$386.00	\$386.00	\$386.00

Planning Scheme Amendment Fees

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

Class	Type of Permit Application	2011/12	2012/13	2013/14
1.	Considering a Request for an Amendment	\$798.00	\$798.00	\$798.00
2.	Independent Panel (considering submissions which seek a change to an amendment)	\$798.00	\$798.00	\$798.00
3.	Adoption of Amendment by Responsible Authority	\$524.00	\$524.00	\$524.00
4.	Consideration of a Request to Approve an Amendment (by the Minister for Planning)	\$798.00	\$798.00	\$798.00

Other Matters Regulation 10, 11 & 12

User Fees & Charges	2011/12	2012/13	2013/14
The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of the Responsible Authority	\$102.00	\$102.00	\$102.00
Planning Certificates	\$18.20	\$18.20	NA
Certificates of Compliance	\$147.00	\$147.00	\$147.00

Planning Fees

User Fees & Charges	2011/12	2012/13	2013/14
Planning			
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	\$81.00	\$84.00	\$90.00
Extension of time for Planning Permits:			
First extension	\$86.00	\$89.00	\$93.00
Second extension	\$238.00	\$248.00	\$258.00
Additional extensions	\$324.00	\$337.00	\$350.00
Approval of Development Plans to the satisfaction of the Responsible Authority	\$562.00	\$584.00	\$608.00
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority	NA	NA	\$608.00
Approval of 173 Agreements (plus cost of legal advice if required)	\$130.00	\$135.00	\$150.00
Review of compliance of Section 173 Agreements (plus cost of legal advice if required)	NA	NA	\$150.00
Liquor License requests	\$130.00	\$135.00	\$140.00
Notification of Planning Applications or Planning Scheme Amendments:			
Up to 10 letters/notices	\$76.00	\$79.00	\$100.00
Additional letters/notices	\$5.00	\$5.00	\$5.00
Property Inquiry relating to planning history	\$64.00	\$67.00	\$70.00

Mapping Products (Commercial Use)

Option of **a) aerial photography** or **b) customised colour map** using standard map layers (no photography). Scale to be determined by customer. Can be provided as hardcopy or PDF.

Size	2011/12	2012/13	2013/14
A0	\$118.80	\$123.50	\$128.00
A1	\$94.60	\$98.40	\$102.00
A2	\$70.40	\$73.20	\$76.00
A3	\$48.40	\$50.30	\$52.00
A4	\$46.20	\$48.00	\$50.00

Note: When provided as a PDF, the size represents the size the map will be in the PDF and still be printed at a reasonable resolution.

Mapping Products (Commercial Use)

Aerial photography with additional data overlay (contours, land parcels, house numbers etc.). Scale to be determined by customer. Can be provided as hardcopy or PDF. NB 4% increase onto unit cost from 2009/10.

Size	2011/12	2012/13	2013/14
A0	\$184.80	\$192.20	\$200.00
A1	\$143.00	\$148.70	\$155.00
A2	\$107.80	\$112.10	\$117.00
A3	\$70.40	\$73.20	\$76.00
A4	\$35.20	\$36.60	\$38.00

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

All application fees are subject to change
Building Services Application Fees * charges are subject to GST.

Class	Description	Value of Work	2012 Fees	Proposed 2013 Fee
1B & 2-9	Residential and commercial works other than Class 1A	Value >\$23,500	$4 \left(\frac{\text{value}}{2000} + \sqrt{\text{value}} \right)$ Minimum Fee: \$650.00	Minimum Fee: \$670.00
1A	All dwellings – single detached houses or attached multi-units development.	Up to \$150,000 \$150,001-\$200,000 \$200,001-\$250,000 \$250,001-\$300,000 >\$300,000	\$1,300.00 \$1,720.00 \$2,220.00 \$2,860.00 Large projects negotiable	\$1,350.00 \$1,790.00 \$2,300.00 \$2,980.00 Large projects negotiable
1A	Dwellings – extensions/alterations (including demolitions)	Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 \$100,001-\$150,000 >\$150,000	\$475.00 \$590.00 \$810.00 \$1,130.00 \$1,450.00 Value ÷ 100	\$495.00 \$615.00 \$840.00 \$1,175.00 \$1,570.00 Value ÷ 100
1A	Dwellings – internal alterations/minor works	Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 >\$100,000	\$350.00 \$475.00 \$700.00 \$885.00 Value ÷ 110	\$365.00 \$495.00 \$730.00 \$920.00 Value ÷ 110
10A/10B	Minor works – garages, carports, pools, fences etc.	Up to \$5,000 Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 >\$100,000	\$350.00 \$480.00 \$590.00 \$700.00 \$885.00 Value ÷ 110	\$365.00 \$495.00 \$615.00 \$730.00 \$920.00 Value ÷ 110
10B	Pool fence (without pool)	N/A	\$150.00	\$150.00
Sundry	Any additional inspection	Domestic Commercial	\$160.00 (min) \$220.00 (min)	\$170.00 \$230.00

Please refer below for details of additional charges and conditions relevant to all Building Applications.

NOTE: THE FOLLOWING COSTS APPLY IN ADDITION TO THE BASIC FEE SCALE:

1. A State Government levy of \$1.28 per \$1,000.00 construction value must be paid before the permit can be issued. This applies to all building works exceeding a construction value of \$10,000 (GST exempt) - **SET BY STATE GOVERNMENT**
2. A lodgement fee of \$34.85 must be paid before the permit can be issued for all works with a project cost >\$5,000 (GST exempt). – **SET BY STATE GOVERNMENT**
3. The fee schedule is based on structural design certification being provided where applicable in accordance with BCC Practice Note 3.
4. Checking of specialist system designs (structural, mechanical, electrical and hydraulic) where necessary and/or where an appropriate design compliance certificate is not provided is charged on a cost recovery basis.
5. Statutory fees incurred relating to property requisitions, lodgement of permit documents, etc are charged on a cost recovery basis.

Additional Fees * charges are subject to GST.

Description	2012 Fees	Proposed 2013 Fee
Amendment and/or extension of building permits	\$165.00	\$170.00
Amendment of approved plans		
Building Notice	\$500.00	\$600.00
Building Order	\$350.00	\$400.00
Temporary Structure Siting Approval	\$310.00	\$400.00
Places of public entertainment occupancy permit	\$460.00	\$500.00
Swimming Pool Safety Fence Inspections	\$100.00	\$150.00
Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$36.00	\$37.25
Provide copy of Building Permit including plans (with owners consent)	\$65.00	\$68.00
Essential Safety Measure Assessment	\$550 (min)	\$550(min)

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

Description	2012 Fees	Proposed 2013 Fee
Regulation 327(1) or 327(2) or 327(3) or 327(4) advice (property information) (GST not applicable)	\$46.45 each	46.45
Dispensation for siting of single dwellings	\$210.00	\$230.00
Application for demolition consents (Section 29A) (GST not applicable)	\$58.17	\$58.17
Subdivision statements for buildings - Regulation 503(2)	\$210.00	\$210.00

Appendix F**ACTIVITIES & INITIATIVES 2013/2014****Objective 1: A Leading Regional City****STRATEGY:****1.01 Govern as a well-planned, researched, accountable, strategic and sustainable Council**

STRATEGIC INDICATOR:					
1.01.01 Ensure statutory compliance with the Local Government Act by delivering all actions in Council's compliance checklist.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.01.01.01	Prepare the 2013-14 Council annual report	September 2014	DCS	MC	DCS
1.01.01.02	Monitor compliance with the statutory compliance check list	June 2014	DCS	DCS	

STRATEGIC INDICATOR:					
1.01.02 Deliver strategic outcomes as outlined in Council Plan 2013 – 2017.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.01.02.01	Monitor delivery of council plan outcomes via dPlan reporting system	June 2014	DCS	DCS	
1.01.02.02	Report regularly to council on status of major strategic projects & initiatives	June 2014	DCS	DCS	ERO

STRATEGIC INDICATOR:					
1.01.03 Achieve a "low risk" financial sustainability rating by the Victorian Auditor General.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.01.03.01	Report VAGO financial sustainability result to council	June 2014	DCS	MFS	DCS

STRATEGY:**1.02 Advocate for the city and the Great South Coast region.**

STRATEGIC INDICATOR:					
1.02.01 Recognise the Great South Coast Regional Plan and its cross-over with the Council Plan and focus on advocacy efforts accordingly.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.02.01.01	Advocate for Stage II of South West Healthcare and improvements to specialist medical services.	June 2014	DCS	ERO	DCS

STRATEGIC INDICATOR:					
1.02.02 Develop and implement an Advocacy Plan for Warrnambool.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.02.02.01	Identify council priority issues for advocacy plan and implementation of same	June 2014	DCS	MC	DCS

STRATEGY:**1.03 Enhance community engagement and transparency in Council activities.**

STRATEGIC INDICATOR:					
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1.03.01 Ensure community engagement and communication initiatives provide a range of options for community involvement.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.03.01.01	Develop and implement a client / community engagement strategy for Community Development services	June 2014	DCD	MCS	DCD
1.03.01.02	Implement Council's new approach to community engagement				
1.03.01.03	Review the role of kindergarten committees and their contribution to engagement of parents	June 2014	DCD	MEY	MCS
1.03.01.04	Review and update council's community engagement policy	June 2014	DCS	MC	DCS

STRATEGY:**1.04 Deliver efficient and effective Council services.**

STRATEGIC INDICATOR: 1.04.01 Provide excellent customer service and implement the Customer Service Strategy and Charter.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.04.01.01	Investigate the provision of an after-hours call service	June 2014	DCS	MRP	DCS
1.04.01.02	Investigate and implement additional sources of online and self-service assistance for customers	June 2014	DCS	MRP	DCS
1.04.01.03	Establish an electronic sign-in facility for customers visiting the Civic Centre	June 2014	DCS	MRP	DCS

STRATEGIC INDICATOR: 1.04.02 Support staff to be innovative and efficient in the delivery of services and consider collaborative and resource sharing opportunities.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.04.02.01	Provide all staff access to Customer Service training	June 2014	DCS	MRP	DCS
1.04.02.01	Development of a BYOD (Bring Your Own Device) framework and policy, with subsequent support provided by IT.	2016/17	DCS	MIS	DCS
1.04.02.02	Establish local Technology One user community (Corangamite, Moyne, Wannon Water, SW-TAFE)	Dec 2013	DCS	MIS	DCS

STRATEGIC INDICATOR: 1.04.03 Implement the annual Service Review program and Continuous Improvement principles.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.04.03.01	Undertake service reviews of the Archie Graham Community Centre and Planned Activity Group	June 2014	DCD	MAA	MCS
1.04.03.02	Review the delivery model for parenting services	June 2014	DCD	MEIS	MCS
1.04.03.03	Develop and implement a framework for review of Council services in line with LG Act Best Value Principles.	June 2014	DCS	MOD	DCS
1.04.03.04	Complete service reviews for Parks and Gardens, Council fleet, and Roads and Drainage Maintenance Services	December 2013	DCI	MIS	DCI

STRATEGIC INDICATOR: 1.04.04 Consistent review of strategic risk in Council decision making.					
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Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.04.04.01 Finalise the review Council's Risk Management Policy and implement a program of annual review of Council's strategic risks.	Dec 2013	DCS	MOD	DCS
1.04.04.02 Finalise the review of the Health & Safety Management System and develop a HS Strategy 2013-2016.	June 2014	DCS	MOD	DCS
1.04.04.03 Revise and implement changes to Council's Business Continuity Plan	June 2014	DCS	MOD	DCS

STRATEGIC INDICATOR:**1.04.05 Utilise technological advances to improve service delivery and recognise staff innovations and input into new ideas and change processes.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.04.05.01 Replace existing ticket machines with current standard multi-function electronic transaction process	June 2014	DCI	MHLL	DCI
1.04.05.02 Replace the existing software for Council's Home and Community Care services	June 2014	DCD	DCD	
1.04.05.03 Undertake a review of the facility management operating system at AquaZone, Warrnambool Stadium and Flagstaff Hill	June 2014	DCD	SMAZ	MRC
1.04.05.04 Review and likely replacement of Community Services Software, including integration with CRM and linkage of Electronic Referrals.	2015/16	DCS	MIS	DCS
1.04.05.05 Implementation of Video Conferencing for Groups and extend the use of personal video conferencing through use of Desktop Video Conferencing tools	June 2014	DCS	MIS	DCS
1.04.05.06 Redevelopment of Intranet with same toolset as Internet	June 2014	DCS	MIS	DCS
1.04.05.07 Migration from Lotus Notes email & Calendar to MS Outlook and Exchange	June 2014	DCS	MIS	DCS
1.04.05.08 Wi-Fi Access to be deployed in all Council buildings	June 2014	DCS	MIS	DCS
1.04.05.09 Develop software for Immunisation to improve delivery of services	June 2014	DCI	MHLL	DCI

STRATEGIC INDICATOR:**1.04.06 Implement and promote environmentally sustainable practices.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)

STRATEGY:**1.05 Manage our resources responsibly.**

STRATEGIC INDICATOR: 1.05.01 Implement an accountable, sustainable budget and financial strategy.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.05.01.01 Prepare and adopt 2014/15 Budget	June 2014	DCS	MFS	DCS
1.05.01.02 Review and update councils Long Term Financial Plan	December 2013	DCS	MFS	DCS

STRATEGIC INDICATOR: 1.05.02 Implement processes to ensure Council's research, partnerships and advocacy activities maximise grant funding opportunities to achieve maximum outcomes for the Warrnambool community.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)

STRATEGIC INDICATOR: 1.05.03 Implement strategies that ensure Council can attract and retain suitable qualified and experienced staff.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.05.03.01 Develop and implement leadership and management programs (including women's leadership) to strengthen Council's internal capability to deliver high quality outcomes.	June 2014	DCS	MOD	DCS
1.05.03.02 Negotiate and implement Enterprise Agreement/s for Council staff.	June 2014	DCS	MOD	DCS
1.05.03.03 Commence development of a workforce strategy for Community Development	June 2014	DCD	MCS	DCD

STRATEGIC INDICATOR: 1.05.04 Promote an open and inclusive workplace culture where individuals are supported to reach their potential.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.05.04.01 Review Council's Equal Opportunity & Diversity policies and program	June 2014	DCS	MOD	DCS

STRATEGIC INDICATOR: 1.05.05 Comply with the requirements of Council's Asset Management Plan.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.05.05.01 To finalise the asset management plans for council buildings, roads and footpaths and seek Council adoption	June 2014	DCI	MIS	DCI
1.05.05.02 To undertake fieldwork audit and prepare a draft asset management Plan for Council's open space infrastructure.	June 2014	DCI	MIS	DCI
1.05.05.03 To complete the drainage inventory for Council's drainage network	June 2014	DCI	MIS	DCI

STRATEGY:

1.06 Foster regional collaboration and coordination to improve social, economic and health outcomes for residents living across the Great South Coast.

STRATEGIC INDICATOR:					
1.06.01 Strengthen Council's contribution to Great South Coast initiatives and projects.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
1.06.01.01 Support and participate in the Great South Coast Early Years Network and its projects	June 2014	DCD	EYC	MCS	
1.06.01.02 Implement the Baby Makes 3 project	June 2014	DCD	PMBM3	DCD	
1.06.01.03 Participate in actions relating to the GSC regional priority to improve year twelve attainment	June 2014	DCD	DCD	DCD	
1.06.01.04 Undertake the Barwon South West Regional Trails Project	June 2014	DCD	MRC	DCD	
1.06.01.05 Finalise the development of a GSC Prevention of Violence against Women and Children Strategy and commence implementation	June 2014	DCD	DCD	DCD	
1.06.01.06 Support, advocate and contribute across all four Pillar Groups of the Great South Coast Regional Plan.	June 2014	DCS	ERO	DCS	
1.06.01.07 Promote Councils priority strategic projects to State and Federal Government to maximise funding opportunities.	June 2014	DCS	ERO	DCS	
1.06.01.08 Strengthen Council's advocacy and implementation of its priority projects with the Great South Coast Board.	June 2014	DCS	ERO	DCS	

STRATEGIC INDICATOR:					
1.06.02 Support, advocate and contribute to the Great South Coast Regional Plan.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
1.06.02.01 Provide Pillar Leadership for the Strengthening our Communities Pillar	June 2014	DCD	DCD		

STRATEGIC INDICATOR:					
1.06.03 Improve service coordination across the region.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
1.06.03.01 Continue to support the implementation of the regional work plan for the SW Disability Network through support of the Disability Strategic Planner	June 2014	DCD	MAAI	MCS	
1.06.03.02 Participate in opportunities for regional collaboration in the delivery of Maternal Child Health services	June 2014	DCD	MEIS	MCS	
1.06.03.03 Develop and commence implementation of the South West Active Service Model Industry Consultant work plan	June 2014	DCD	MHACC	MCS	
1.06.03.04 Continue to facilitate and participate in the South West Child and Family Services Alliance	June 2014	DCD	MEIS	MCS	

Objective 2: A Sustainable City

STRATEGY:

2.01 Aim to be a leading recycler and environmentally sustainable organisation.

STRATEGIC INDICATOR:					
2.01.01 Implement purchasing programs and retrofitting buildings for sustainable energy as outlined in Council's Climate Change Action Plan.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
2.01.01.01 Complete the upgrade of AquaZone's air handling unit	June 2014	DCD	SMAZ	MRC	
2.01.01.02 Upgrade the lighting systems at WAG	June 2014	DCD	DWAD	MRC	
2.01.01.03 Provide an annual report on Green Purchasing across Council.	June 2014	DCG	CCSUS	MCSD	
2.01.01.04 Implement the Smart Buildings Project.	June 2014	DCG	CCSUS	MCSD	
2.01.01.05 Report and engage Council and Council officers of energy, water and greenhouse issues	June 2014	DCG	CCSUS	MCSD	
2.01.01.06 Incorporate demonstrable sustainability measures into Council's Building maintenance program	June 2014	DCI	MIS	DCI	
STRATEGIC INDICATOR:					
2.01.02 Continue to improve staff knowledge and awareness of sustainability initiatives that reduce Council's carbon footprint through Council's Green Environment Team.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
2.01.02.01 Provide information relating to sustainability initiatives via Booletin and news updates to all staff.	June 2014	DCG	CCSUS	MCSD	
STRATEGIC INDICATOR:					
2.01.03 Implement works that protect our natural environment and biodiversity.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
2.01.03.01 Develop an annual Pest Plant & Animal Action Plan to inform Council Officers and Contractors	June 2014	DCG	CCSUS	MCSD	
2.01.03.02 Develop systems to reduce organic materials being sent to landfill from parks, gardens and outdoor crews	June 2014	DCI	MIS	DCI	
STRATEGIC INDICATOR:					
2.01.04 Work in partnership with local businesses, organisations and the community to promote and implement environmentally sustainable initiatives.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
2.01.04.01 Provide funding to community groups for Environmental Initiatives	June 2014	DCG	CCSUS	MCSD	
2.01.04.02 Support Sustainable Living Festival	June 2014	DCG	CCSUS	MCSD	
2.01.04.03 Facilitate Smart Living Workshops	June 2014	DCG	CCSUS	MCSD	
2.01.04.04 Work with Horizon 21 and other organisations to deliver partnership initiatives.	June 2014	DCG	CCSUS	MCSD	

STRATEGY:**2.02 Protect, enhance and improve access to our coastal reserves and waterways.****STRATEGIC INDICATOR:
2.02.01 Adopt and implement key initiatives from the Coastal Management Plan and Vegetation Management Plan.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.02.01.01 Seek funding to assist in implementation actions of the Coastal Management Plan and Vegetation Management Plan.	June 2014	DCG	CCSUS	MCSD

**STRATEGIC INDICATOR:
2.02.02 Undertake programs that enhance the health of our rivers and wetland systems.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.02.02.01 Support and work with Making A Difference for the Merri.	June 2014	DCG	CCSUS	MCSD
2.02.02.02 Prepare a Biodiversity "Road Map"	June 2014	DCG	CCSUS	MCSD
2.02.02.03 Ensure that infrastructure design outcomes in relation to subdivision and development of land incorporate best practice methods for stormwater systems	June 2014	DCI	MIS	DCI

**STRATEGIC INDICATOR:
2.02.03 Identify and improve key access points to coastal reserves and waterways and safer harbour.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.02.03.01 Seek funding to implement actions priority actions from Coastal Management Plan relating to access points on coast	June 2014	DCG	CCSUS	MCSD
2.02.03.02 Support & Work with Making A Difference for Merri	June 2014	DCG	CCSUS	MCSD
2.02.03.03 Commence wave testing in Lady Bay as part of the safer harbour and boating facilities project	Dec 2013	DCI	MIS	DCI

STRATEGY:**2.03 Promote sustainable transport systems.****STRATEGIC INDICATOR:
2.03.01 Implement key actions from Council's Sustainable Transport Strategy.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.03.01.01 Develop and install way-finding signage throughout Warrnambool.	June 2014	DCG	CCSUS	MCSD
2.03.01.02 Apply for funding to implement actions	June 2014	DCG	CCSUS	MCSD
2.03.01.03 Install additional bicycle racks in City Centre	June 2014	DCG	CCSUS	MCSD
2.03.01.04 Implement Annual program of Sustainable Transport Infrastructure works (Paths and Trails)	June 2014	DCI	DCI	
2.03.01.05 Implement Annual program of Sustainable transport Infrastructure works (Bicycles)	June 2014	DCI	DCI	
2.03.01.06 Monitor and report to Council usage data for Key sustainable transport routes	June 2014	DCI	DCI	
2.03.01.07 Implement the Healthy Moves Program and support local walking and cycling groups	June 2014	DCI	DCI	

**STRATEGIC INDICATOR:
2.03.02 Pursue funding to implement key actions relating to sustainable transport as outlined in the City**

Centre Revitalisation Plan including rail, bus, cycling and trails initiatives.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.03.02.01	Install Bicycle lanes & racks in key locations in City Centre	June 2014	DCG	MBS	MBS
2.03.02.02	Investigate and seek funding for pedestrian crossings in key locations in City Centre	June 2014	DCG	MBS	MBS

STRATEGY:**2.04 Create natural and open space environments in Warrnambool.**

STRATEGIC INDICATOR: 2.04.01 Adopt and implement an Open Space Strategy for Warrnambool.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.04.01.01	Seek funding to implement actions from Open Space Strategy	June 2014	DCG	OSP	MCSD
2.04.01.02	Embed Open Space Strategy into Planning Scheme	June 2014	DCG	OSP	MCSD

STRATEGIC INDICATOR: 2.04.02 Ensure new growth areas in Warrnambool cater effectively for the public open space needs of residents.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.04.02.01	Provide for appropriate areas of active & passive open space in growth areas.	June 2014	DCG	CCS	MCSD
2.04.02.02	Locate passive open space to coincide with landscape and site features.	June 2014	DCG	CCS	MCSD
2.04.02.03	Maximise use of floodplain & waterway corridors for active and passive open space.	June 2014	DCG	CCS	MCSD

STRATEGIC INDICATOR: 2.04.03 Improve accessibility to Warrnambool's parks and open spaces by improving linkages, trails etc.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.04.03.01	Complete the Brierly Connections Project	June 2014	DCD	MCPD	DCD
2.04.03.02	Implement Open Space Strategy	June 2014	DCG	CCS	MCSD
2.04.03.03	Maximise use of floodplain & waterway corridors for active & passive open space to provide linkages	June 2014	DCG	CCS	MCSD

STRATEGY:**2.05 Increase access to sustainability initiatives for the community and Council.**

STRATEGIC INDICATOR: 2.05.01 Promote and facilitate opportunities for the community to take advantage of National, State and local environmental initiatives.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.05.01.01	Work in partnership with organisations and community for Ride to Work and Walk to Work events	June 2014	DCI	DCI	
2.05.01.02	Use C2C to promote activities	March 2014	DCS	MC	DCS

STRATEGIC INDICATOR: 2.05.02 Seek the support of appropriate agencies to ensure the Warrnambool community has access to contemporary and innovative sustainability programs.					
Activities and Initiatives 2013-2014		Completion	Director	dPlan	dPlan Validating

	Date eg: June 2014		Reporting Officer	Officer (if required)
2.05.02.01 Facilitate discussions with Sustainability Victorian and community groups	June 2014	DCG	CCSUS	MCSD

STRATEGY:**2.06 Balance financial viability with environmental sustainability.**

STRATEGIC INDICATOR: 2.06.01 Implement plans and strategies that improve Warrnambool's environmental sustainability and achieve efficiency gains.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.06.01.01 Seek funding to assisting in implementing Climate Change Action Plan	June 2014	DCG	CCSUS	MCSD
2.06.01.02 Support Sustainable Living Festival	June 2014	DCG	CCSUS	MCSD
2.06.01.03 Facilitate Smart Building Workshops	June 2014	DCG	CCSUS	MCSD
2.06.01.04 Investigate and develop a process toward reduction and minimisation of organic waste from Council's kerbside collection.	June 2014	DCI	MIS	DCI
2.06.01.05 Review purchase of road making materials to achieve increase utilisation for recycled glass and material.	June 2014	DCI	MTS	DCI

STRATEGY:**2.07 Manage Council assets in a sustainable manner.**

STRATEGIC INDICATOR: 2.07.01 Review and update Council's renewal funding model to ensure Council adequately funds asset replacement and maintenance while considering Council's risks.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.07.01.01 To ensure that the renewal funding model includes updated information on the condition of all Council assets	Dec 2013	DCI	MIS	DCI
2.07.01.02 To commence an audit of Council's tree assets	June 2014	DCI	MIS	DCI
2.07.01.03 To commence an audit on the condition of Council's drainage network	June 2014	DCI	MIS	DCI

Objective 3: A Liveable City

STRATEGY:

3.01 Improve community health, wellbeing and safety.

STRATEGIC INDICATOR:				
3.01.01 Partner in the development of a regional health and wellbeing plan for the Great South Coast.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.01.01.01 Publish a regional health and wellbeing data profile	July 2013	DCD	CPP	DCD
3.01.01.02 Identify shared priority areas for action	November 2013	DCD	CPP	DCD
3.01.01.03 Develop professional development and capacity building opportunities for staff	December 2013	DCD	CPP	DCD
STRATEGIC INDICATOR:				
3.01.02 Adopt and implement the Warrnambool Health and Wellbeing Plan 2013 – 17.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.01.02.01 Finalise the Health and Wellbeing Plan 2013-17	November 2013	DCD	CPP	DCD
3.01.02.02 Prepare Annual Action Plans	March 2014	DCD	CPP	DCD
3.01.02.03 Promote a health in all policies approach across the organisation	June 2014	DCD	CPP	DCD
3.01.02.04 Adopt a Council Smoking Policy	June 2014	DCD	CPP	DCD
3.01.02.05 Adopt a revised Gaming Policy	December 2013	DCD	CPP	DCD
3.01.02.06 Encourage an organisation wide commitment to White Ribbon Day	June 2014	DCD	CPP	DCD
STRATEGIC INDICATOR:				
3.01.03 Implement the Municipal Road Safety Strategy.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.01.03.01 Delivery Road safety promotion and education programs, in accordance with plan	June 2014	DCI	DCI	
3.01.03.02 Implement road safety improvements (minor Works) in accordance with plan.	June 2014	DCI	DCI	
3.01.03.03 Review Black spot and grey spot funding opportunities with VicRoads on biannually	June 2014	DCI	DCI	
3.01.03.04 Participate in Warrnambool/Moyne Road Safety Group.	June 2014	DCI	MTS	DCI
STRATEGIC INDICATOR:				
3.01.04 Implement the Municipal Fire Prevention Plan.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.01.04.01 Conduct annual inspection and maintenance of all designated Fire Access Tracks.	June 2014	DCI	PMc	IF
3.01.04.02 Conduct inspections of Caravan Parks and Camping Grounds with all partner agencies.	June 2014	DCI	PMc	IF
STRATEGIC INDICATOR:				
3.01.05 Maintain a contemporary Municipal Emergency Management Plan.				

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.01.05.01 Develop a spontaneous volunteering initiative for Warrnambool	June 2014	DCD	DCD	
3.01.05.02 Develop a comprehensive Emergency Relief and Recovery Plan	June 2014	DCD	DCD	
3.01.05.03 Ensuring that emergency management makes a significant contribution to community safety in Warrnambool City Council.	June 2014	DCI	DCD	

STRATEGIC INDICATOR:**3.01.06 Participate in regional community safety initiatives.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.01.06.01 Meet Quarterly with Victoria Police and VicRoads to review emerging road safety and traffic management issues.	June 2014	DCI	MTS	DCI
3.01.06.02 Establish the roles and functions of the Community Safety Committee	June 2014	DCI	IF	DCI
3.01.06.03 Investigate CCTV funding opportunities for the CBD	June 2014	DCI	ERO	DCI

STRATEGY:**3.02 Develop and support sport and recreation activities to promote healthy lifestyles and community wellbeing.****STRATEGIC INDICATOR:****3.02.01 Increase participation in sport and recreation programs.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.02.01.01 Build the capacity of Warrnambool Surf Club to include people with a disability.	June 2014	DCD	RA	MAAI
3.02.01.02 Build the capacity of the Hampden Football and Netball league to include people with a disability.	June 2014	DCD	RA	MAAI
3.02.01.03 Undertake a range of minor improvement projects to the gymnasium at AquaZone	June 2014	DCD	SMAZ	MRC
3.02.01.04 Implement priority recommendations from AquaZone Strategy	June 2014	DCD	SMAZ	MRC
3.02.01.05 Undertake audit of recreation facilities to improve opportunities for female participation	June 2014	DCD	R&YC	MRC
3.02.01.06 Conduct an inclusion workshop for gymnastic program coaches to provide skills and knowledge to support participation from people of all abilities.	June 2014	DCD	SMWS	MRC
3.02.01.07 Continue implementation of Eat Well Be Active South West Vic. Healthy Communities Initiative	Dec 2013	DCD	PM	DCD

STRATEGIC INDICATOR:**3.02.02 Implement initiatives and review the Warrnambool Recreation Plan 2007 – 2017.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.02.02.01 Undertake a mid-term review of Council's Recreation Plan	June 2014	DCD	R&YC	MRC
3.02.02.02 Complete the Reid Oval Netball Facilities Project	June 2014	DCD	R&YC	MRC
3.02.02.03 Implement and/or complete minor improvement projects at community sport and recreation facilities including the Jubilee Park playspace and Dennington Bowls Club clubrooms	June 2014	DCD	R&YC	MRC

STRATEGY:

3.03 Develop and support cultural activities that provide opportunities to celebrate, engage and participate in creative and artistic endeavours.

STRATEGIC INDICATOR: 3.03.01 Increase participation in Council's cultural programs.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.03.01.01 Develop and implement a program of youth drama workshops and investigate provision of community theatre skills workshops at Lighthouse Theatre	June 2014	DCD	SMLHT	MRC
3.03.01.02 Prepare a project plan to develop a Learning Centre for students at WAG	June 2014	DCD	DWAG	MRC

STRATEGIC INDICATOR: 3.03.02 Adopt and implement Council's Cultural Development Plan.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.03.02.01 Complete the Cultural Development Plan	June 2014	DCD	MRC	DCD
3.03.02.02 Commence implementation of priority recommendations from the Cultural Development Plan	June 2014	DCD	MRC	DCD

STRATEGIC INDICATOR: 3.03.03 Strengthen partnerships and support cultural initiatives of the Warrnambool community.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.03.03.01 Support development of an Arthouse Film festival partnering with Bethany	June 2014	DCD	SMLHT	MRC
3.03.03.02 Devise and implement a family friendly summer project at WAG	June 2014	DCD	DWAG	MRC
3.03.03.03 Commence development of a Reconciliation Action Plan	June 2014	DCD	DCD	DCD

STRATEGY:**3.04 Invest in and create opportunities for children and young people to reach their potential and participate fully in society.**

STRATEGIC INDICATOR: 3.04.01 Strengthen engagement of young people and provide support to families as part of Council processes and initiatives.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.04.01.01 Induct the new Youth Council and facilitate preparation and implementation of their annual plan	June 2014	DCD	R&YC	MRC
3.04.01.02 Provide opportunities for engaging young people in the development of Council plans and strategies, including the 2013/17 Municipal Public Health and Wellbeing Plan	June 2014	DCD	R&YC	MRC
3.04.01.03 Review the implementation of 2013 changes to kindergarten hours, central enrolment process and after kindergarten care	March 2014	DCD	MEY	MCS

STRATEGIC INDICATOR: 3.04.02 Implement and review Council's Municipal Early Years Plan.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)

STRATEGIC INDICATOR: 3.04.03 Adopt and implement recommendations from Youth Services Review.				
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Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.04.03.01 Implement priority actions from the Youth Services Review Implementation Plan, including improvements to the Engage and FreeZa programs	June 2014	DCD	R&YC	MRC

STRATEGIC INDICATOR:**3.04.04 Strengthen partnerships with the youth services sector.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.04.04.01 Develop a regional youth card in partnership with the Great South Coast LGA's, Deakin University and South West TAFE	June 2014	DCD	R&YC	MRC
3.04.04.02 Partner with Brophy Family and Youth Services in presenting the FReeZA program	June 2014	DCD	R&YC	MRC

STRATEGY:**3.05 Take the next steps to improving the quality of public library services in Warrnambool.****STRATEGIC INDICATOR:****3.05.01 Advance to the next stages of the review of improvements to the Warrnambool library service.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.05.01.01 Continue discussions with SW TAFE regarding the development of a joint use library in Warrnambool	June 2014	DCD	MRC	DCD
3.05.01.02 Introduce Sunday opening at Warrnambool branch library	June 2014	DCD	MRC	DCD

STRATEGY:**3.06 Deliver high quality community services that strengthen client health and wellbeing.****STRATEGIC INDICATOR:****3.06.01 Achieve external accreditation in all Community Services areas against relevant legislation and industry standards.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.06.01.01 Achieve external accreditation against the National Quality Standards for all related services	June 2014	DCD	MEY	MCS
3.06.01.0. Achieve external accreditation against the Department of Human Services Standards for all related services	June 2014	DCD	MEIS	MCS
3.06.01.03 Continue to implement the service improvement plan for services accredited against the Common Community Care Standards	June 2014	DCD	MHACC	MCS

STRATEGY:**3.07 Promote an inclusive, connected, diverse and resilient community.****STRATEGIC INDICATOR:****3.07.01 Celebrate volunteer participation throughout the Warrnambool community.**

Activities and Initiatives 2013-2014	Completion	Director	dPlan	dPlan Validating
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	Date eg: June 2014	Reporting Officer	Officer (if required)
STRATEGIC INDICATOR:			
3.07.02 Develop a more inclusive approach to community planning and development that encompasses:			
<ul style="list-style-type: none"> • Community accessibility • Positive ageing • Cultural diversity • People and places. 			
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Validating Officer (if required)

STRATEGY:

3.08 Ensure community, recreation and cultural services and facilities are responsive to changing community needs and expectations.

STRATEGIC INDICATOR:				
3.08.01 Develop and implement a Community Services and Infrastructure plan to optimise access to appropriate community services and facilities.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.08.01.01 Explore funding opportunities for the construction of a community facility for the Warrnambool Triton Woodworkers	June 2014	DCD	MEP	DCD
3.08.01.02 Finalise the Community Services and Infrastructure Plan for Warrnambool	November 2013	DCD	CPP	DCD
3.08.01.03 Implement the priority actions of the Community Services and Infrastructure Plan	June 2014	DCD	CPP	DCD
3.08.01.04 Finalise a feasibility study for a joint use community facility at Brierly Recreation Reserve	November 2013	DCD	CPP	DCD
3.08.01.05 Commence concept development and establishment of partnership arrangements for the hub.	June 2014	DCD	CPP	DCD
3.08.01.06 Finalise detailed designs and commence construction for the Swan Reserve Playspace Project	June 2014	DCD	RO	DCD

STRATEGIC INDICATOR:				
3.08.02 Review strategy for open space planning.				
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)

STRATEGY:

3.09 Support events that deliver economic, social, environmental and cultural outcomes for the community.

STRATEGIC INDICATOR:				
3.09.01 Renew Council's strategic approach to events.				
Activities and Initiatives 2013-2014	Completion Date eg:	Director	dPlan Reporting Officer	dPlan Validating Officer

		June 2014		Officer	(if required)
3.09.01.01	Secure State and National sporting events through Councils Sports Marketing Australia Program - in order to promote economic development and community benefit to local sporting associations and clubs	June 2014	DCD	MEP	DCD
3.09.01.02	Continue to deliver current flagship projects on the Councils annual events & promotion calendar	June 2014	DCD	MEP	DCD
3.09.01.03	Continue to develop arts and culture based events in accordance with Councils Cultural Development Plan	June 2014	DCD	MEP	DCD
3.09.01.04	Continue to support local festivals and events through the One & All inclusive events program	June 2014	DCD	RA	MAAI
3.09.01.05	Review Traffic Management procedures for major events	Dec 2014	DCI	MTS	

Objective 4: A City of Growth

STRATEGY:

4.01 Encourage creativity and innovation in urban design and development.

STRATEGIC INDICATOR:					
4.01.01 Promote and deliver sustainable design workshops to the community.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
4.01.01.01	Continue Smart Living Workshops	DCG	CCSUS	MCSD	
4.01.01.02	Facilitate Toolbox Talk sessions which promote sustainable design and use sustainable of materials & techniques	DCG	CBS	MCSD	
STRATEGIC INDICATOR:					
4.01.02 Promote and revise Warrnambool City Council Statutory Building service.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
4.01.02.01	Increase the number of building permits by a minimum of 30 per year.	DCG	CBS	MCSD	
4.01.02.02	Market and promote the building service	DCG	CBS	MCSD	
STRATEGIC INDICATOR:					
4.01.03 Promote city renewal through building projects that are innovative and add to diversity of uses.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
4.01.03.01	Facilitate a demonstration project to upgrade and activate a selected laneway in City Centre.	DCG	MBS	MBS	
4.01.03.02	Employ an Implementation Manager for City Centre Structure Plan	DCG	MBS	MBS	
4.01.03.03	Facilitate a Community Implementation Group for City Centre	DCG	MBS	MBS	
STRATEGIC INDICATOR:					
4.01.04 Complete and implement the Warrnambool Heritage Gap Study and promote heritage developments..					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
4.01.04.01	Commence exhibition of Stage 3b of the Warrnambool Heritage Gap Study via Amendment C73.	DCG	CCS	MCSD	
4.01.04.02	Prepare and submit Council's position at Planning Panel review of Amendment C73.	DCG	CCS	MCSD	
4.01.04.03	Adopt Amendment C73	DCG	CCS	MCSD	

STRATEGY:

4.02 Invest in planning and infrastructure for growth areas.

STRATEGIC INDICATOR: 4.02.01 Deliver roads, drainage and community infrastructure commitments as outlined in structure plans for growth areas.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.02.01.01	Prepare Section 173 Agreements for Infrastructure delivery where required	June 2014	DCG	MCS&D	DCG
4.02.01.02	Endorse appropriate Development Plans	June 2014	DCG	CCD	MCSD
4.02.01.03	Adopt Amendments C77, C66, C75 & C76	December 2013	DCG	CCDS	MCSD
4.02.01.04	To monitor subdivision and development infrastructure implementation programs considering financial and resource implications.	June 2014	DCI	DCI	

STRATEGIC INDICATOR: 4.02.02 Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)

STRATEGY:
4.03 Support and promote economic development in Warrnambool.

STRATEGIC INDICATOR: 4.03.01 Engage strongly with local key industries and the small business sector to support their long term sustainability.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.03.01.01	Continue to assist local business to be more welcoming of people with a disability.(Welcoming Business Program)	June 2014	DCD	RA	MAAI
4.03.01.02	Implement The Economic Development and Investment Strategy 2010	June 2014	DCG	MBS	DCG

STRATEGIC INDICATOR: 4.03.02 Work with regional agricultural industries and their representative agencies to assist regional productivity increases.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)

STRATEGIC INDICATOR: 4.03.03 Promote Warrnambool's availability of residential and industrial land to potential investors beyond the region and as part of Council's job creation strategy.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.03.03.01	Promote Warrnambool's economic opportunities linked to the available industrial and residential land through working with a range of stakeholders including State Government, local land developers and business community	June 2014	DCG	MBS	DCG
4.03.03.02	Promote City Wide Housing Strategy via Council Communications	June 2014	DCG	CCS	MCSD
4.03.03.03	Provide information updates on land release and supply in C2C magazine & website	June 2014	DCG	CCS	MCSD

STRATEGIC INDICATOR: 4.03.04 Deliver skilled migration and jobs initiatives that assist filling regional job vacancies.					
Activities and Initiatives 2013-2014		Completion Date eg:	Director	dPlan Reporting	dPlan Validating Officer

		June 2014		Officer	(if required)
4.03.04.01	Work in partnership with State and Federal Governments and Great South Coast Region's stakeholders to deliver a range of initiatives that support Warrnambool region labour market.	June 2014	DCG	MBS	DCG

STRATEGIC INDICATOR:**4.03.05 Seek alliances that improve our city's connection to the latest available communication technologies.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
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STRATEGIC INDICATOR:**4.03.06 Pursue funding to implement Council's Development and Investment plan for the Warrnambool regional Airport.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
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4.03.06.01	Secure funding from Federal Government or release of State Government grant funding	June 2014	DCI	MIS
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STRATEGIC INDICATOR:**4.03.07 Establish new strategic direction for local and regional tourism marketing and visitor servicing.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
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STRATEGIC INDICATOR:**4.03.08 Facilitate private investment in provision of early years services.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
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4.03.08.01	Support local business and organisations in planning for new early years services	June 2014	DCD	MCS	DCD
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4.03.08.02	Complete a preschool licence agreement with West Warrnambool Primary School to commence a new kindergarten service on their school site	January 2014	DCD	MCS	DCD
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4.03.08.03	Promote investment opportunities in Warrnambool in provision of early years services to external and locally-based agencies.	June 2014	DCG	MBS	DCG
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STRATEGY:**4.04 Manage a viable port facility.****STRATEGIC INDICATOR:****4.04.01 Identify options to provide safer boating and harbour facilities at the Port of Warrnambool, to maximise the significant tourism and commercial potential of the harbour.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
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4.04.01.01	Secure funding to undertake further testing to identify suitable options for infrastructure upgrades or support the options identified in the Safer Harbour and Boating Study	June 2014	DCI	MIS	DCI
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STRATEGIC INDICATOR:**4.04.02 Identify funding options to implement improvements to port facilities in partnership with government.**

Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
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4.04.02.01	Secure funding to undertake a business case analysis for the Port	June 2014	DCI	MIS	DCI
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STRATEGY:**4.05 Deliver leading edge city planning services to the Warrnambool community.**

STRATEGIC INDICATOR: 4.05.01 Review and update Councils Municipal Strategic Statement and city wide structure plans.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
4.05.01.01 Complete the Planning Scheme Review	Feb 2014	DCG	CCS	MCSD	
4.05.01.02 Exhibit Planning Scheme Review Amendment	May 2014	DCG	CCS	MCSD	
4.05.01.03 Review Submissions & provide a position	June 2014	DCG	CCS	MCSD	
STRATEGIC INDICATOR: 4.05.02 Complete infrastructure agreements and development plans for the North East Warrnambool growth area.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
4.05.02.01 Sign Section 173 Agreements for Infrastructure delivery	July 2013	DCG	MCS&D	DCG	
4.05.02.02 Adopt Amendment C77	Aug 2013	DCG	MCS&D	DCG	
4.05.02.03 Endorse appropriate Development Plans	Dec 2013	DCG	CCD	MCSD	
STRATEGIC INDICATOR: 4.05.03 Utilise 'on-line' systems to improve response times in statutory planning.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
4.05.03.01 Promote the use of SPEAR Planning Applications by way of user workshops	June 2014	DCG	TLPS	MCSD	
4.05.03.02 Update the statutory planning information on Council's website.	Dec 2013	DCG	CCD	MCSD	
4.05.03.03 Implement new software through WisBang	June 2014	DCG	TLPS	MCSD	
STRATEGIC INDICATOR: 4.05.04 Complete review and rezoning of North Dennington growth area.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
4.05.04.01 Re-exhibit Amendment C66	August 2013	DCG	MCSD	DCG	
4.05.04.02 Prepare & present Council's position at Panel	Oct 2013	DCG	MCSD	DCG	
4.05.04.03 Adopt Amendment C66	Feb 2014	DCG	MCSD	DCG	
STRATEGIC INDICATOR: 4.05.05 Initiate monitoring and control systems for infrastructure works in growth areas as strategic planning is completed.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
4.05.05.01 Regular reporting to Management Executive Group	June 2014	DCG	MCSD	DCG	
STRATEGIC INDICATOR: 4.05.06 Complete City Centre Revitalisation Plan and growth area planning and confirm Warrnambool' urban growth boundary.					
Activities and Initiatives 2013-2014	Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
4.05.06.01 Seek funding for priority actions of City Centre Plan	June 2014	DCG	MBS	DCG	

4.05.06.02	Adopt City Wide Housing Strategy	July 2013	DCG	CCS	MCSD
4.05.06.03	Complete Planning Scheme Review	June 2014	DCG	CCS	MCSD

STRATEGY:**4.06 Create a thriving and culturally rich City Centre supported by secondary retail precincts.**

STRATEGIC INDICATOR: 4.06.01 Prioritise and implement the City Centre Revitalisation Plan.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.06.01.01	Implement public art and other culturally based activation projects to complement City centre revitalisation works	June 2014	DCG	DWAG	MRC
4.06.01.02	Work with State and Federal Governments to attract external funding that delivers best value City Centre Renewal projects	June 2014	DCG	MBS	DCG
4.06.01.03	Through extensive stakeholder engagement and community input, commence implementation of several key priority projects identified in the City Centre Revitalisation Plan 2012	June 2014	DCG	MBS	DCG
4.06.01.04	Employ an implementation Manager for City Centre Structure Plan	July 2013	DCG	DCG	DCG
STRATEGIC INDICATOR: 4.06.02 Adopt a car parking strategy as an adjunct to the City Centre Revitalisation Plan.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.06.02.01	Review & Update Parking Draft strategy	December 2013	DCG	CCS	MCSD
4.06.02.02	Conduct a Car Parking Review	June 2014	DCI	MHLL	DCI
STRATEGIC INDICATOR: 4.06.03 Facilitate public and private investment in the Warrnambool commercial zones.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.06.03.01	Advocate the adopted City Centre Revitalisation Plan to funding agencies	June 2014	DCG	MBS	DCG
4.06.03.02	Work with State Government on options to facilitate a car park development in Railway Precinct	June 2014	DCG	MBS	DCG
4.06.03.03	Facilitate a community implementation group for City Centre	June 2014	DCG	MBS	DCG
STRATEGIC INDICATOR: 4.06.04 Grow the retail industry in Warrnambool through expansion in neighborhood activity centers, convenience centers and retail stores in the city.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.06.04.01	Engage with Commerce Warrnambool	June 2014	DCG	MBS	MBS
4.06.04.02	Investigate alternative zones & overlays for City Centre	June 2014	DCG	CCS	MCSD
4.06.04.03	Support implementation of Dennington NAC	June 2014	DCG	CCS	MCSD
STRATEGIC INDICATOR: 4.06.05 Improve pedestrian safety for all ages and abilities in the city, particularly the CBD and core retail precincts.					
Activities and Initiatives 2013-2014		Completion Date eg: June 2014	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.06.05.01	Undertake works to introduce additional bicycle lanes and pedestrian crossings	June 2014	DCG	MBS	DCG

4.06.05.02	Install Way finding in City Centre	June 2014	DCG	MBS	DCG
4.06.05.03	Plan for and undertake pedestrian safety works in the City Centre, as identified in the City Centre Strategy	June 2014	DCI	MTS	DCI
4.06.05.04	Liaise and enforce footpath trading compliance and information	June 2014	DCI	MHLL	DCI

Appendix G

Glossary of Terms

Model Budget

Council uses the "Model Budget" which is a format initiated ten years ago by representatives of FinPro (local government finance professionals), Institute of Chartered Accountants, LGPro and the MAV to achieve consistency in the preparation of budgets and to enable comparison of budget information between local governments. The Model Budget is the local government industry best practice guide to ensure:

- all statutory requirements relating to budget preparation have been met
- budget preparation and reporting are at best practice standards
- the budget has been developed in the strategic planning framework
- the budget is consistent with annual reporting requirements

Surplus/Deficit for the Year

This is the full accrual accounting financial result calculated in accordance with Accounting Standards and takes into account all cash and accrued revenues and expenditures.

Underlying Operating Result

This is a measure of financial sustainability of the council which can be masked in the net Surplus/Deficit by non-recurring or capital related items. It deducts capital grants, non-monetary contributions (gifted assets) and other one-off adjustments from the Surplus/Deficit for the year.

Comprehensive Result

Takes the Surplus/Deficit for the year and adjusts it for asset revaluations increments and decrements. These adjustments flow when assets are revalued in accordance with Accounting Standards requirements

Cash Result

In preparing the Budget each year council considers its cash inflows and outflows and ensures that a balanced cash result underpins the budget. This is an internal working calculation and is then converted into the Model Budget format to ensure compliance with Accounting Standard.

The Glossary of Terms are produced from The Victorian City Council Model Budget – "A best practice guide for reporting local government budgets in Victoria", 10th Edition issued by The Institute of Chartered Accountants in Australia.