

BUDGET 2014/15



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Executive Summary

It is with pleasure that the Council presents this Budget to the Warrnambool community for the 2014/15 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 2036.

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 5.5%, an operating budget of \$64.1 million and a capital works program of \$19.7 million.

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 (\$8.4 million)
- Aged & Disabled services (\$4.2 million)
- Waste Management (\$2.9 million)
- Parks & Gardens (\$3.3 million)
- Roads & Other Infrastructure (\$4.7 million)
- Recreation & Culture (\$6.8 million)
- Promotions & Events (\$2.3 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.

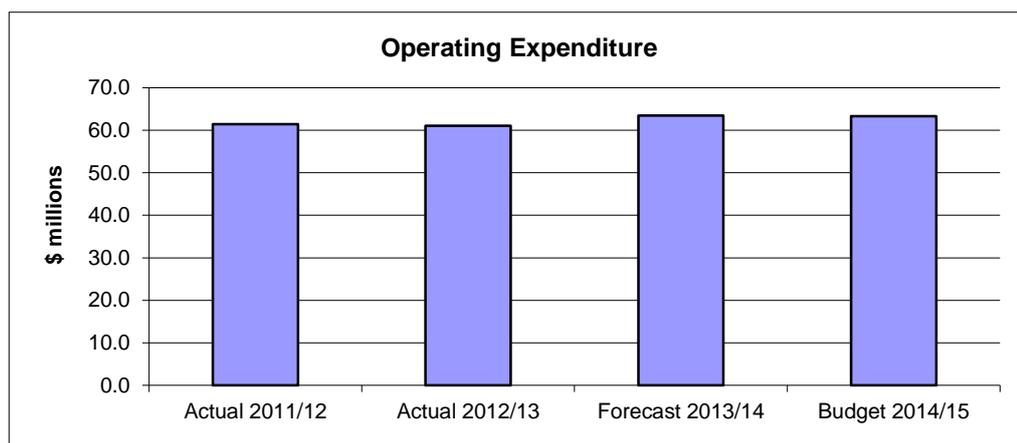
The budget reflects Council's aim of being financially sustainable into the future and in setting the budget Council has sought to balance the demand for services and infrastructure with the community's capacity to pay.

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

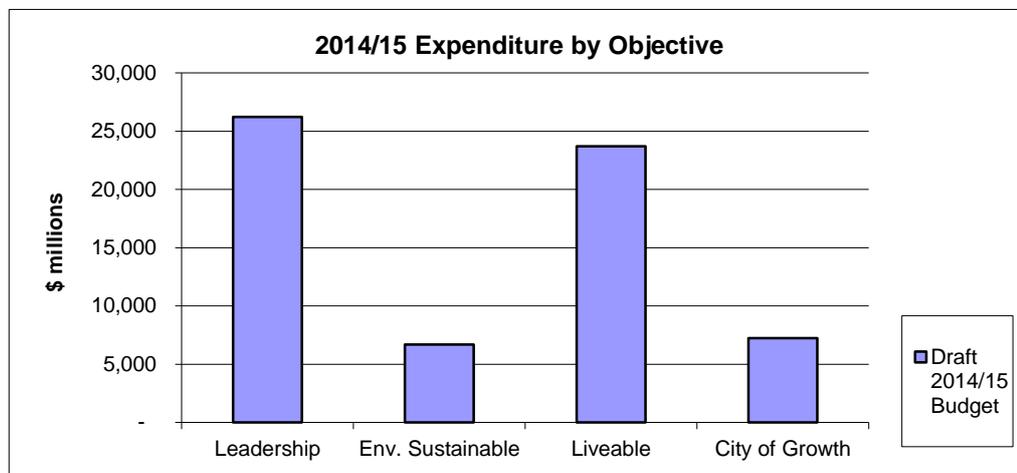
Warrnambool City Council fulfils the role of regional service provider and operates over 35 business units and delivers over 100 service programs to the Warrnambool and district community. These services include meals on wheels, home care, family day care, centre based child care, maternal child care, 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.

Operating expenditure



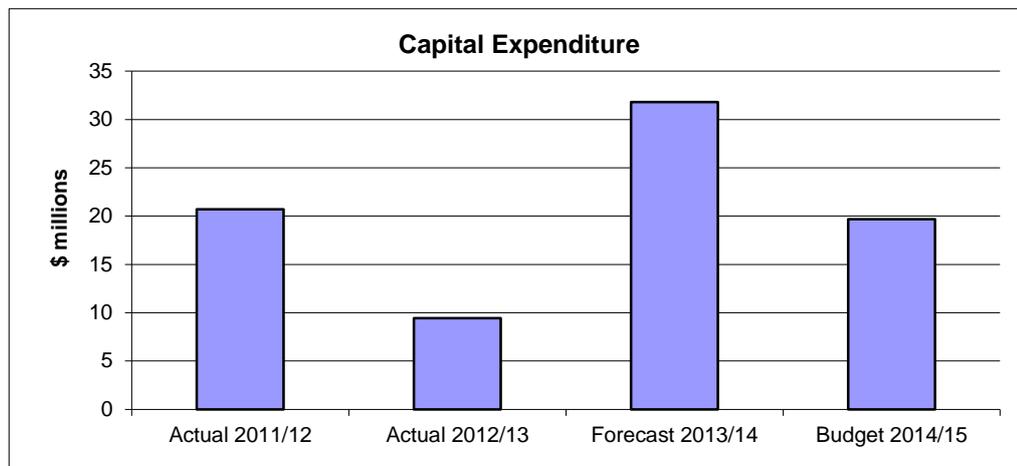
The cost of services delivered to the community for the 2014/15 year is expected to remain consistent with forecast 2013/14 levels just over \$64 million. The key driver of expenditure for services delivered is wage movements which are governed by Councils Enterprise Agreement. Service levels have been reviewed and mostly maintained with a number of efficiencies and initiatives proposed to maintain operating costs at 2013/14 levels.

Strategic objectives



The Annual Budget includes a range of activities and initiatives to be funded that will contribute to achieving the four broad strategic objectives 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 2014/15 year.

Capital works

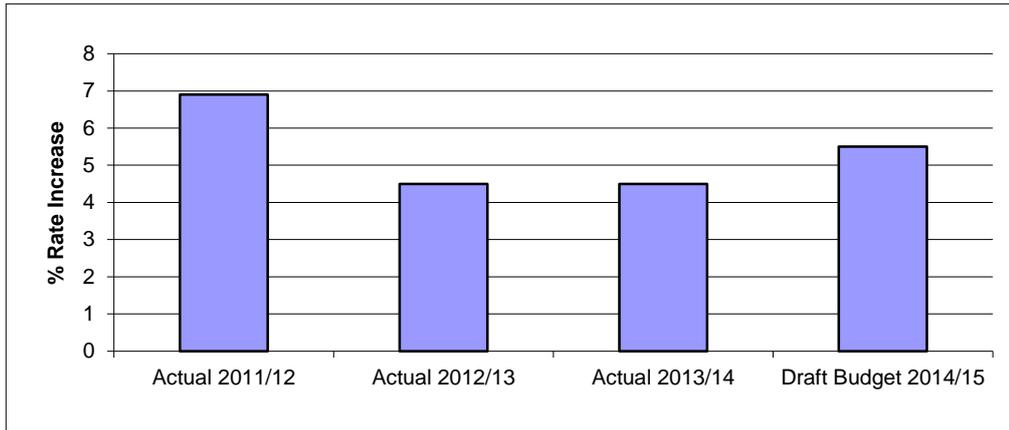


The capital works program for the 2014/15 year is \$19.7 million. Of the total allocation, \$11.1 million is committed to infrastructure asset renewal which will include expenditure on the Simpson Street tunnel drainage network while \$8.6 million has been allocated to new capital works and the upgrading of existing facilities. Council continues to have a strong focus on asset renewal.

Council is coming off the back of a record level of capital expenditure in 2013/14 which saw the delivery of major infrastructure works including Horne and Coghlan's Road. 2014/15 will include further infrastructure works in Council's residential growth areas with the linking of Gateway road. The centre piece of Council's capital program is the allocation of \$2 million towards Council's number one priority the renewal of the city centre. Council is optimistic of securing government funding to match its \$1 million budget allocation to revitalise the city centre.

The capital expenditure program has been set and prioritised based on a rigorous process of evaluation framed around the Council Plan that has enabled Council to assess needs and develop sound business cases for each project.

Rates

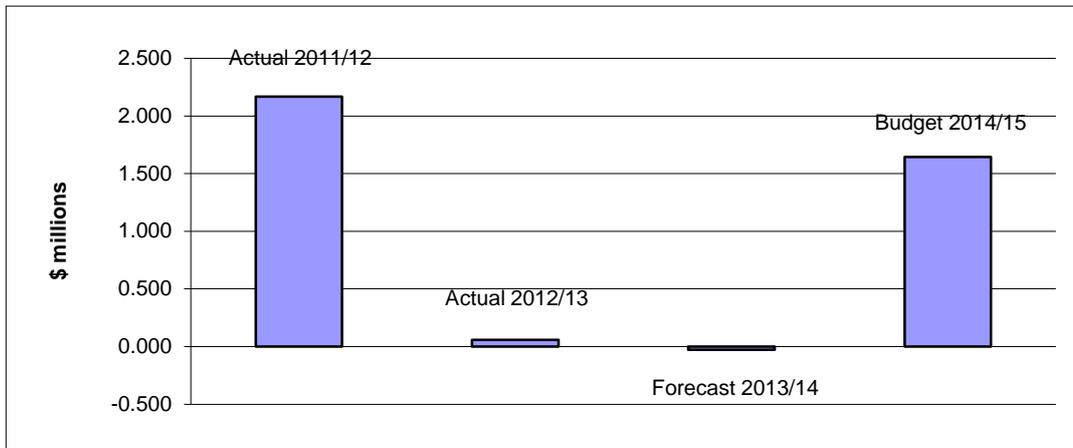


It is proposed that rates and charges be increased by 5.5% for the 2014/15 year, raising total rates of \$31.1 million.

The increase in rates and charges proposed is as follows:

Underlying increase in rates & charges	3.5%
New initiatives – infrastructure levy	0.5%
Major impacts – grants commission reduction, insurances, governance	1.5%
Overall increase in rates & charges	5.5%

Underlying operating result & financial sustainability

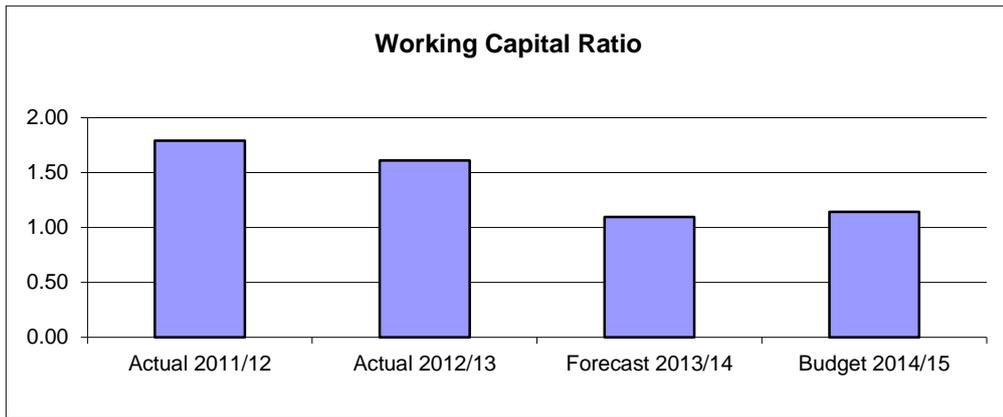


The underlying result is calculated based upon the accounting surplus or deficit and then removing items such as capital grants and subdivider gifted assets. The calculation attempts to provide consistent reporting by removing capital fluctuating influences from the income statement and enhance the comparability between years and like Councils.

Council is forecasting a small \$0.3 million underlying deficit for 2012/13 largely due to the high level of capital grants (\$13.5 million) being deducted from the accounting result. The underlying result is expected to improve in 2014/15 with an underlying surplus of \$1.6 million and positive underlying results expected through the balance of the Strategic Resource Plan. This will contribute towards Council achieving a low risk rating by the Victorian Auditor General (VAGO).

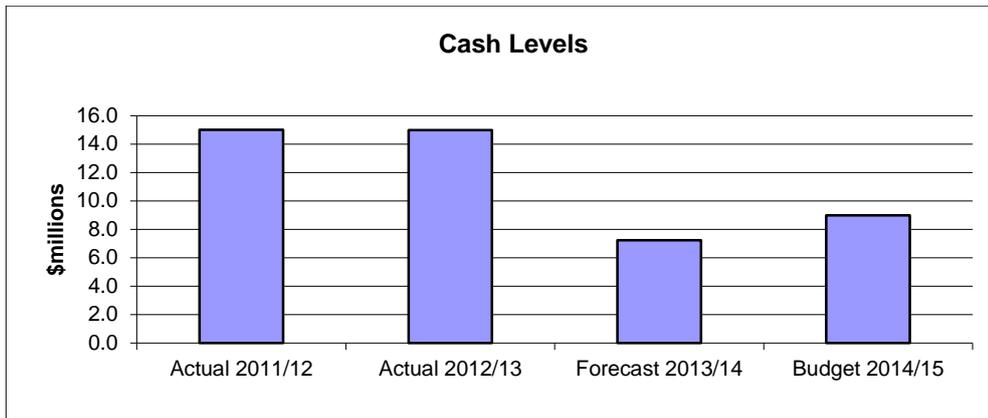
A high level Strategic Resource Plan for the years 2015/16 to 2017/18 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. Producing a positive underlying result is a key indicator of financial sustainability

Working capital



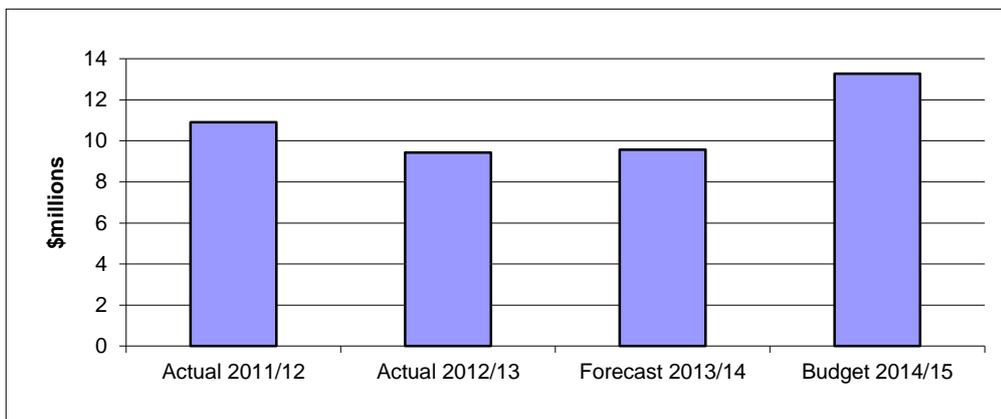
Working capital is a measure which compares Council's current assets to its current liabilities. The forecast 2013/14 ratio is a reflection of Council's decision to utilise its cash reserves previously set aside for long service leave to pay its portion of the defined benefit superannuation liability. Working capital is then budgeted to increase marginally in 2014/15. A ratio of greater than 1 should be maintained by Council, and again this is a measure used by VAGO in assessing Council's Financial Sustainability Risk Rating.

Cash and financial assets



Council's focus on delivery of 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. The above forecast is based upon the assumption Council completes its 2013/14 capital works program.

Borrowings



Councils borrowing strategy within the Strategic Resource Plan has been consistent that new borrowings are utilised to fund infrastructure in new growth areas and drainage works. These works are completed to provide long term benefits for the city. In 2014/15 the major driver of new borrowings is the Simpson Street tunnel drainage works which will require borrowings of \$3.4 million. 2014/15 borrowings of \$5.5 million are consistent with Councils Strategic Resource Plan, however are higher than previously anticipated due to the deferral of some borrowings in 2013/14 with delays in growth area infrastructure projects driven by developers.

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 (Planning and Reporting) Regulations 2014 (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 2014/15 budget, which is included in this report, is for the year 1 July 2014 to 30 June 2015 and is prepared in accordance with the Act and Regulations. The budget is presented in the Model Budget format as required under the new Local Government (Planning and Reporting) Regulations 2014 and includes financial statements being a budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2015 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required 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. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this longer term context, begins with officers preparing the operating and capital components of the annual budget between December and March. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings. 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:

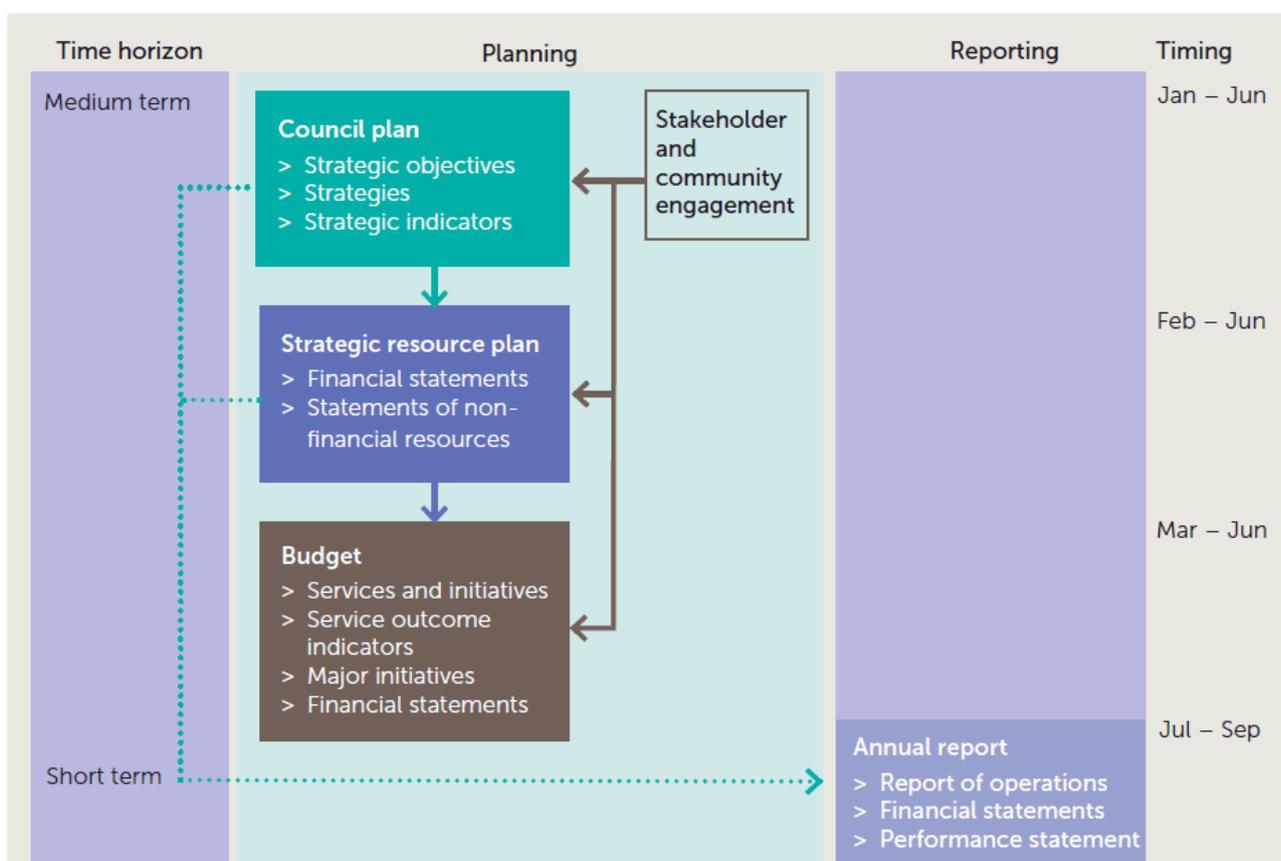
Budget process	Timing
1. Officers update Council's long term financial projections	Dec/Jan
2. Officers prepare operating and capital budgets	Jan – Mar
3. Council considers draft budgets	April
4. Draft budget submitted to Council for approval	12 th May
5. Public notice advising intention to adopt budget	14 th May
6. Budget available for public inspection and comment	14 th May
7. Public submissions period closes	11 th June
8. Submissions considered by Council	18 th June
9. Budget presented to Council for adoption	23 rd June
9. Copy of adopted budget submitted to the Minister	30 th June
10. Revised budget where a material change has arisen	Sept – Jun

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 Strategic Resource Plan, included in the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The audited financial statements then provide the necessary accountability. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



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 drafting of the Annual Budget. 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 “to be a thriving, culturally rich and inclusive leading regional city”

Warrnambool City Council will work in collaboration with the community to:

- Be a financially sustainable organisation
- Make Warrnambool a great place for people to live, work and visit
- Support and encourage creativity and innovation
- Create safe, connected and resilient communities that respect cultural diversity
- Strengthen community health and wellbeing
- Improve our environmental sustainability
- Maintain our strong sense of community pride
- Encourage and promote economic development

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. Key decisions will be based on engaging with our community, with decisions made in a transparent and accountable manner. Council will set clear goals and measure results to achieve innovation and improvement.
- **Fairness, Equity and Respect**
We will ensure that all people are treated with dignity, fairness and respect, and that people's different perspectives are acknowledged. We will ensure all people in our community have equal access to services, facilities and involvement in decision making.
- **Communication and Engagement**
We will deliver accurate, timely and relevant information involving the open exchange of ideas and information with the community.
- **Innovation and Quality**
New and emerging ideas and technologies will be at the forefront of Council thinking to improve our services and facilities, and the health and wellbeing of our community. We will strive for excellence in all that we do and continuously improve our performance and our services to achieve outstanding results.
- **Sustainability**
Environmental and financial sustainability will underpin all that we do to maximise opportunities for all people and future generations.
- **Vibrant Democracy**
People's different perspectives will be respected and vigorous debate encouraged to improve our decision making.

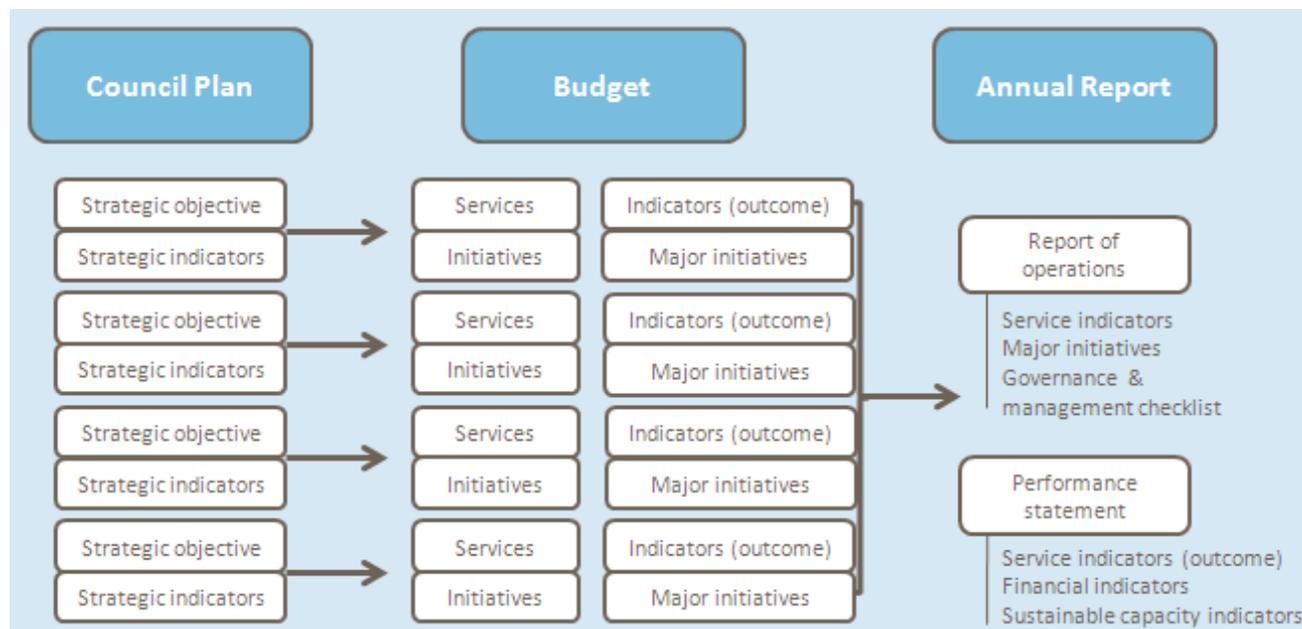
1.3 Strategic objectives

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. A 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. Services and Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2014/15 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 initiatives, major initiatives and service performance outcome indicators. 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, along with the link to reporting in the Annual Report, is shown below.



Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in **bold** and underlined in the below sections.

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	2013/14 Budget Expenditure (Revenue) Net Cost \$'000	2014/15 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.	766 (233) 533	672 (16) 656
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	938 (133) 805	893 (127) 766

Activity	Description	2013/14	2014/15
		Budget Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
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.	1,166 1,116	1,212 (350) 862
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.	1,845 (27) 1,818	1,896 (31) 1,865
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.	1,053 (30) 1,023	1,173 (41) 1,132
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.	1,993 (3,627) (1,634)	2,261 (3,632) (1,371)
Asset Maintenance & Management	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include buildings, roads , footpaths & tracks, and drainage	1,662 (459) 1,203	1,944 (416) 1,529
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.	4,801 (1,136) 3,665	4,662 (1,109) 3,553
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over there useful lives.	9,750 9,750	11,500 11,500

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

Major Initiatives

1.04.03.01 Undertake Home and Community Care Service Review.

1.04.03.02 Undertake Childcare Accessibility project.

1.04.03.04 Implement a framework for ongoing review of Council services in line with LG Act Best Value Principles.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

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	2013/14 Budget Expenditure (Revenue) Net Cost \$'000	2014/15 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.	427 (16) 411	498 (35) 463
Waste Management & Street Cleaning	This service provides kerbside rubbish collections of garbage, and recycling waste from all households and some commercial properties in Council. It also provides street cleaning, leaf collection and street litter bins throughout Council.	2,873 2,873	2,906 2,906
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.	3,078 (162) 2,916	3,296 (111) 3,186

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

Major Initiatives

2.01.04.02 Facilitate Smart Living Workshops.

2.02.03.02 Complete the final stage of the safe boat launching investigations at the Port of Warrnambool boat ramp.

2.04.01.02 Embed Open Space Strategy into Planning Scheme.

2.04.03.02 Complete Stage 2 of the Swan Reserve Playspace project.

Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

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	2013/14	2014/15
		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.	337 (293) 44	354 (303) 51
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.	3,875 (3,313) 562	4,182 (3,441) 741

Activity	Description	2013/14	2014/15
		Budget Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
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.	8,145 (7,861) 284	8,393 (7,895) 497
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.	2,234 (1,618) 616	2,280 (1,638) 641
Library Services	Provision of quality library and information services to the community.	704 704	749 749
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.	458 (47) 411	378 (71) 307
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 .	3,319 (2,837) 482	3,355 (2,937) 418
Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	1,050 (2,088) (1,038)	1,139 (2,937) (976)
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food premises .	587 (201) 386	566 (200) 366
Festivals and Events Group	Delivers a range of promotions, festivals and events including the nationally acclaimed Fun4Kids festival and the annual multicultural festival.	2,184 (1,122) 1,062	2,301 (1,160) 1,140

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

Major Initiatives

3.02.01.01 Complete the following sports ground and community infrastructure projects:

- Jubilee Park Woodford Playspace.
- Allansford Recreation Reserve.

3.03.02.01 Finalise the development of a Cultural Development Plan for Warrnambool.

3.04.01.01 Participate in the Great South Coast Educational Attainment Project and facilitate the development of a Community Action Plan for Warrnambool.

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

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 are some of the community's key priorities.

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

Activity	Description	2013/14	2014/15
		Budget Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	399 (235) 164	410 (235) 175
City Strategy & Development	This service prepares and processes amendments to the Council Planning Scheme. This service processes statutory planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme, prepares major policy documents and processes amendments to the Council Planning Scheme.	1,228 (394) 834	1,228 (280) 948
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	878 (1,345) (467)	914 (1,279) (365)
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	1,335 (2,250) (915)	1,455 (2,484) (1,030)
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.	1,684 (1,238) 446	1,778 (1,352) 427
Business Support	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	662 (31) 631	1,120 (345) 775
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.	204 (138) 66	211 (139) 72
Port of Warrnambool	This service aims to maintain a viable port facility.	84 (93) (9)	120 (124) (4)

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

Major Initiatives

- 4.01.03.01** Facilitate a demonstration project to upgrade and activate a selected laneway in City Centre.
- 4.02.02.02** Implement Stage 1 of the Simpson Street drainage project.
- 4.03.06.01** Implement works for the Aviation Park and Grass runway development at the Warrnambool Regional Airport.
- 4.05.01.01** Complete the Planning Scheme Review.
- 4.06.01.03** Complete Liebig Streetscape Plan through strong community engagement and participation.

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100

2.7 Performance statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2014/15 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 8) and sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
A Regional Leading City	20,490	26,213	5,723
An Environmentally Sustainable City	6,554	6,700	146
A Liveable City	3,935	23,695	19,760
A City of Growth	998	7,236	6,238
Total activities & initiatives	31,977	63,844	31,867
Other non-attributable	1,057		
Deficit before funding sources	33,034		
Rates & charges	31,078		
Capital grants	3,437		
Capital contributions – cash	2,826		
Contributions – non monetary assets	2,500		
Other comprehensive income	10,000		
Total funding sources	49,841		
Comprehensive result for the year	16,807		

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 2036 and will service 120,000 people in the region.

Currently our city has just over 33,000 residents, a total budget in \$83.8 million (\$64.1 million operating and \$19.7 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 2014/15 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. \$24m excluding superannuation) moving at an average of 4.4% (Enterprise Agreement 3.6%)
- Superannuation Guarantee increase of 0.25% to 9.50% and continuing increases in coming years
- Increased cost of Goods & Services (most recent MAV local government cost index was 3.9% compared to CPI of 2.9%)
- The new fire levy resulted in an overall net increase to Councils insurance with the levy being charged on car parks and recreation reserves that were previously not charged the levy as part of Councils insurance premium
- Grants Commission allocation of \$3.5 million did not increase in 2013/14 and is not expected to increase again in 2014/15
- Reducing through put at the saleyards
- Workcover, asset and public liability insurance premium increases above CPI
- Sensitivities around fee increases for Councils vulnerable residents
- Government restrictions on fees e.g. building and planning fees (no movement in 4 years)
- Nil or partial indexation of government grants

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 3.5% over the 2013/14 Adopted Budget.

The 2014/15 year was the third consecutive year in which Managers were requested to deliver their budgets below their main cost drivers (MAV Cost Index and WCC's Enterprise Agreement). Management is continuing to undertake service reviews of each program area reviewing levels of service provided to the community, its sustainability and critically analysing the way each service is delivered. During 2013/14 Council has completed reviews on Flagstaff Hill, Fun 4 Kids, Building Services and Youth Services. Comprehensive reviews will continue in the coming years.

In the context of wages increasing by approximately 4.4% per annum and given that wages comprise approximately 44% of the recurrent budget, the 3.5% net Program target is quite challenging and is an efficiency driver of close to 0.9%.

With program service reviews to be undertaken in 2014/15 and in the current economic climate service expansion has been limited and there has only been minor changes to service levels currently provided. Imbedded in the budget are efficiencies that have been identified and delivered by Council staff throughout the year.

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 3.5%
- Service levels to be maintained at 2013/14 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 2014/15:

- Service levels to be maintained at 2013/14 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 2014/15 budget, which is included in this report, is for the year 1 July 2014 to 30 June 2015 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 2015 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 2014/15 to 2017/18 (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 2014/15 year.

4.1 Budgeted income statement

	Ref	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Total income	4.2	77,700	70,883	(6,817)
Total expenses	4.3	64,205	64,076	129
Surplus (deficit) for the year		13,495	6,807	(6,688)
Less: Grants – capital	4.2.5	(13,017)	(3,437)	9,580
Less: Contributions – non-monetary assets		(1,500)	(2,500)	(1,000)
Add: Net loss on asset disposal		750	775	25
Underlying surplus (deficit)	4.1.1	(272)	1,645	1,917

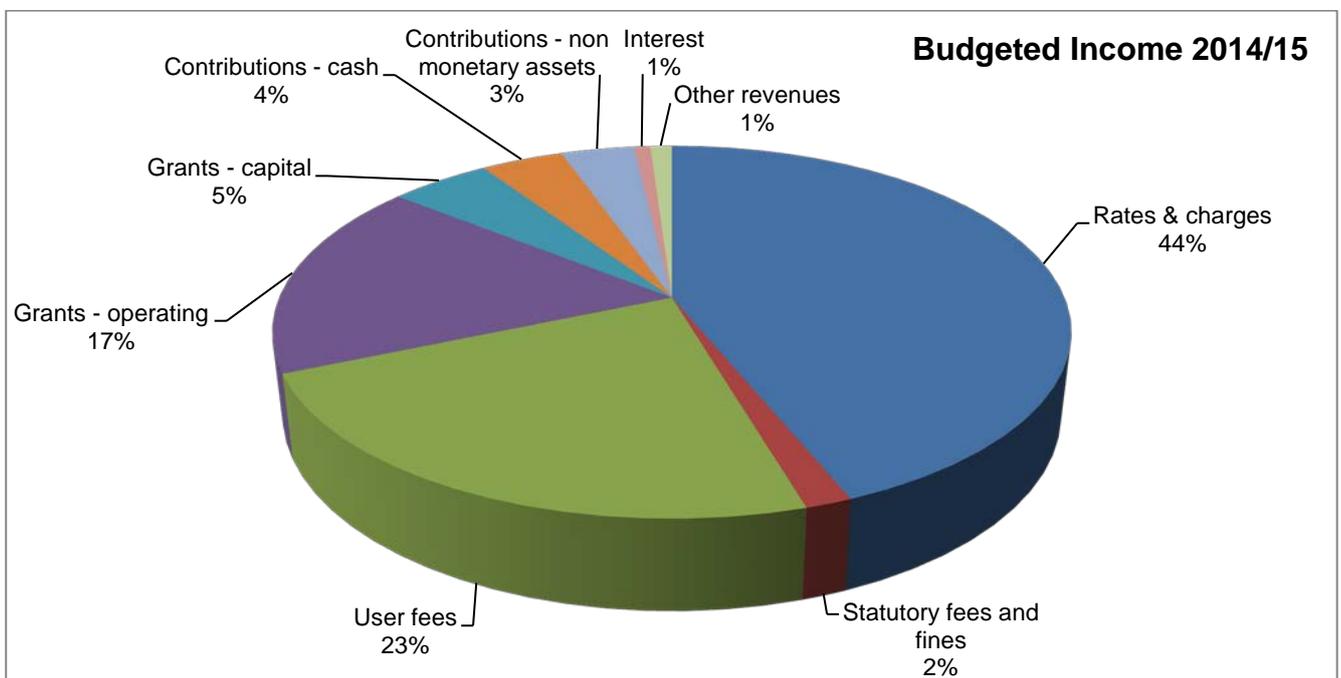
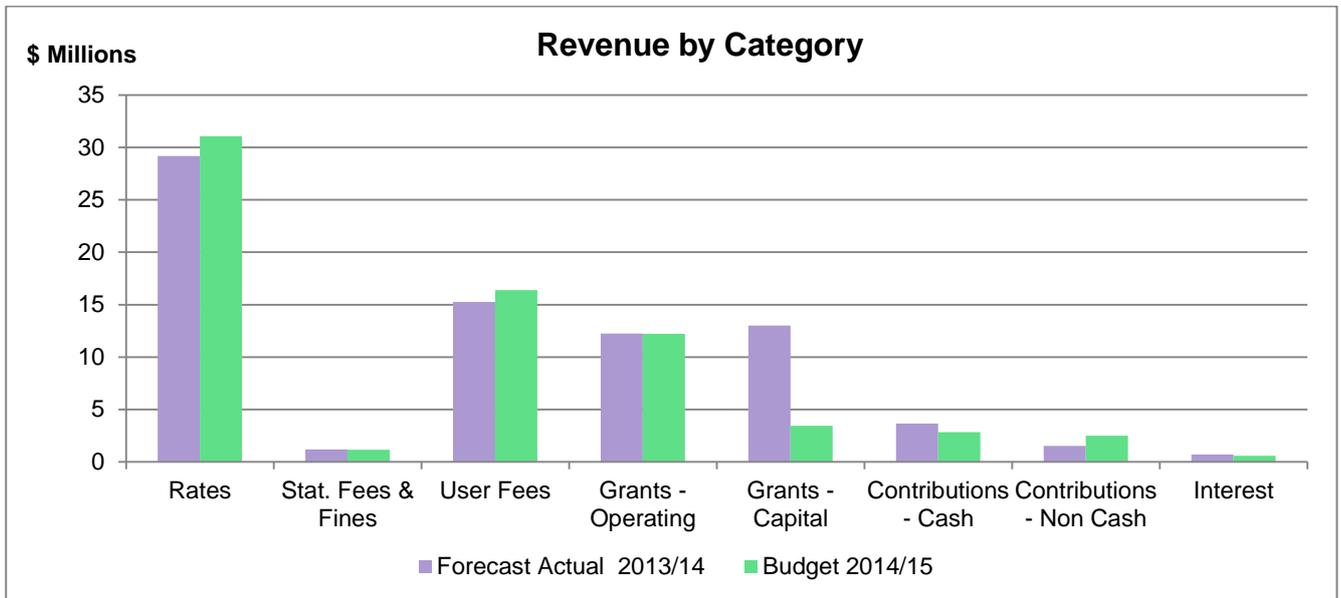
4.1.1 Underlying surplus (\$1.9 million increase)

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 2014/15 year is a surplus of \$1.65 million which is an increase of \$1.9 million over the 2013/14 year end forecast.

4.2 Income

Income Types	Ref	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Rates and charges	4.2.1	29,182	31,078	1,896
Statutory fees and fines	4.2.2	1,184	1,140	(44)
User fees	4.2.3	15,267	16,388	1,121
Grants - Operating	4.2.4	12,245	12,210	(35)
Grants - Capital	4.2.5	13,017	3,437	(9,580)
Contributions - Cash	4.2.6	3,653	2,826	(827)
Interest	4.2.7	689	566	(123)
Other revenue	4.2.8	963	738	(225)
Total operating revenue		76,200	68,383	(7,817)
Granted Assets	4.2.9	1,500	2,500	1,000

Source: Appendix A



4.2.1 Rates and charges (\$1.90 million increase)

It is proposed that income from rates and charges will increase by \$1.9 million to \$31.1 million in 2014/15. The increase in revenue is generated by the proposed 5.5% 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 2014/15

4.2.2 Statutory fees and fines (\$0.04 million decrease)

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

Statutory fees and fines revenues for 2014/15 are expected to marginally decrease on 2013/14 levels.

4.2.3 User fees (\$1.12 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 \$1.1 million with marginal increases in individual user fees. Councils childcare facilities budget to receive user fees, but depending on individual client circumstances these are collected as rebates accounting for \$0.6 million of the increase, while timing to the Fun4Kids festival results in a \$0.3 million increase in budgeted user fee income compared to the forecast.

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 D and also available on Council's web site.

4.2.4 Grants - Operating (\$0.04 million decrease)

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 decrease by \$0.04 million compared to 2013/14 forecasts. A number grant funded projects have been obtained and spent during the 2013/14 year and are reflected in the forecast. These additional grants are offset by the decrease in the 2013/14 grants commission payments which were received from the Commonwealth in 2012/13.

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:

Operating Grant Funding Types	Forecast		Variance \$'000
	Actual 2013/14 \$'000	Budget 2014/15 \$'000	
	Victorian Grants Commission	1,688	
Port operations	106	120	14
Employment initiatives	55	41	(14)
Economic development	350	25	(325)
Family & children	5,570	4,740	(830)
Aged services	2,277	2,144	(132)
Recreation	541	132	(409)
Cultural	251	254	3
Rural access	305	251	(54)
Festivals & events	96	116	20
Environmental initiatives	50	53	3
School crossing supervision	108	107	(1)
Pension rebate	542	545	3
Other operating grants	306	128	(178)
Total operating grants	12,245	12,210	(35)

4.2.5 Grants - Capital (\$9.6 million decrease)

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 2014/15 year. Council is coming off the back of a record level of grant funding in 2013/14 where funding was secured for major projects including Horne road, Coghlan's road, airport redevelopment and the north Warrnambool flood mitigation works. The 2014/15 budget contains potential allocations from State Government for City Centre renewal works and Flagstaff Hill night show redevelopment.

Capital Grant Funding Types	Forecast	Budget	Variance
	Actual	2014/15	
	2013/14	2014/15	
	\$'000	\$'000	\$'000
Roads to Recovery	330	330	0
Infrastructure Services	10,524	329	(10,195)
Recreation and culture	500	83	(417)
Environmental initiatives	163	45	118
City Centre	0	1,000	1,000
Tourism	0	1,150	1,150
Local Government Infrastructure Program	1,500	500	(1,000)
Total Capital Grant Funds	13,017	3,437	(9,580)

4.2.6 Contributions (\$0.83 million decrease)

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 largely dependent on development activity driven by the housing market and developers and is budgeted to decrease by \$1 million in 2014/15.

4.2.7 Interest – (\$0.12 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 throughout 2013/14 levels as Council was able to draw on funding sources from the high amount of capital income early in the 2013/14 year and maximise its return on cash levels being held.

4.2.8 Other revenue (\$0.23 million decrease)

Other revenue relates to a range of items such as private works, cost recoups and other miscellaneous income items. In 2013/14 Council received an insurance claim for fire damage to the value of \$0.25 million.

4.2.9 Contributions – non-cash (\$1.00 million increase)

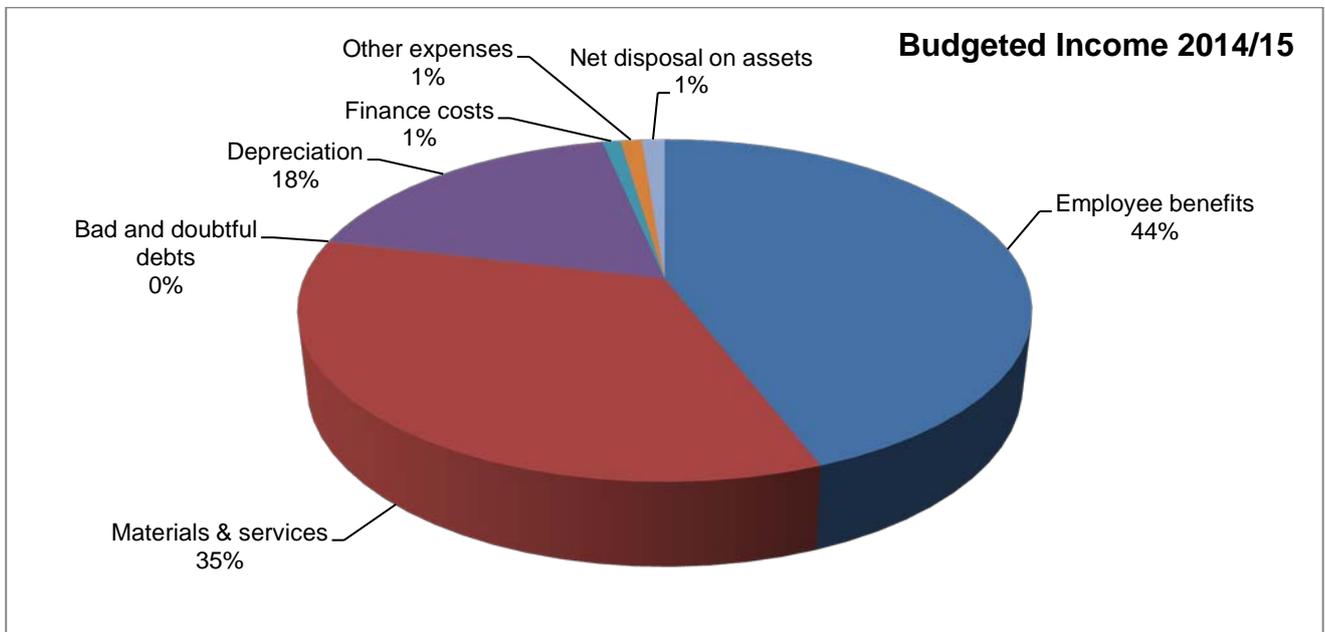
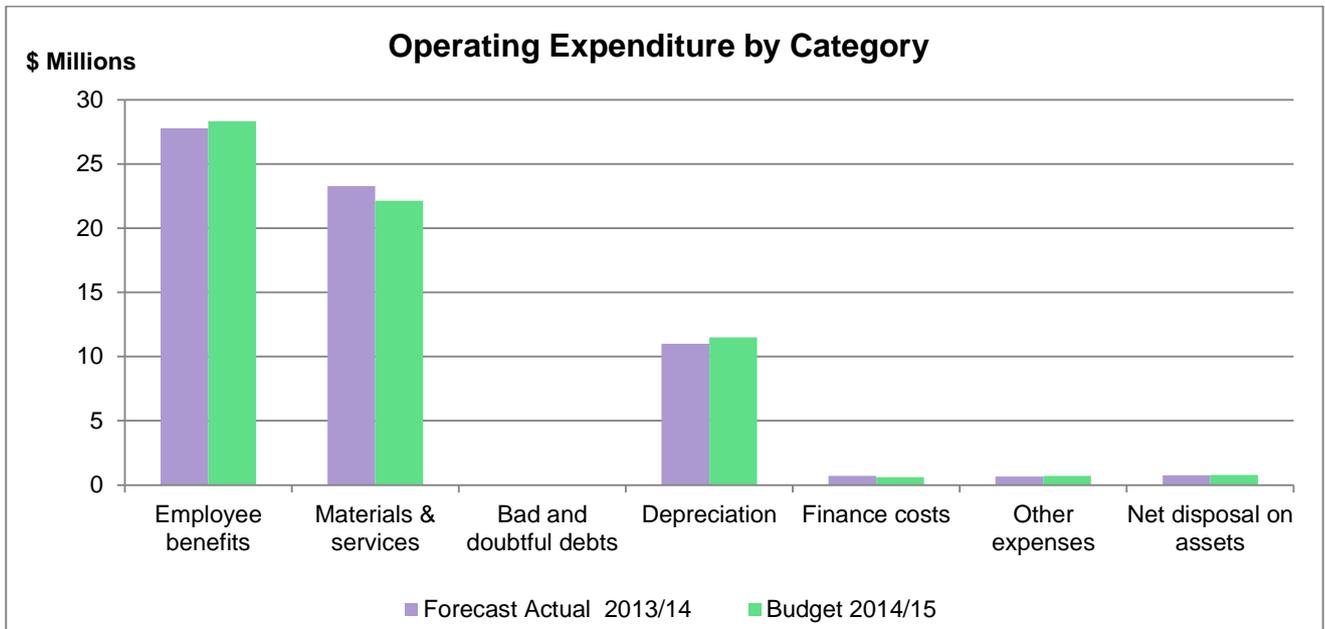
Upon completion of new developments by external parties the Council takes ownership of the assets and recognises the value of the assets as non-cash contributions in its income statement.

Council is expecting a higher level of subdivisions to be finalised in 2014/15 following the minimal activity in 2013/14.

4.3 Expenses

Expenditure Types	Ref	Forecast	Budget	Variance
		Actual	2014/15	
		2013/14	2014/15	
		\$'000	\$'000	\$'000
Employee benefits	4.3.1	27,789	28,312	(523)
Materials and services	4.3.2	23,290	22,147	1,143
Bad and doubtful debts	4.3.3	16	17	(1)
Depreciation and amortisation	4.3.4	11,000	11,500	(500)
Finance costs	4.2.5	700	606	94
Other expenditure	4.2.6	600	719	(119)
Total operating expenditure		63,455	63,301	154
Net loss on disposal of assets		750	775	(25)

Source: Appendix A



4.3.1 Employee benefits (\$0.52 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 \$0.52 million compared to the 2013/14 forecast. The major driver of labour cost movements is Council's Enterprise Agreement (EA) which currently increasing by 3.6% or \$38, this along with banding increments equates to a 4.4% growth in wage costs without employing any additional staff. The \$0.5 million increase is below a 4.4% increase and reflects some project based staffing positions expiring.

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

A summary of the number of full time equivalent (FTE) Council staff (at the end of each reporting period) is provided in the table below:

Type of employment	Forecast	
	Actual 2013/14 EFT's	Budget 2014/15 EFT's
Permanent	344	345
Casual	66	69
Total	410	414
By Directorate		
Corporate strategies	52	53
City infrastructure	106	106
Community development	195	197
City growth	57	58
Total	410	414

4.3.2 Materials & services (\$1.10 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.

Councils expenditure on materials and services is budgeted to decrease in 2014/15 with a number of project based expenditure decreasing e.g. Healthy Communities Program, Baby Makes 3, Regional Cities auspice arrangement. In addition Council is managing to tightly control expenditure in the face of rising costs through the continual revision of service delivery and ongoing pursuit of efficiencies in operations.

4.3.3 Bad and doubtful debts (\$0.001 million increase)

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

4.3.4 Depreciation and amortisation (\$0.50 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 \$0.50 million for 2014/15 will be due to the capitalisation of 2013/14 infrastructure. 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 (\$0.09 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 a portion of its planned borrowings due to the timing of growth area infrastructure works. Council will only draw down \$1.5 million (Original plan to borrow \$3.65 million) in 2013/14 with the balance deferred to the 2014/15 budget. Council is also making final instalments on previously drawn down loans

Section 10 "Borrowing strategies" provides detail of the borrowing program and debt analysis.

4.3.6 Other expenditure (\$0.12 million increase)

Other expenditure relates to a range of unclassified items including audit fees, Councillor allowances, lease costs and miscellaneous items.

4.3.7 Net loss on sale of assets (\$0.03 million increase)

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 2014/15 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 2014/15 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 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Cash flows from operating activities	5.1.1			
<i>Receipts</i>				
General rates		29,182	30,768	1,586
Grants		25,262	15,646	(9,616)
Contributions - Capital		3,653	2,826	(827)
Interest		689	566	(123)
Statutory fees and fines		1,184	1,140	(44)
User fees		15,267	16,388	1,121
Other revenue		963	738	(225)
		76,200	68,072	(8,128)
<i>Payments</i>				
Employee costs		(30,777)	(28,652)	2,125
Materials & consumables		(22,868)	(22,647)	221
Finance costs		(700)	(606)	94
		(53,345)	(51,905)	2,440
Net cash provided by operating activities		21,855	16,167	(5,688)
Cash flows from investing activities	5.1.2			
Proceeds from sales of property, plant & equipment		564	473	(91)
Payments for property, plant and equipment		(30,299)	(18,956)	11,343
Net cash used in investing activities		(29,735)	(18,483)	11,252
Cash flows from financing activities	5.1.3			
Proceeds from borrowings		1,500	5,465	3,965
Repayment of borrowings		(1,356)	(1,405)	(49)
Proceeds from financial assets		12,020	12,000	(20)
Payments for financial assets		(3,000)	(14,000)	(11,000)
Proceeds from trust deposits		1,000	1,000	0
Payments of trust deposits		(1,000)	(1,000)	0
Net cash provided by financing activities		9,164	2,060	(7,104)
Net increase/(decrease) in cash and cash equivalents		1,284	(256)	(1,540)
Cash and cash equivalents at the beginning of the period		4,956	6,240	1,284
Cash and cash equivalents at end of the year	5.1.4	6,240	5,984	(256)

5.1.1 Operating activities (\$5.69 million decrease)

The decrease in net cash from operating activities is mainly due to the decrease in grant income, specifically capital grants that were received during 2013/14 to fund Council's record level of capital expenditure. The decrease in income is reflected in the decrease in investing activities with payments for property plant and equipment (capital expenditure) returning to levels more consistent with the previous 4 years.

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 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Surplus (deficit) for the year	13,495	6,807	(6,688)
Depreciation	11,000	11,500	500
Loss (gain) on sale of assets	750	775	25
Granted Assets	(1,500)	(2,500)	(1,000)
Net movement in current assets and liabilities #	(1,890)	(415)	1,475
Cash flows available from operating activities	21,855	16,167	5,688

Note the full movement in current assets and liabilities includes payables which relate to Investing activities within the cash flow statement.

5.1.2 Investing activities (\$11.25 million increase)

2013/14 is forecast to include record levels of capital expenditure with major works including Horne, Coghlan's and a section of Aberline Rd being completed. Council's 2014/15 capital expenditure budget is more consistent with the previous 4 years levels. These activities are funded partially through the increase in operating and financing activities.

5.1.3 Financing activities (\$7.1 million decrease)

Whilst borrowings are budgeted to increase (\$3.97 million) in 2014/15 with the drawdown of some deferred 2013/14 borrowings in addition to the previous year's SRP borrowing strategy, this is offset by the decrease in financial assets (investments greater than 90 days) which is being converted to cash for use in operations.

5.1.4 Cash and cash equivalents at end of the year (\$0.26 million decrease)

Cash levels at 30 June 2015 are budgeted to remain consistent with 2014 levels as this enables sufficient working capital at this point annually to service current liabilities including trade payables, loan servicing and wage costs.

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. Based on the budgeted cash flow statement above Council is estimating at 30 June, 2015 it will have cash and financial assets of \$8.98 million, which has been restricted as shown in the following table.

		Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Total cash and financial assets		7,240	8,984	1,744
Restricted cash and investments				
- Statutory reserves	5.2.1	(110)	(160)	(50)
- Trust funds and deposits	5.2.2	(1,100)	(1,000)	100
Unrestricted cash and investments	5.2.3	6,030	7,824	1,794
- Discretionary reserves	5.2.4	(1,604)	(985)	619
Unrestricted cash and financial assets adjusted for discretionary reserves	5.2.5	4,426	6,839	2,413

5.2.1 Statutory reserves (\$0.16 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 Councils Public Open Space funds generally received from developers.

5.2.2 Trust funds and deposits (\$1.0 million)

Trust funds and deposits represent amounts received and held by Council as a surety for either works to be completed in the future or to hold a reservation. Council may not recognise these amounts as income because if certain conditions are met the funds must be returned.

5.2.3 Unrestricted cash and investment (\$7.82 million)

The amount shown is in accordance with the definition of unrestricted cash included in the Regulations. These funds are free of statutory reserve funds available for use by Council.

5.2.4 Discretionary reserves (\$0.99 million)

These funds are available for whatever purpose Council decides is their best use. 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. Council will be drawing on both funds during 2014/15 to complete works on the Simpson St drainage network and Grace Avenue car park. The 2014/15 budget includes the establishment of an infrastructure Fund which will commence with savings from specific 2013/14 capital works and increased in 2014/15 with a one off increase in rates of 0.5%.

5.2.5 Unrestricted cash and financial assets adjusted for discretionary reserves (\$6.84 million)

These funds are available for all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. 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.

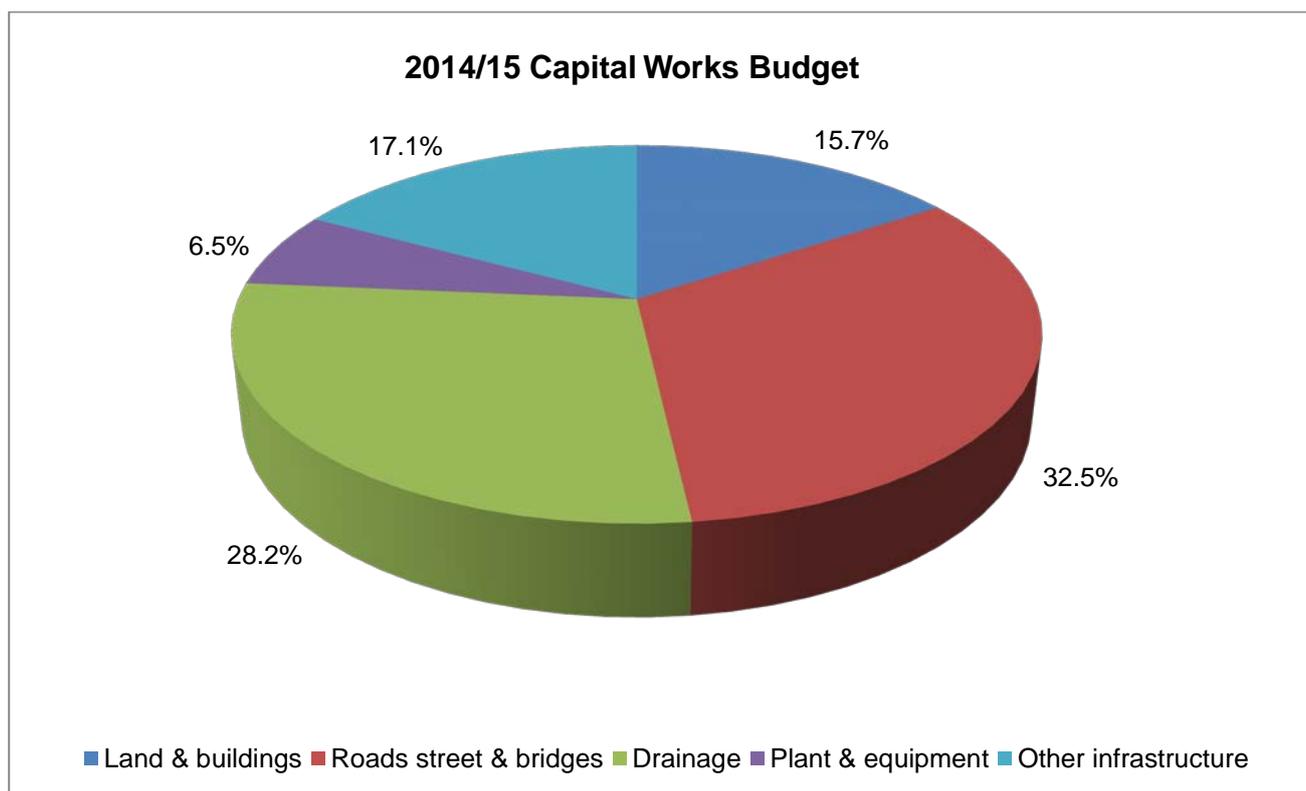
6. Analysis of Capital Budget

This section analyses the planned capital expenditure budget for the 2014/15 year and the sources of funding for the capital budget.

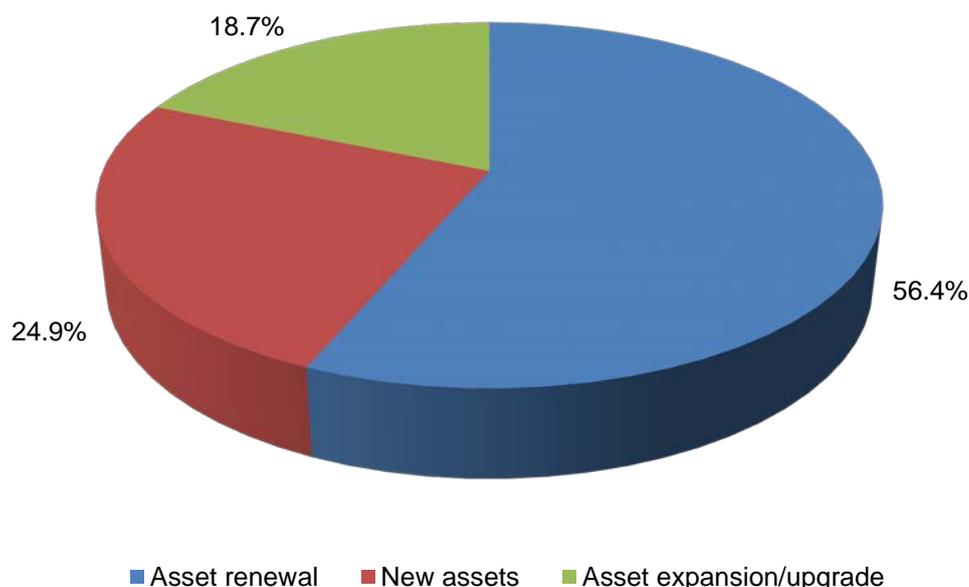
6.1 Capital Works

Capital Works Areas	Ref	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Capital works for 2014/15				
Land & buildings	6.1.1	3,817	3,081	736
Roads street & bridges	6.1.2	18,704	6,399	(12,305)
Drainage	6.1.3	5,241	5,552	311
Plant & equipment	6.1.4	715	1,276	561
Other infrastructure	6.1.5	3,322	3,364	42
Total capital works		31,799	19,672	(12,127)
Represented by:				
Asset renewal	6.1.6	14,811	11,096	(3,715)
New assets	6.1.6	9,079	4,905	(4,174)
Asset expansion/upgrade	6.1.6	7,909	3,670	(4,239)
Total capital works		31,799	19,672	(12,127)

Source: Appendix A



2014/15 Capital Works Budget by Asset Spend



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

6.1.1 Land & Buildings (\$3.08 million)

Council has over 240 major buildings with a replacement cost of over \$150 million and includes buildings and improvements for community facilities, sports facilities and pavilions and municipal buildings. These assets require renewal investment in addition to the new scheduled building projects. The majority of Council's building capital works program is focused on asset renewal rather than building new assets.

6.1.2 Roads (\$6.40 million)

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

For the 2014/15 year \$2.53 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, \$1.3 million has been budgeted for road works in the growth areas and \$0.4 million for car park works.

6.1.3 Drainage (\$5.55 million)

Drains include all drains and pits which comprise Council's extensive stormwater drainage network. Major works for 2014/15 include the commencement of works on the Simpson St tunnel network with a further allocation allowed within the SRP 2015/16 year. New drainage will also be constructed in north east Warrnambool to cater for additional residential growth and will be funded by landowners.

6.1.4 Plant & equipment (\$1.28 million)

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

Plant and equipment items are traded based on Council policy and Council 10 year plant replacement program. The historically low level of expenditure for 2013/14 is due to a change in Council Policy which resulted in the deferral of some plant being changed over.

6.1.5 Other (\$3.36 million)

Other capital works included footpaths, playground equipment, information technology and other miscellaneous items.

For 2014/15 Council will commence the replacement of technology at Flagstaff Hill's night show (\$0.75 million) and complete footpath and trail works (\$1.52 million) as major items.

6.1.6 Asset renewal (\$11.10 million), new assets (\$4.9 million), & expansion/upgrade (\$3.67 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 investment of \$3.4 million towards Simpson St drainage network will largely be classified as asset renewal and is an example of the fluctuating nature of asset renewal spends. This expenditure along with Councils annual commitment to asset renewal classes ensures that Councils existing assets are being maintained in line with community expectations.

Infrastructure works in the growth areas account for the majority (\$3.3 million) of new works. These works will enable development and the expansion of Councils residential areas.

7. Analysis of Budgeted Financial Position

7.1 Budgeted Balance Sheet

	Ref	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Current assets	7.1.1			
Cash and cash equivalents		6,240	5,984	(256)
Financial assets		1,000	3,000	2,000
Trade and other receivables		4,000	4,100	100
Inventories		130	130	0
Other current assets		440	400	(440)
Total current assets		11,810	13,614	1,804
Non-current assets	7.1.1			
Trade and other receivables		157	154	(3)
Investments in associates		560	575	15
Property, infrastructure, plant and equipment		599,384	618,808	19,424
Total non-current assets		600,101	619,537	19,436
Total assets		611,911	633,151	21,240
Current liabilities	7.1.2			
Trade and other payables		3,250	3,750	500
Trust funds		1,100	1,000	(100)
Provisions		5,040	5,342	302
Interest-bearing loans and borrowings		1,405	1,838	433
Total current liabilities		10,795	11,930	1,135
Non-current liabilities	7.1.2			
Provisions		600	636	36
Interest-bearing loans and borrowings		8,169	11,430	3,261
Total non-current liabilities		8,769	12,066	3,297
Total liabilities		19,564	23,996	4,432
Net assets	7.1.3	592,347	609,155	16,808
Equity	7.1.4			
Accumulated surplus		184,457	191,632	7,175
Reserves		407,890	417,523	9,633
Total equity		592,347	609,155	16,808

Source: Appendix A

7.1.1 Current assets (\$1.80 million increase) and Non-Current Assets (\$19.44 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 90 days. Investments exceeding 90 days are classified as financial assets. These balances are projected to increase by \$1.74 million during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to marginally increase by \$0.1 million in 2014/15.

Long term debtors (non-current) mostly relate to loans to community organisations, these are reducing over time with no new agreements identified for 2014/15.

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

Investments in associates are Councils share of the Corangamite Regional Library Corporation (CRLC). Council makes an annual contribution to this CRLC and depending on their operating result and movements in population Councils investment moves. Council is budgeting small increments within the SRP reflecting Councils population increase compared with other member Councils of the CRLC.

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 (\$1.14 million increase) and Non-Current Liabilities (\$3.30 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase at 30 June 2015 with significant capital works planned to run into 2015/16, namely Simpson St and City Centre renewal works.

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 \$1.41 million over the year and drawdown new loan funds of \$5.47 million in accordance with the Loan Strategy (Section 10).

7.1.3 Net Assets and Equity (\$16.81 million increase)

Net Assets 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 and equals Councils Equity.

The increase in net assets of \$16.81 million results predominantly from the operating surplus and increase in property plant and equipment.

Equity consists of the following components:

- Accumulated surplus is the value of all net assets less specific reserve allocations and revaluations that have built up over financial years.
- Reserves contain both specific cash backed reserves and asset revaluation amounts. Cash backed reserves were outlined under section 5.2 and include statutory reserves, Councils drainage, car park and infrastructure funds. The asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations. Assets valuations are required to be considered annually and formally revalued if there is a material change or revalued on a 3 to 5 year cycle.

7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2015 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 2014/15 year
- Trade payables to increase with two significant capital works items scheduled to be overlap into 2015/16 increasing the likelihood of a higher value of payables at 30 June 2015.
- Debtors to increase slightly with increased levels of revenue.
- 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 \$1.41 million and new borrowings to be \$5.47 million (including deferred 2013/14 borrowings) and continue in accordance with Councils loan strategy.
- Capitalised expenditure to be \$19.67 million, revaluation increment of \$10 million, gifted assets of \$2.5 million and depreciation of \$11.5 million.

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 2014/15 to 2017/18 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 (underlying surplus) 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

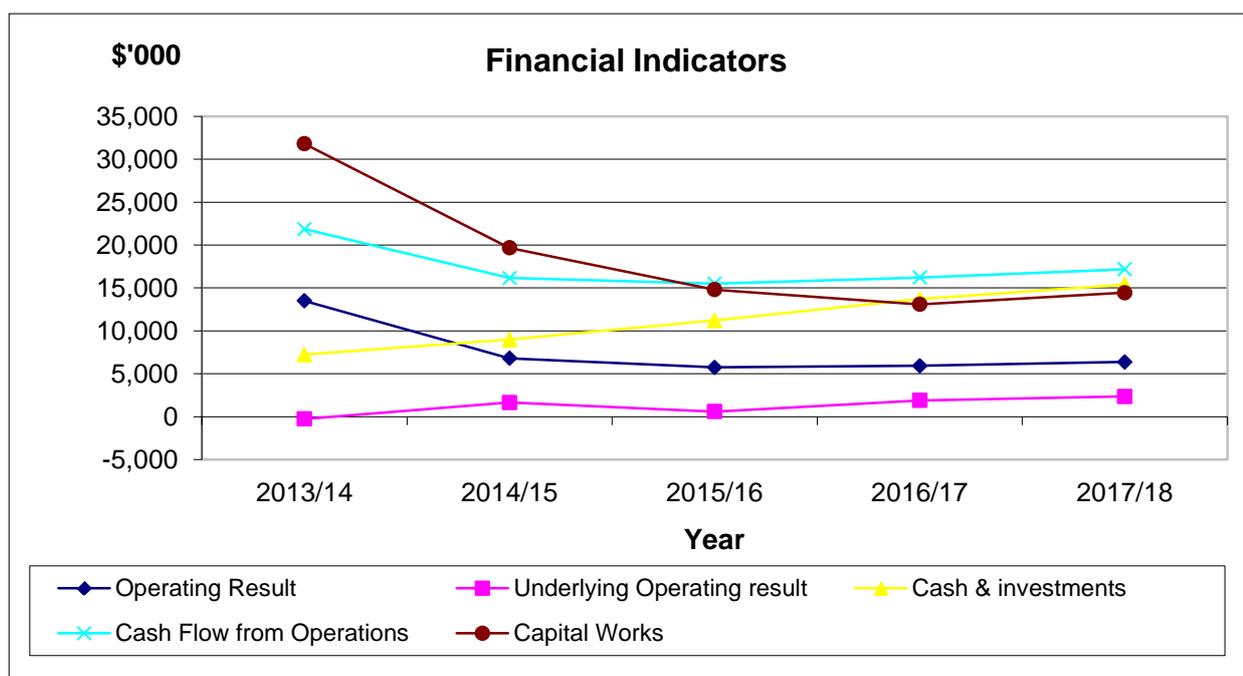
The following table summarises the key financial results for the next four years as set out in the SRP for years 2014/15 to 2017/18 along with the 2013/14 forecasts. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend +/-
	Actual		Projections			
	2013/14	2014/15	2015/16	2016/17	2017/18	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating result	13,495	6,807	5,736	5,926	6,369	o
Underlying operating result	(272)	1,645	589	1,894	2,362	+
Cash and financial assets	7,240	8,984	11,221	13,711	15,375	+
Cash flow from operations	21,855	16,167	15,513	16,219	17,178	o
Capital works	31,799	19,672	14,804	13,087	14,454	-

Key to Forecast Trend:

- + Improvement in Council's financial performance/financial position indicator
- o Council's financial performance/financial position indicator will be steady
- Deterioration in Council's financial performance/financial position indicator

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 increase steadily over the next four years.
- **Rating strategy (section 9)** – A 5.5% rate increase has been built into the 2014/15 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 \$13.93 million by 2015/16 to fund drainage (Simpson Street network) and infrastructure works in the cities growth areas.

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	Indicator	Note	Forecast 2013/14	Budget 2014/15	Strategic Resource Plan			Trend +/-
					2015/16	2016/17	2017/18	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(0.3%)	2.3%	0.8%	2.5%	3.0%	+
Liquidity								
Working capital	Current assets / Current liabilities	2	109.4%	114.1%	126.1%	142.8%	153.1%	+
Unrestricted cash	Unrestricted cash / current liabilities		56.9%	66.9%	80.7%	97.7%	108.0%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	32.8%	42.7%	42.5%	35.6%	28.1%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		7.0%	6.5%	8.1%	8.6%	7.6%	o

Indicator	Indicator	Note	Forecast 2013/14	Budget 2014/15	Strategic Resource Plan			Trend +/-
					2015/16	2016/17	2017/18	
Indebtedness	Non-current liabilities / own source revenue		17.2%	22.9%	23.1%	19.1%	15.2%	+
Asset renewal	Asset renewal expenditure / depreciation	4	134.6%	96.5%	88.3%	71.1%	72.7%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	49.0%	50.0%	50.5%	50.9%	51.3%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.5%	0.5%	0.5%	0.6%	0.6%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$3,959	\$3,929	\$4,049	\$4,162	\$4,270	+
Revenue Level	Residential rate revenue / no. of residential property assessments		\$1,493	\$1,602	\$1,696	\$1,772	\$1,864	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of staff for the financial year		10.5%	10.0%	10.0%	10.0%	10.0%	o

Key to Trend:

- + Improvement in Council's financial performance/financial position indicator
- o Council's financial performance/financial position indicator will be steady
- Deterioration in Council's financial performance/financial position indicator

Notes to indicators

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The underlying result is expected to improve in 2014/15 with an underlying surplus of \$1.6 million and positive underlying results expected through the balance of the Strategic Resource Plan.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is shown to increase over the Strategic Resource Plan as Council's current assets increase.

3 Debt compared to rates – Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. Council's debt is planned to peak in 2015/16 before tapering off as existing loans are paid out.

4 Asset renewal - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council's asset renewal ratio is relatively high in 2013/14 before reducing in future years reflecting the fluctuating nature of renewal expenditure influenced by capital grants.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council's reliance on rate revenue is to remain steady around 50%.

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		
	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs	27,789	28,312	29,454	30,648	31,890
Employee numbers (EFT)	410	414	416	418	420

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% 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.

Councils 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 5.5% in 2014/15 raising a total rate of \$31.01 million, including \$0.24 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.

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 2014/15 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2013/14	2014/15
Other land rates	Cents in \$ of CIV	.003291	.003475
Farm land rates	Cents in \$ of CIV	.001848	.001951
Commercial land rates	Cents in \$ of CIV	.005529	.005838
Industrial land rates	Cents in \$ of CIV	.005788	.006112
Vacant land rates	Cents in \$ of CIV	.005127	.005414
Industrial 2 land rates	Cents in \$ of CIV	.004532	.004889
Recreational land Cat 1	\$ per property	\$19,580.84	\$20,675.41
Recreational land Cat 2	Cents in \$ of CIV	.002784	.002940
Municipal charge	\$ per property	\$220.00	\$232.00
Waste Management charge	\$ per property	\$233.00	\$246.00

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 2014 with a revaluation date of 1 January 2014 and these valuations will apply from 1 July 2014 for the 2014/15 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 2014/15 year, Council continues with new borrowings of \$5.5 million and makes loan principal repayments of \$1.41 million, which will see total debt rise to \$13.63 million as at 30 June 2015. The following table sets out future proposed borrowings and loan repayments based on the forecast financial position of Council as at 30 June 2014.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2013/14	1,500	1,356	700	9,574
2014/15	5,465	1,405	606	13,634
2015/16	2,500	1,838	806	14,296
2016/17	550	2,151	835	12,695
2017/18	0	2,056	727	10,639

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 Statements	43
B	Statutory Disclosures	49
C	Capital Works Program	57
D	Fees and Charges Schedule	61
E	Activities and Initiatives	81
F	Glossary of Terms	101

Appendix A Budgeted Statements

This appendix presents information in regard to the Budgeted Financial Statements and Statement of Human Resources. The budget information for the years 2014/15 to 2017/18 has been extracted from the Strategic Resource Plan.

At the end of each financial year Council is required to include in the Financial Statements in its Annual Report a comparison of actual income and expenditure compared with the income and expenditure in the financial statements in the Budget

The appendix includes the following budgeted information:

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

Budgeted Comprehensive Income Statement

For the four years ending 30 June 2018

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rate charges	29,182	31,078	32,788	34,591	36,493
Statutory fees and fines	1,184	1,140	1,185	1,233	1,282
User fees	15,267	16,388	17,044	17,726	18,435
Grants - operating	12,245	12,210	12,616	13,037	13,473
Grants - capital	13,017	3,437	2,947	1,857	1,858
Contributions - cash	3,653	2,826	1,639	2,608	2,548
Contributions - non monetary assets	1,500	2,500	3,000	3,000	3,000
Interest	689	566	589	613	637
Other revenues	963	738	768	799	831
Total income	77,700	70,883	72,576	75,464	78,557
Expenses					
Employee benefits	27,789	28,312	29,454	30,648	31,890
Materials, services and contracts	23,290	22,147	23,016	23,936	24,894
Bad and doubtful debts	16	17	17	18	19
Depreciation	11,000	11,500	12,000	12,500	13,000
Finance costs	700	606	806	835	727
Other expenses	660	719	747	777	808
Net loss on disposal of property, infrastructure, plant and equipment	750	775	800	825	850
Total expenses	64,205	64,076	66,840	69,539	72,188
Surplus (deficit) for the year	13,495	6,807	5,736	5,925	6,369
Other comprehensive income					
Net asset revaluation increment/(decrement)	10,000	10,000	10,000	10,000	10,000
Comprehensive result	23,495	16,807	15,736	15,925	16,369

Budgeted Balance Sheet

For the four years ending 30 June 2018

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash assets	6,240	5,984	6,221	4,711	3,375
Financial assets	1,000	3,000	5,000	9,000	12,000
Trade and other receivables	4,000	4,100	4,200	4,300	4,400
Inventories - consumables	130	130	130	130	130
Other current assets	440	400	420	440	460
Total current assets	11,810	13,614	15,971	18,581	20,365
Non-current assets					
Receivables	157	154	126	56	0
Investments in associates	560	575	590	605	620
Property, infrastructure, plant & equipment	599,384	618,808	633,320	645,570	658,642
Total non-current assets	600,101	619,537	634,036	646,231	659,262
Total assets	611,911	633,151	650,007	664,812	679,627
Liabilities					
Current liabilities					
Payables	3,250	3,750	3,850	3,950	4,050
Trust funds	1,100	1,000	1,000	1,000	1,000
Employee benefits	5,040	5,342	5,663	6,003	6,363
Interest-bearing liabilities	1,405	1,838	2,151	2,056	1,891
Total current liabilities	10,795	11,930	12,664	13,009	13,304
Non-current liabilities					
Employee benefits	600	636	674	715	757
Interest-bearing liabilities	8,169	11,430	11,779	10,273	8,382
Total non-current liabilities	8,769	12,066	12,453	10,988	9,139
Total liabilities	19,564	23,996	25,117	23,997	22,443
Net assets	592,347	609,155	624,890	640,815	657,184
Represented by:					
Accumulated surplus	184,457	191,632	196,391	201,156	206,754
Reserves	407,890	417,523	428,499	439,659	450,430
Equity	592,347	609,155	624,890	640,815	657,184

Budgeted Statement of Changes in Equity

For the four years ending 30 June 2018

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2015				
Balance at beginning of the financial year	592,349	184,457	400,431	7,461
Comprehensive result	6,807	6,807	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(250)	0	250
Transfer from reserves	0	619	0	(619)
Balance at end of the financial year	609,155	191,632	410,431	7,092
2016				
Balance at beginning of the financial year	609,155	191,632	410,431	7,092
Comprehensive result	15,736	5,736	10,000	0
Net asset revaluation increment(decrement)	0	0	0	0
Transfer to reserves	0	(976)	0	976
Transfer from reserves	0	0	0	0
Balance at end of the financial year	624,890	196,391	420,431	8,068
2017				
Balance at beginning of the financial year	624,890	196,391	420,431	8,068
Comprehensive result	15,925	5,925	10,000	0
Net asset revaluation increment(decrement)	0	0	0	0
Transfer to reserves	0	(1,159)	0	1,159
Transfer from reserves	0	0	0	0
Balance at end of the financial year	640,815	201,156	430,431	9,227
2018				
Balance at beginning of the financial year	640,815	201,156	430,431	9,227
Comprehensive result	16,369	6,369	10,000	0
Net asset revaluation increment(decrement)	0	0	0	0
Transfer to reserves	0	(771)	0	771
Transfer from reserves	0	0	0	0
Balance at end of the financial year	657,184	206,754	440,431	9,999

Budgeted Statement of Cash Flows

For the four years ending 30 June 2018

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual		2015/16	2016/17	2017/18
	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Receipts					
General rates	29,182	30,768	32,460	34,245	36,128
Grants	25,262	15,646	15,563	14,894	15,331
Contributions	3,653	2,826	1,639	2,608	2,548
Interest	689	566	589	613	637
Statutory fees and fines	1,184	1,140	1,185	1,233	1,282
User fees	15,267	16,388	17,044	17,726	18,435
Other revenue	963	738	768	799	831
	76,200	68,072	69,248	72,118	75,192
Payments					
Employee costs	(30,777)	(28,652)	(29,813)	(31,028)	(32,293)
Materials, consumables & contracts	(22,868)	(22,647)	(23,116)	(24,036)	(24,994)
Finance costs	(700)	(606)	(806)	(835)	(727)
	(54,345)	(51,905)	(53,735)	(55,899)	(58,014)
Net cash provided by operating activities	21,855	16,167	15,513	16,219	17,178
Cash flows from investing activities					
Proceeds from sales of property, plant & equipment	564	473	492	512	532
Payments for property, plant and equipment	(30,299)	(18,956)	(14,430)	(12,640)	(14,562)
Net cash used in investing activities	(29,735)	(18,483)	(13,938)	(12,128)	(14,030)
Cash flows from financing activities					
Proceeds from borrowings	1,500	5,465	2,500	550	572
Repayment of borrowings	(1,356)	(1,405)	(1,838)	(2,151)	(2,056)
Proceeds from financial assets	12,020	12,000	12,000	12,000	12,000
Payments for financial assets	(3,000)	(14,000)	(14,000)	(16,000)	(15,000)
Proceeds from trust deposits	1,000	1,000	1,000	1,000	1,000
Payments for trust deposits	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Net cash provided by (used in) financing activities	9,164	2,060	(1,338)	(5,601)	(4,484)
Net increase/(decrease) in cash held	1,284	(256)	237	(1,510)	(1,336)
Cash at the beginning of the financial year	4,956	6,240	5,984	6,221	4,711
Cash at the end of the financial year	6,240	5,984	6,221	4,711	3,375

Budgeted Statement of Capital Works

For the four years ending 30 June 2018

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000

Capital works areas

Land & buildings	3,817	3,081	2,722	2,040	1,861
Roads street & bridges	18,704	6,399	4,598	6,523	8,666
Footpaths	1,083	1,525	1,085	2,015	1,633
Drainage	5,241	5,552	3,575	50	50
Playground equipment	864	214	134	140	145
Plant & equipment	715	1,276	1,627	1,692	1,760
Other infrastructure	92	107	111	116	120
Computers	1,238	1,483	916	473	180
Paintings & exhibits	45	35	36	38	39
Furniture & fittings					
Total capital works	31,799	19,672	14,804	13,087	14,454

Represented by :

Asset renewal	14,811	11,096	10,595	8,883	9,451
New assets	9,079	4,905	1,091	1,847	2,292
Asset expansion/upgrade	7,909	3,670	3,118	2,357	2,711
Total capital works	31,799	19,672	14,804	13,087	14,454

Budgeted Statement of Human Resources

For the four years ending 30 June 2018

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs	27,789	28,312	29,454	30,648	31,890
Employee numbers (EFT)	410	414	416	418	420

Appendix B Statutory Disclosures

This appendix presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget.

The appendix includes the following budgeted information:

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

Statutory disclosures

1. Borrowings

	2013/14	2014/15
	\$	\$
New borrowings (other than refinancing)	3,650,000	5,465,125
Debt redemption	1,356,000	1,405,109

2. Rates and charges

2.1 The proposed rate in the dollar for each type of rate to be levied

Type of Property	2013/14	2014/15
	cents/\$CIV	cents/\$CIV
General rate for rateable other land properties	.003291	.003475
General rate for rateable farm land properties	.001848	.001951
General rate for rateable commercial land properties	.005529	.005838
General rate for rateable industrial land properties	.005788	.006112
General rate for rateable vacant land properties	.005127	.005415
General rate for rateable industrial 2 land properties	.004532	.004889
Recreational land category 1 properties #	\$19,580.84	\$20,675.41
Recreational land category 2 properties	.002784	.002940

Charge is \$ per property.

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

Type of Property	2013/14	2014/15
	\$ '000	\$ '000
Other land	14,918	16,286
Farm land	364	363
Commercial land	4,259	4,082
Industrial land	1,142	1,334
Vacant land	904	904
Industrial 2 land	106	112
Recreational land category 1	20	21
Recreational land category 2	37	38

2.3 The estimated total amount to be raised by rates

	2013/14	2014/15
	\$ '000	\$ '000
Total rates to be raised	21,750	23,140

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	2013/14	2014/15
	Change	Change
	%	%
Other land	4.5	5.5
Farm land	4.5	5.5
Commercial land	4.5	5.5
Industrial land	4.5	5.5
Vacant land	4.5	5.5
Industrial 2 land	4.5	5.5
Recreational land category 1	4.5	5.5
Recreational land category 2	4.5	5.5

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

Type of Property	2013/14	2014/15
Other land	14,069	14,213
Farm land	181	159
Commercial land	974	926
Industrial land	351	408
Vacant land	625	586
Industrial 2 land	1	1
Recreational land category 1	1	1
Recreational land category 2	14	13
Total number of assessments	16,216	16,307

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	2013/14 \$ '000	2014/15 \$ '000
Other land	4,533,079	4,686,486
Farm land	197,074	186,144
Commercial land	770,268	699,337
Industrial land	197,363	218,289
Vacant land	176,337	166,966
Industrial 2 land	23,360	22,848
Recreational land category 2	13,375	12,960
Total	5,910,856	5,993,030

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 2013/14 \$	Per Rateable Property 2014/15 \$
Municipal	220.00	232.00
Waste Management	233.00	246.00
Total	453.00	478.00

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

Type of Charge	2013/14 \$ '000	2014/15 \$ '000
Municipal	3,560	3,797
Waste Management	3,641	3,897
Total	7,201	7,694

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

	2013/14 \$ '000	2014/15 \$ '000
Rates and charges	28,952	30,834
Supplementary rates	137	244
Total	29,089	31,078

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 0.3475% (0.003475 cents in the dollar of CIV) for all rateable other land properties
- A general rate of 0.1951% (0.001951 cents in the dollar of CIV) for all rateable farm land properties.
- A general rate of 0.5838% (0.005838 cents in the dollar of CIV) for all rateable commercial properties.
- A general rate of 0.6112% (0.006112 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.5415% (0.005415 cents in the dollar of CIV) for all rateable vacant land properties.
- A general rate of 0.4889% (0.004889 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 2013/14 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 2013/14 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 2013/14 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 2013/14 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 2013/14 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	6,767.88
1060201509	48 Macdonald St	Warrnambool	Warrnambool Harness Racing Club	1,555.26
1099601500	Younger St	Warrnambool	Warrnambool Golf Club Inc	3,995.46
2010700101	10 Queens Rd	Warrnambool	Warrnambool Swimming Club	1,034.88
2040202806	66 Henna St	Warrnambool	Christ Church Tennis Club	1,440.46
3019606605	60-62 Cramer St	Warrnambool	Warrnambool Croquet Club Inc	414.54
4011900205	44 Viaduct Rd	Warrnambool	Warrnambool Yacht Club Inc	420.42
3037403704	2-64 Grafton Rd	Warrnambool	Warrnambool Racing Club Inc	13,582.80
4043700702	26 Simpson St	Warrnambool	Warrnambool Ski Club Inc	614.46
4073400904	33-45 Pertobe Rd	Warrnambool	Warrnambool Lawn Tennis Club	1,478.82
4089102800	81-85 Timor St	Warrnambool	Warrnambool Bowls Club	3,672.76
6734011850	36 Princes Hwy	Dennington	Dennington Bowling Club Inc	1,925.70
2012709201	40 Bromfield St	Warrnambool	St Joseph Primary School Supergrass Tennis	1,155.42
3019606702	50-56 Cramer St	Warrnambool	Warrnambool City Memorial Bowling Club	20,675.41
4011900215	48 Viaduct Rd	Warrnambool	Warrnambool Offshore Light Game Fishing Club	44.10

Appendix C Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2014/15 year.

The capital works projects are grouped by class.

Capital works program

For the year ending 30 June 2015

Capital Works Area	Project Cost \$'000	Asset Expenditure Types			Funding Sources			
		New	Renewal	Upgrade / Expansion	Grants	Contributions	Council	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<u>Land & Buildings</u>								
Asset Building Renewal Program	774		774				774	
Major Capital Works (Flagstaff Hill)	750		750		500		250	
Public Toilet Renewal	350		350				350	
Pippies VIC Realignment	250			250	150		100	
Depot Reallocation	210		210				210	
Friendly Societies Electricity Upgrade	165			165	83		83	
Community Services Building Improvements	160		70	90			160	
Fire Alarm System	115			115			115	
Community Services Software Upgrade	95		95				95	
Reception Refurbishment	60		60				60	
Timber Rail Replacement (Pens)	50		50				50	
South Warrnambool Football/Netball Club	50	25	25				50	
Universal Access	30			30			30	
Public Signage	12		12				12	
Service Outreach Equip/Fit-out	10	10					10	
Total for Land & Buildings	3,081	35	2,396	650	733	0	2,348	0
<u>Roads Streets & Bridges</u>								
Local Roads Rehab & Resheets	1,835		1,835		330		1,505	
City Centre Renewal	1,500	500	500	500	1,125		375	
DCP Road Construction	1,297	1,297					0	1,297
Reseal Program (Inc Carparks)	694		694				694	
Carpark Construction	360		180	180			360	
DCP Intersections	264		132	132			0	264

Capital Works Area	Project Cost	Asset Expenditure Types			Funding Sources			
		New	Renewal	Upgrade / Expansion	Grants	Contributions	Council	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bridge Construction Renewal	190		190				190	
DCP Planning Costs	105			105			105	
Carpark Line Marking	54		54				54	
Road Safety Strategy Implementation	40			40			40	
Street Lighting	30		30				30	
Road Safety Audit Implementation	30			30			30	
Total for Roads Streets & Bridges	6,399	1,797	3,615	987	1,455	0	3,383	1,561
<u>Footpaths</u>								
City Centre Renewal	500	167	167	167	375		125	
Infrastructure Fund	396	396					396	
Footpath Construction	307	280		27	13		294	
Footpath & Bicycle Path Renewal	282		282				282	
Brierly Master Plan	40	40					40	
Total for Footpaths	1,525	883	449	194	388	0	1,137	0
<u>Drainage</u>								
Simpson St Drainage	3,425		1,713	1,713			225	3,200
DCP Drainage	2,071	2,071				1,600	131	339
Priority Backworks	56		56				56	
Total for Drainage	5,552	2,071	1,769	1,713	0	1,600	413	3,539
<u>Playground Equipment</u>								
New Playground Equipment & Upgrades	129		129				129	
Swan Reserve Upgrade	85	85					85	
Total for Playground Equipment	214	85	129	0	0	0	214	0

Capital Works Area	Project Cost \$'000	Asset Expenditure Types			Funding Sources			
		New \$'000	Renewal \$'000	Upgrade / Expansion \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
<u>Plant & Equipment</u>								
Light Plant Capital	972		972				972	
Heavy Plant Capital	254		254				254	
Minor Plant	50		50				50	
Total for Plant & Equipment	1,276	0	1,276	0	0	0	1,276	0
<u>Other Infrastructure</u>								
Hopkins & Merri Rivers	55		55				55	
Powerline Conductor Upgrade	52		52		26		26	
Total for Other Infrastructure	107	0	107	0	26	0	1,357	0
<u>Computers</u>								
Major Capital Works (Flagstaff Hill)	750		750		500		250	
IT System Upgrade	500		500				500	
ICT Strategy Implementation	100			100			100	
IT Hardware	55		28	28			55	
Radio Microphone Replacement	38		38				38	
Software Upgrade	35		35				35	
Hardware Collection Data	5		5				5	
Total for Computers	1,483	0	1,355	128	500	0	983	0
<u>Paintings & Exhibits</u>								
Public Art Initiatives	20	20					20	
Art Work Acquisitions	15	15					15	
Total for Paintings & Exhibits	35	35	0	0	0	0	35	0
Total Capital Works Statement	19,672	4,905	11,096	3,670	3,102	1,600	11,146	5,100

Appendix D Fees and Charges Schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2014/15 year.

All fees and charges are inclusive of GST, where applicable, or unless otherwise stated.

1. LEADERSHIP

Property Management

User Fees & Charges	2012/13	2013/14	2014/15
Applications to use Crown & Council Land	\$18.50	\$19.00	\$20.00
Licences preparation fee	\$95.00	\$97.50	\$100.00
Lease preparation fee	\$135.00	\$138.00	\$142.00
Survey plan fee	\$1,500.00	\$1,535.00	\$1,588.00
Title search fee	\$24.00	\$24.50	\$26.00
Rate history search fee (1 st 3 hours)	\$315.00	\$322.00	\$335.00
Rate history search fee (after 3 hours)	\$90.00	\$92.00	\$95.00
Rate history search fee (0 - 10 years)	\$12.00	\$12.50	\$13.00

Interest on Unpaid Monies

Interest on Unpaid Monies other than rates and charges

In accordance with Section 227(a) of the Local Government Act 1989 Council sets the rate of interest to apply to unpaid monies, other than rates and charges, presently at 11.50% but subject to change when the rate is set at 30th June 2015.

2. ENVIRONMENT

Coast & Rivers

New fees to apply from 1 August 2014

User Fees & Charges	2012/13	2013/14	2014/15
Mooring Fees			
Boat less than 10m pa	\$220.00	\$228.80	\$238.00
Boat 10.1m to 15m pa	\$275.00	\$286.00	\$297.50
Boat 15.1 – 20m pa	\$320.00	\$332.80	\$346.10
Boat 20.1 – 25m pa	\$400.00	\$416.00	\$433.00
Jetty Fees – pa: Permit for breakwater and Hopkins River	\$175.00	\$182.00	\$189.30
Annual Parking Permit Fees			
Breakwater (per vehicle)	\$55.00	\$57.20	\$59.50

Infrastructure Services

New fees to apply from 1 July 2014

User Fees & Charges	2012/13	2013/14	2014/15
Road reserve works permit - crossover	\$78.00	\$80.00	\$82.00
Road reserve works permit - additional inspection	\$78.00	\$80.00	\$82.00
Road reserve works permit - minor works	\$78.00	\$80.00	\$82.00
Road reserve works permit - general works	NA	NA	\$150.00
Road reserve works permit - major works**	NA	NA	\$500.00
** fees greater than the specified may be required for major development works. Consultation by developer/applicant prior to application			
Asset Inspection Checklist	NA	\$115.00	\$120.00
Stormwater connection permit:			
Single dwelling development	\$56.75	\$58.00	\$61.10
Multi – dwelling development	\$56.75	\$58.00	\$61.10
Commercial premises	\$56.75	\$58.00	\$61.10
Industrial premises	\$56.75	\$58.00	\$61.10
Information only	\$50.00	\$52.00	\$53.00
Short notice fee	\$95.00	\$100.00	\$102.50
Street tree – supply and install including maintenance period of 24 months	NA	\$300.00	\$310.00
Rain Garden (small up to 4.5m ²) – supply and install vegetated landscaping including maintenance period of 24 months	NA	\$2,600.00	\$2,665.00
Rain Garden (medium up to 9.0m ²) – supply and install vegetated landscaping including maintenance period of 24 months	NA	\$2,800.00	\$2870.00
Stormwater drainage line inspection (high resolution camera) – 4 hours	NA	NA	\$600.00
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	NA	NA	\$1190.00

3. LIVEABILITY

Lighthouse Theatre

New fees to apply from 1 July 2014

User Fees & Charges	2012/13	2013/14	2014/15
Community & Local Non for Profit			
THEATRE: Ticketed Performance Hire Hire rate plus 5% of net ticket sales	\$750.00	\$750.00	\$825.00
THEATRE: Rehearsal Hire per hour Work lights only	\$60.00	\$65.00	\$68.00
Stage lights and all technical facilities	\$75.00	\$85.00	\$90.00
STUDIO: Ticketed Performance Hire	\$400.00	\$450.00	\$465.00
STUDIO: Rehearsal Hire per hour Work lights only	\$45.00	\$45.00	\$48.00
Stage lights and all technical facilities	\$50.00	\$55.00	\$60.00
Staff: Additional hours all venues per hour Supervising Technician	\$39.00	\$42.00	\$42.00
Technician	\$35.00	\$37.50	\$37.50
Front of House Coordinator	\$35.00	\$39.00	\$42.00
Equipment & Consumable Items Steinway Grand piano	\$75.00	\$80.00	\$80.00
Radio Mics	\$35.00	\$40.00	\$40.00
Stage Extension	\$125.00	\$150.00	\$125.00
Ticketing Fees Tix under \$11.00	\$1.20	\$1.25	\$1.25
Tix \$11.00 - \$40.00	\$2.30	\$2.40	\$2.40
Tix \$40.00 plus	\$3.20	\$3.40	\$3.40
Credit Card Fees	Up to 3.0%	Up to 3.0%	Up to 3.0%
Local Community Theatre/Arts Company*			
STUDIO: Ticketed Performance Hire	10% of Box Office net of ticketing fees + agreed staff	10% of Box Office net of ticketing fees + agreed staff	12% of Box Office net of ticketing fees + agreed staff
STUDIO: Rehearsal Hire per hour	\$32.00	\$35.00	\$35.00
Local Artists and Non-local Non for Profit			
THEATRE: Ticketed Performance Hire Hire rate plus 5% of net ticket sales	\$915.00	\$995.00	\$1,030.00
THEATRE: Rehearsal Hire per hour Work lights only	\$60.00	\$70.00	\$70.00
Stage lights and all technical facilities	\$75.00	\$85.00	\$85.00
STUDIO: Ticketed Performance Hire	\$450.00	\$450.00	\$450.00
STUDIO: Rehearsal/Bump In Hire per hour	\$60.00	\$65.00	\$65.00
STUDIO: Rehearsal Hire per hour Work lights only	\$50.00	\$50.00	\$50.00
Staff additional hours (all venues per hour) Supervising Technician	\$40.00	\$42.00	\$42.00
Technician	\$35.00	\$37.50	\$37.50
Front of House Coordinator	\$35.00	\$39.00	\$42.00
Equipment & Consumable Items Steinway Grand piano	\$75.00	\$80.00	\$80.00
Radio Mics	\$35.00	\$40.00	\$40.00
Stage Extension – labour additional	\$125.00	\$125.00	\$125.00
Ticketing Fees Tix under \$11.00	\$1.20	\$1.25	\$1.25
Tix \$11.00 - \$40.00	\$2.30	\$2.40	\$2.40
Tix \$40.00 plus	\$3.20	\$3.40	\$3.40
Credit Card Fees	Up to 3.0%	Up to 3.0%	Up to 3.0%

Lighthouse Theatre (Cont.)

New fees to apply from 1 July 2014

User Fees & Charges	2012/13	2013/14	2014/05
Subsidised Professional Companies			
THEATRE: Ticketed Performance Hire			
Hire rate plus 5% of net ticket sales	\$1,395.00	\$1,525.00	\$1,575.00
THEATRE: Rehearsal Hire per hour			
Work lights only	\$80.00	\$85.00	\$88.00
Stage lights and all technical facilities	\$95.00	\$105.00	\$110.00
STUDIO: Ticketed Performance Hire	\$750.00	\$750.00	\$750.00
STUDIO:			
Rehearsal/Bump In Hire per hour	\$80.00	\$80.00	\$80.00
STUDIO: Rehearsal Hire per hour)			
Work lights only	\$55.00	\$55.00	\$55.00
Staff additional hours (all venues per hour)			
Supervising Technician	\$49.00	\$49.00	\$49.00
Technician	\$39.00	\$39.00	\$39.00
Front of House Coordinator	\$39.00	\$42.00	\$42.00
Equipment & Consumable Items			
Steinway Grand piano	\$145.00	\$145.00	\$145.00
Radio Mics	\$99.00	\$99.00	\$99.00
Stage Extension	\$225.00	\$225.00	\$225.00
Ticketing Fees			
Tix under \$11.00	\$2.85	\$2.85	\$2.85
Tix \$11.00 - \$40.00	\$3.70	\$3.70	\$3.70
Tix \$40.00 \$60.00	\$4.20	\$4.50	\$4.50
Tix \$60 plus		\$5.20	\$5.20
Credit Card Fees	Up to 3.0%	Up to 3.0%	Up to 3.0%
Standard Hirer Rates			
THEATRE: Ticketed Performance Hire			
Hire rate plus 5% of net ticket sales	\$1,675.00	\$1,800.00	\$1,850.00
THEATRE: Rehearsal Hire per hour			
Work lights only	\$90.00	\$90.00	\$90.00
Stage lights and all technical facilities	\$105.00	\$105.00	\$105.00
STUDIO: Ticketed Performance Hire	\$850.00	\$850.00	\$850.00
STUDIO: Rehearsal/Bump In Hire per hour	\$105.00	\$105.00	\$105.00
STUDIO: Rehearsal Hire per hour			
Work lights only	\$90.00	\$90.00	\$90.00
Staff additional hours (all venues per hour)			
Supervising Technician	\$49.00	\$49.00	\$49.00
Technician	\$39.00	\$42.00	\$42.00
Front of House Coordinator	\$39.00	\$45.00	\$45.00
Merchandise seller	\$37.50	\$40.00	\$39.00
Equipment & Consumable Items			
Steinway Grand piano	\$145.00	\$145.00	\$160.00
Radio Mics	\$99.00	\$99.00	\$99.00
Stage Extension	\$225.00	\$225.00	\$225.00
Ticketing Fees			
Tix under \$11.00	\$2.85	\$2.85	\$2.85
Tix \$11.00 - \$40.00	\$3.70	\$3.70	\$3.70
Tix \$40.00 \$60.00	\$4.20	\$4.50	\$4.50
Tix \$60 plus		\$5.20	\$5.20
Credit Card Fees	Up to 3.0%		Up to 3.0%
Merchandise including Foyers, Theatre, Studio, Atrium and Meeting Room			11% on all merchandise sold

Lighthouse Theatre (Cont.)

New fees to apply from 1 July 2014

User Fees & Charges	2012/13	2013/14	2014/15
NON TICKETED EVENTS			
Non for Profit Organisations			
THEATRE: Event Hire	\$885.00	\$995.00	\$1,035.00
THEATRE: Additional Venue Hire per hour	\$25.00	\$75.00	\$75.00
STUDIO: Event Hire			
Sunday to Thursday	\$500.00	\$500.00	\$500.00
Friday or Saturday	\$650.00	\$650.00	\$650.00
STUDIO: Additional Venue Hire per hour	\$15.00	\$25.00	\$25.00
MEETING ROOM: Event hire			
Monday – Friday between 8am & 6pm	\$180.00	\$180.00	\$180.00
Monday – Friday after 6pm & Saturday	\$200.00	\$200.00	\$200.00
Sunday anytime	By negotiation	By negotiation	By negotiation
STUDIO: Used in conjunction with Theatre: Event Hire			
Sunday to Thursday	\$300.00	\$350.00	\$350.00
Friday or Saturday	\$350.00	\$400.00	\$400.00
MEETING ROOM: Used in conjunction with Theatre or Studio: Event Hire			
Monday to Sunday	\$100.00	\$100.00	\$100.00
Additional event hours	\$5.00	\$5.00	\$5.00
MAIN FOYER per hour			
Used in conjunction with studio	\$75.00	\$75.00	\$75.00
Used separately to any event	\$105.00	\$105.00	\$105.00
Staffing: Additional hours all venues per hour			
Duty Officer	\$35.00	\$37.50	\$42.00
Technician or FOH Coordinator	\$35.00	\$39.00	\$39.00
Equipment & Consumable Items			
Steinway Grand piano	\$75.00	\$75.00	\$80.00
Radio Microphone	\$35.00	\$35.00	\$40.00
Standard Hire Rates – NON TICKETED EVENTS			
THEATRE: Event Hire	\$1,475.00	\$1,625.00	\$1,750.00
THEATRE: Additional Venue Hire per hour	\$55.00	\$65.00	\$75.00
STUDIO” Event Hire			
Sunday to Thursday	\$600.00	\$600.00	\$600.00
Friday or Saturday	\$750.00	\$750.00	\$750.00
STUDIO: Used in conjunction with Theatre			
Sunday to Thursday	\$400.00	\$400.00	\$400.00
Friday or Saturday	\$500.00	\$500.00	\$500.00
STUDIO: Additional Venue Hire per hour	\$30.00	\$30.00	\$30.00
MEETING ROOM: Event hire			
Monday – Friday between 8am & 6pm	\$180.00	\$200.00	\$200.00
Monday – Friday after 6pm & Saturday	\$200.00	\$240.00	\$240.00
Sunday anytime	By negotiation	By negotiation	By negotiation
MAIN FOYER: per hour			
Used in conjunction with studio	\$75.00	\$75.00	\$75.00
Used separately to any event	\$105.00	\$105.00	\$105.00
Staffing: Additional hours (all venues per hour)			
Duty Officer	\$49.00	\$49.00	\$49.00
Technician or FOH Coordinator	\$35.00	\$39.00	\$42.00
Equipment & Consumable Items			
Steinway Grand piano	\$145.00	\$145.00	\$145.00
Radio Microphone	\$45.00	\$45.00	\$45.00
Weddings or Catered Events			
STUDIO: Event Hire			
Sunday to Thursday	\$750.00	\$750.00	\$750.00
Friday or Saturday	\$900.00	\$900.00	\$900.00
MAIN FOYER: per hour			
Used in conjunction with your event	\$75.00	\$75.00	\$75.00
Used separately to any event	\$105.00	\$105.00	\$105.00
STUDIO with MEETING ROOM			
Additional Venue Hire Hours (per hour)	\$20.00	\$20.00	\$20.00

AquaZone

New fees to apply from 1 July 2014

User Fees and Charges	2012/13	2013/14	2014/15
Day Admissions: Aquatics			
Adult swim	\$5.90	\$6.20	\$6.50
Child swim (3-15 years)	\$4.20	\$4.50	\$4.70
Concession swim	\$5.00	\$5.00	\$5.00
Family swim (unlimited family members/same residence)	\$18.40	\$19.00	\$20.00
School student entry (in school hours)	\$3.80	\$3.95	NA
Day Admissions: Health & Fitness			
Gymnasium	\$16.30	\$16.95	\$17.90
Fitness class	\$12.70	\$13.30	\$14.00
Older adult exercise class	\$9.40	\$9.40	\$9.90
Reactivate for life	\$5.50	\$5.50	\$5.50
School aerobics	\$6.60	\$6.90	\$7.20
Personal Training 1 hour	\$60.40	\$69.50	\$73.00
Personal Training 45 minutes	\$48.30	\$52.20	\$54.80
Personal Training ½ hour	\$36.20	\$38.80	\$40.70
Creche			
Per child per hour	\$5.20	\$5.50	\$5.80
Occasional Care			
Per child per hour	\$7.80	\$8.60	\$9.50
Learn to Swim (Pool Entry & Assessment)			
Per class (2 nd child and 3 rd child discounts apply)	\$13.20	\$13.70	\$14.30
Private lessons ½ hour lesson	\$39.40	\$46.10	\$48.40
1 hour lesson	\$63.10	\$92.20	\$92.20
School swim no instruction	\$3.80	\$4.00	\$4.20
School swim with instruction	\$7.10	\$7.40	\$7.80
School at pool	\$8.70	\$9.10	\$8.90
Group Entry			
Adult Swim	\$5.20	\$5.50	\$5.80
Gym	\$14.60	\$15.20	\$16.00
Fitness class	\$11.50	\$12.00	\$12.60
Spin Class	\$13.00	\$13.60	\$12.60
Child Swim	\$3.80	\$4.00	\$4.20
Other			
General entry	\$2.50	\$2.50	\$2.50
Locker hire	\$2.50	\$2.60	\$2.70
Towel hire	\$2.50	\$2.60	\$2.70
Instructor hire - all areas	\$58.30	\$63.00	\$66.20
Gym assessment ½ hour	\$34.90	\$37.70	\$39.60
Gym assessment 1 hour	\$56.20	\$60.70	\$63.70
Multi Pass – Health & Fitness			
Fitness class – 20 pass	\$227.4	\$238.80	\$250.70
Multi Pass – Aquatics			
Adult 20 Pass	\$103.30	\$111.60	\$117.20
50 Pass	\$257.80	\$270.70	\$284.20
Child 20 Pass	\$75.70	\$81.00	\$85.10
50 Pass	\$187.60	\$195.20	\$205.00
Concession 20 Pass	\$89.10	\$90.00	\$94.50
50 Pass	\$222.70	\$218.25	\$229.20
Multi Pass: Creche/Occasional Care			
1 child/1hr Creche 10 Pass	\$52.00	\$52.00	\$54.60
1 child/1hr Occasional Care 10 Pass	\$76.00	\$81.32	\$85.50
Facility Hire			
Pools Up to four hours	\$372.30	\$391.00	\$410.60
Up to ten hours	\$686.90	\$721.00	\$757.10
Lane hourly commercial	\$30.70	\$32.30	\$33.90
Lane hourly community	\$3.20	\$3.40	\$3.50
Pool closure advertising fee	\$109.20	\$114.70	\$120.40
School booking cancellation fee (per lane) (<12 hrs notice)	\$31.00	\$32.60	\$34.20
Crèche – per hour	\$31.00	\$29.60	\$34.20
Multi-purpose room – per hour	\$31.00	\$32.55	\$34.20
Birthday Party			
Host (per 45 minutes)	\$58.30	\$63.00	\$64.40
Table	\$22.90	\$24.10	\$25.30

AquaZone (Cont.)

New fees to apply from 1 July 2014

User Fees and Charges		2012/13	2013/14	2014/15
Memberships				
Gold	12 months	\$976.60	\$976.60	\$996.30
	3 months	\$406.40	\$439.60	\$448.40
	Direct debit joining fee	\$122.10	\$122.10	\$99.00
	Direct debit monthly rate	\$81.40	\$81.40	\$82.20
	1 month	\$194.90	\$191.40	\$199.00
Gym & Swim	12 months	\$796.40	\$830.28	\$871.80
	3 months	\$318.60	\$373.70	\$392.40
	Direct debit joining fee	\$96.40	\$103.80	\$99.00
	Direct debit monthly rate	\$66.50	\$69.20	\$71.30
	1 month	\$159.10	\$159.10	\$159.10
Fitness & Swim	12 months	\$796.30	\$830.28	\$871.80
	3 months	\$318.60	\$373.70	\$392.40
	Direct debit joining fee	\$96.40	\$103.80	\$99.00
	Direct debit monthly rate	\$66.50	\$69.20	\$71.30
	1 month	\$159.10	\$159.10	\$159.10
Swim Only	12 months	\$703.20	\$703.20	\$738.40
	3 months	\$281.30	\$281.30	\$295.40
	Direct debit joining fee	\$83.90	\$83.90	\$99.00
	Direct debit monthly rate	\$58.70	\$58.70	\$60.50
	1 month	\$140.10	\$140.10	\$140.10
Family Swim	12 months	\$1,505.90	\$1,505.90	\$1,581.20
	3 months	\$494.80	\$494.80	\$519.50
	Direct debit joining fee	\$127.30	\$127.30	\$99.00
	Direct debit monthly rate	\$125.60	\$125.60	\$129.40
Youth Fit (13 – 15 years)				
	12 month	\$558.20	\$586.00	\$615.30
	3 months	\$223.30	\$264.00	\$277.20
	Direct Debit	\$46.60	\$48.84	\$51.30
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	\$54.30	\$56.41	\$59.30
	Gold 6 months	\$298.30	\$310.30	\$325.80
	Silver Direct Debit	\$36.10	\$37.60	\$39.50
	Silver 6 months	\$198.50	\$206.40	\$216.70
	(2 nd child discounts apply)			
Summer Pass (6 weeks over Summer holidays)				
	Adult	\$102.80	\$107.00	\$112.40
	Concession	\$88.60	\$92.20	\$96.80
	Child	\$75.20	\$78.30	\$82.20

Warrnambool Art Gallery

New fees to apply from 1 July 2014

User Fees & Charges	2012/13	2013/14	2014/15
Admission to special exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event
Research Inquiry – per hour	\$30.00	\$30.00	\$35.00
Curatorial Advice – per hour	\$35.00	\$35.00	\$35.00
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	\$55.00	\$60.00	\$60.00
Individual	\$32.00	\$35.00	\$35.00
Individual concession	\$25.00	\$25.00	\$25.00
Life	\$750.00	\$800.00	\$800.00
Corporate	\$550.00	\$550.00	\$550.00
Student	\$25.00	\$25.00	\$25.00
School	\$350.00	\$350.00	\$350.00
Rental			
Exhibition in George Lance Gallery.	Negotiation	Negotiation	Negotiation
Exhibition in Temporary Exhibition Gallery	Negotiation	Negotiation	Negotiation
Commission on art sales	40%	40%	40%
Commission on shop sales	100%	100%	100%
Meetings/functions etc – per hour	\$120.00	\$120.00	\$120.00
Weddings (2 hours. Additional hours \$110ph)	\$500.00	\$500.00	\$500.00
Weddings (full day)			\$5,000.00
Piano – per hour	\$90.00	\$90.00	\$90.00
Transparency/digital image (for reproduction)	Negotiation	\$180.00	\$180.00
Exhibition equipment	Negotiation	Negotiation	Negotiation
Advertising			
Enclosure in mail out – 20 cents per DL item	\$72.00	\$75.00	\$75.00

Sports Grounds

New fees to apply from 1 July 2014

User Fees & Charges	2012/13	2013/14	2014/15
Sports ground casual hire (includes use of pavilion)			
Half day	\$60.00	\$63.00	\$66.00
Full day	\$119.00	\$124.00	\$129.00
Pre-season training session	\$60.00	\$63.00	\$66.00
Football practice match (with line marking)	\$119.00	\$124.00	\$129.00
Football/Netball League Finals (senior competition that may also include junior competition) (per day)	\$450.00	\$468.00	\$487.00
Football/Netball League Finals (junior competition only) (per day)	\$225.00	\$234.00	\$243.00
Commercial hire (per day)	\$600.00	\$624.00	\$649.00

Warrnambool Stadium

New fees to apply from 1 July 2014

User Fees & Charges	2012/13	2013/14	2014/15
Player Fees			
Adult	\$9.60	\$9.80	\$10.00
Junior	\$6.80	\$7.00	\$7.30
Senior training	\$8.00	\$8.15	\$8.00
Junior training	\$4.80	\$4.90	\$5.00
School	\$3.95	\$4.05	\$4.20
Stadium Hire			
Three courts up to 12 hours	\$1,175.00	\$1,222.00	\$1,270.00
Hourly rate without lights: commercial	\$147.50	\$153.40	\$160.00
Hourly rate without lights: community/school	\$114.50	\$119.10	\$124.00
Hourly rate with lights: commercial	\$184.00	\$198.50	\$206.50
Hourly rate with lights: community/school	\$146.00	\$157.50	\$164.00
School use between 9am - 3pm	\$710.00	\$738.40	\$768.00
Single court hourly: user group squads: without lights	\$30.00	\$31.50	\$20.00
Single court hourly: user group squads: with lights	\$35.00	\$38.00	\$30.00
Highball court up to 12 hours	\$416.00	\$432.50	\$450.00
Hourly rate without lights: commercial	\$48.00	\$50.00	\$52.00
Hourly rate without lights: community/school	\$38.00	\$39.50	\$41.00
Hourly rate with lights: commercial	\$57.00	\$62.00	\$64.50
Hourly rate with lights: community/school	\$48.00	\$52.00	\$54.00
School use between 9am - 3pm	\$250.00	\$260.00	\$270.00
Show court up to 12 hours	\$558.00	\$580.00	\$603.00
Hourly rate without lights: commercial	\$63.00	\$65.50	\$68.00
Hourly rate without lights: community/school	\$52.00	\$54.00	\$56.00
Hourly rate with lights: commercial	\$70.00	\$75.50	\$78.50
Hourly rate with lights: community/school	\$60.00	\$64.80	\$67.40
School use between 9am - 3pm	\$260.00	\$270.50	\$281.00
Seahawks/Mermaids Home Games & Finals			
Both Teams	\$593.00	\$616.00	\$640.00
Single Team	\$354.00	\$368.00	\$382.00
Multi-Purpose Room			
Up to 12 hours (with other hires)	\$188.00	\$195.50	\$200.00
Up to 12 hours (room only)	\$333.00	\$346.00	\$350.00
Per hour	\$31.50	\$33.00	\$35.00
User groups up to 12 hours	\$113.00	\$117.50	\$122.00
User groups per hour	\$12.00	\$12.50	\$13.00
Meeting room up to 12 hours	\$56.50	\$58.50	\$61.00
Per hour	\$12.00	\$12.50	\$13.00
Kitchen facilities	\$146.00	\$155.00	\$161.00
User group sports hire up to 12 hours	\$980.00	\$1,020.00	\$1,060.00
Commercial users up to 12 hours	\$1,580.00	\$1,645.00	\$1,650.00
Gymnastics			
1 hour recreational class fee (per hour)	\$10.10	\$10.50	\$10.90
2 hour classes class fee (per hour)	\$10.10	\$10.50	\$10.90
3 hour class fee (per hour)	\$7.30	\$7.60	\$7.90
Above 3 hour class fee (per hour)	\$7.30	\$7.60	\$7.90
School gymnastics with instruction (per student)	\$5.20	\$5.50	\$5.70
Small school group class fee (1hr)	\$52.00	\$54.00	\$57.00
Adult Group (per person)	\$8.80	\$9.15	\$9.50
Gymnastics facility hire (per hr) for external gymnastics groups	\$52.00	\$54.00	\$57.00
Ed gym 1 hr class	\$8.30	\$8.60	\$9.00
School Holiday Program 2 hr class	\$16.60	\$17.50	\$18.00
Birthday Party Program per child	\$11.00	\$11.50	\$12.00
Outside School Hours Care			
Vacation care daily rate	\$55.00	\$57.50	\$59.80
After school care casual rate per session	\$20.00	\$21.00	\$22.00
After school care permanent rate per session	\$16.50	\$17.00	\$18.00

Kindergartens

New fee to apply from 1 January 2014

User Fees & Charges	2013	2014	2015
Fee's Per Term- 4 year old (15 hour per week)			
Term 1 & 2	\$195.00 per term	\$220.00 per term	\$245.00 per term
Term 3 & 4	\$210.00 per term	\$235.00 per term	TBC per term
Fee's Per Term- 3 year old (3 hours per week)			
Term 1 & 2	\$137.50 per term	\$145.00 per term	\$155.00 per term
Term 3 & 4	\$140.00 per term	\$150.00 per term	TBC per term

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 2014

User Fees & Charges	2013	2014	2015
Weekly fee	Nil Weekly Fee	Nil Weekly Fee	NA
Daily fee	\$87.40*	\$87.40*	\$91.00* (July-Dec 2014) \$94.60* (Jan-June 2015)
Session fee - morning	\$51.50*	\$8.74 Hour*	\$9.10* (July-Dec 2014) \$9.46* (Jan-June 2015)
Session fee - afternoon	\$46.00*	\$8.74 Hour*	\$9.10* (July-Dec 2014) \$9.46* (Jan-June 2015)

*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 2014

User Fees & Charges	2012/13	2013/14	2014/15
8am to 6pm – per hour	Independent fees & charges set by Educators under National guidelines	Independent fees & charges set by Educators under National guidelines	To be advised as previously 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	\$7.50	\$7.80*	\$8.00
Educator Levy	NA	\$0.40 per hour	\$0.45 per hour

*per child per week, capped at 2 children

Home Maintenance

New fee to apply from 1 July 2014

User Fees & Charges	2012/13	2013/14	2014/15
Lawn mowing and tip fees: low	\$16.65	\$16.98	\$17.43
Lawn mowing and tip fees: medium	\$30.15	\$30.75	\$31.58
Lawn mowing and tip fees: high	\$53.95	\$55.03	\$56.51
Property maintenance (plus cost of materials): low	\$13.50	\$13.77	\$14.14
Property maintenance (plus cost of materials): medium	\$27.00	\$27.54	\$28.28
Property maintenance (plus cost of materials): high	\$50.85	\$51.86	\$53.26

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

Home Care

New fees to apply from 1 July 2014

User Fees & Charges	2012/13	2013/14	2014/15
Home care – low	\$8.00	\$8.16	\$8.38
Home care – medium	\$14.25	\$14.53	\$14.92
Home care – high	\$33.55	\$34.22	\$35.14
Personal care –low	\$6.70	\$6.83	\$7.01
Respite care – adult	\$6.70	\$6.83	\$7.01
Respite care – children	\$5.20	\$5.30	\$5.44
Linkages (GST inc.)	\$43.68	\$44.55	\$45.75
CACPS (GST inc.)	\$43.68	\$44.55	\$45.75
Post Acute Care (GST inc.)	\$43.68	\$44.55	\$45.75
Plus travel costs per km – 6 cylinder vehicle	\$1.06	\$1.08	\$1.11
Plus travel costs per km – 4 cylinder vehicle	\$0.88	\$0.90	\$0.93

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

Minimum ½ hour applies to Personal Care services.

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

Time and ½ is charged to Linkages, CACPS and PAC after 6pm for the first 2 hours and then double time after that, Saturday incurs time and ½ for the first 2 hours and then double time before midday. After midday until Monday morning 6am charges are double time.

Planned Activity Group

New fees to apply from 1 July 2014

User Fees & Charges	2012/13	2013/14	2014/15
Daily session fee – low	\$7.00	\$7.10	\$7.30
Daily session fee – medium	\$11.00	\$11.45	N/A
Daily session fee – high (GST free)	\$28.00	\$28.00	\$29.00
Meal	\$7.50	\$7.50	\$8.00
Soup	\$1.45	\$1.50	\$1.50
Sweet	\$1.35	\$1.40	\$1.50

Food Services

New fees to apply from 1 July 2014

User Fees & Charges	2012/13	2013/14	2014/15
Full cost meals (GST free)	\$15.10	\$16.50	\$16.94
Option 1 Main meal, juice OR fruit	NA	\$8.50	\$8.70
Option 2 Soup, main, dessert, juice OR fruit	NA	\$10.71	\$11.00

Archie Graham Community Centre

New fees to apply from 1 July 2014

User Fees & Charges	2012/13	2013/14	2014/15
Hydro pools casual admission	\$8.50	\$8.50	\$8.50
Commercial pool use	\$69.96	\$85.00	\$85.00
Community pool use	\$37.92	\$51.00	\$52.00
Commercial rate per hour per room	\$48.00	\$48.00	\$50.00
Casual community rate per hour per room	\$32.00	\$32.00	\$32.00
Annual regular community rate (less than 10 bookings per year) per hour per room	\$40.00	\$40.00	\$40.00
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	\$18.00	\$18.00	\$18.00
Community Computer Centre per 1 hour session	\$3.65	\$3.80	\$4.00
Health promotion programs: strength training	\$5.70	\$5.80	\$6.00
Health promotion programs: Warrnambool Senior Club Members	\$5.20	\$5.40	\$5.60
Heartmoves	\$5.00	\$5.00	\$5.00
Lift 4 life	NA	NA	\$6.00

Health

New fees to apply from 1 August 2013

User Fees & Charges		2012/13	2013/14	2014/15
Food				
Class 1		\$385.00	\$390.00	\$400.00
Class 2	Class 2 General (where not more than 5 full-time persons are employed)	\$355.00	\$365.00	\$375.00
	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)	\$21.00	\$22.00	\$23.00
	Accommodation Kitchen (eg motels)	\$265.00	\$270.00	\$275.00
	Bed and Breakfast (register as a food)	\$160.00	\$165.00	\$170.00
	Community Group (eg not-for-profit groups)	\$110.00	\$115.00	\$120.00
Class 3	Class 3 General	\$130.00	\$135.00	\$140.00
	Domestic Kitchen	\$160.00	NA	NA
	Community Group (eg not-for-profit groups)	\$100.00	\$102.00	\$105.00
Class 4		No fee	No Fee	No Fee
Health				
Hairdressers, beauty salons		\$100.00	\$105.00	\$110.00
Skin penetration establishments		\$100.00	\$105.00	\$110.00
Accommodation premises (motels)		\$185.00	\$190.00	\$195.00
Additional fee for microbiological testing of potable water, swimming pools and spas		\$100.00	\$102.00	\$105.00
Septic tank applications		\$220.00	\$230.00	\$240.00
Caravan Parks (per site)		Set by State Government	Set by State Government	Set by State Government
Inspection request fee (prior to transfers)		\$110.00	\$115.00	\$120.00
Re-inspection fee (NEW FEE)				\$60.00
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	Annual 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 2014

User Fees & Charges	2012/13	2013/14	2014/15
Derelict vehicle release	\$290.00	\$300.00	\$310.00
Tables and chairs	\$155.00	\$160.00	\$160.00
Goods on footpath	\$155.00	\$160.00	\$170.00
A/Frames permit	\$110.00	\$115.00	\$120.00
Impounded trolley release fee	\$75.00	\$80.00	\$85.00
Permit to burn	\$57.00	\$60.00	\$75.00
Horses on beach permit	\$163.00	\$200.00	\$200.00
Hire of cat cage	\$20.00	\$25.00	\$25.00

Parking Fees & Fines

New fees to apply from 1 August 2014

User Fees & Charges	2012/13	2013/14	2014/15
On-Street (per hour)			
Area A (1P)	\$1.10	\$1.10	\$1.10
Area B (2P)	\$0.90	\$0.90	\$1.00
Area C (4P)	\$0.60	\$0.60	\$0.70
Off-Street Carparks (per hour and day if applicable)			
Zone 1 (Coles-Younger, Ozone, Parkers & Target)	\$0.90/hr	\$0.90/hr	\$0.90/hr
Zone 2 (Crammond & Dickson, Art Gallery, off Koroit Street and off Kepler Street) off Fairy Street.	\$0.80/hr or \$4.20/day	\$0.80/hr or \$4.20/day	\$0.90/hr \$4.20/day Crammond & Dickson & Kepler \$2.00/day AG & off Koroit St off Fairy Street
Parking Permits			
Disabled and Returned Service: Replacement	\$5.00	\$7.00	\$7.00
New	\$10.00	\$12.00	\$12.00
Carparking Fines			
Carparking fines set by Council	\$60.00	\$65.00	\$66.00

Animal Registrations

New fees to apply from 1 August 2014

User Fees & Charges	2012/13	2013/14	2014/15
Unsterilised dog	\$125.00	\$135.00	\$145.00
Sterilised dog	\$42.00	\$45.00	\$48.00
Unsterilised dog (pensioner)	\$62.00	\$67.00	\$72.00
Sterilised dog (pensioner)	\$23.00	\$23.00	\$24.00
Unsterilised cat	\$92.00	\$102.00	\$112.00
Sterilised cat	\$31.00	\$34.00	\$39.00
Unsterilised cat (pensioner)	\$46.00	\$51.00	\$56.00
Sterilised cat (pensioner)	\$15.00	\$17.00	\$19.00
Replacement registration tag	\$12.00	\$14.00	\$16.00
Grazing permit	\$153.00	\$155.00	\$160.00
Registered animal businesses	\$143.00	\$145.00	\$150.00
Impounded animal release fee:			
Cat	\$87.00	\$89.00	\$93.00
Dog	\$125.00	\$128.00	\$132.00

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 2014 • Includes GST

User Fees & Charges	2012/13	2013/14	2014/15
Bobby Calves	\$3.70	\$3.77	\$3.90
Calves	\$8.80	\$8.98	\$8.20
Bulls	\$17.10	\$17.45	\$17.95
Cattle	\$11.80	\$12.05	\$12.40
Sheep	\$0.60	\$0.60	\$0.60
Store - cattle	\$10.40	\$10.61	\$10.95
Dairy - cattle	\$13.00	\$13.25	\$13.65
Hire of dairy ring	<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	<100 \$11.40 per head >100 head \$1,140.00 >200 head \$1,490.00 >300 head \$1,820.00 >400 head \$2,165.00 >500 head \$2,525.00
Agents fees	\$101,800	\$104,000	\$107,000
Office rental (per office)	\$2,570	\$2,620	\$2670
Truck Wash			
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday	\$0.86	\$0.88	\$0.90
Truck wash fees (per minute) all other times	\$1.30	\$1.33	\$1.35
Weigh fees 1 Head	\$2.30	\$2.35	\$2.45
2 Head	\$2.00	\$2.04	\$2.10
3 Head	\$1.65	\$1.68	\$1.75
4 Head	\$1.40	\$1.43	\$1.50
5 Head	\$1.10	\$1.12	\$1.15
6 Head or more	\$0.80	\$0.82	\$0.85
Scanner fee hire per day	\$95.00	\$97.00	\$100
Scanner transfer fee per head	\$1.75	\$1.78	\$1.85
Cattle not sold at store sale: scanning fee per head	\$2.20	\$2.25	\$2.35
Private weighs	\$5.75	\$5.90	\$6.10

Flagstaff Hill Maritime Village

New fees apply from 1 April 2014 – 31 March 2015 in accordance with Tourism Industry Standards

User Fees & Charges	2012/13	2013/14	2014/15
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	\$30.00	\$35.00	\$40.00
Grandparents (2A + 2C)	\$65.00	\$70.00	\$70.00
Family (2A + 2C)	\$70.00	\$80.00	\$85.00

Visitor Services

User Fees & Charges	2012/13	2013/14	2014/15
Access to Visitor Information Centre			
Displays in Visitor Centre	\$100p/w	\$100p/w	\$100p/w
Display of brochures and access to visitor	SCM members only	Rates to be reviewed as part of Regional Tourism Board implementation	Rates to be reviewed as part of Regional Tourism Board implementation

Holiday Parks

New fees to apply from 1 July 2014

Note: Surfside is moving to use of online sales.

Rates will move to demand yield model in 2013/14 and will vary dependent upon demand.

User Fees & Charges	2012/13	2013/14	2014/15
Surfside Holiday Park			
Sites Powered : Peak Season			
Site fees: weekly powered	\$325.00	\$392.00	\$392.00
Site fees: daily powered	\$51.00	\$56.00	\$56.00
Site fees: night two person		\$56.00	\$56.00
Site fees: night single		\$56.00	\$56.00
Sites Powered: High Season			
Site fees: weekly powered	NA		
Site fees: daily powered	NA	\$45.00	\$47.00
Site fees: night two person		\$35.00	\$35.00
Site fees: night single		\$30.00	\$30.00
Sites Powered: Low Season			
Site fees: weekly	\$200.00		
Site fees: night family	\$34.00	\$42.00	\$45.00
Site fees: night two person		\$32.00	\$33.00
Site fees: night single		\$27.00	\$29.00
Shipwreck Holiday Park			
Sites Unpowered : Peak Season			
Site fees: weekly unpowered			\$343.00
Site fees: daily family unpowered		\$48.00	\$49.00
Site fees: night two person		\$48.00	\$49.00
Site fees: night single		\$48.00	\$49.00
Sites Unpowered: High Season			
Site fees: weekly			
Site fees: daily family		\$36.00	\$40.00
Site fees: night two person		\$32.00	\$33.00
Site fees: night single		\$27.00	\$28.00
Sites Unpowered: Low Season			
Site fees: weekly			
Site fees: night family		\$30.00	\$33.00
Site fees: night two person		\$30.00	\$31.00
Site fees: night single		\$25.00	\$26.00
Freedom Choice Area - Low Season			
Sites fees: night		NA	\$20.00
Surfside Cabins			
Beach Chalet: Peak Season			
Beach Chalets - Daily	NA	\$240.00	\$240.00
Beach Chalets - Weekly	NA	\$1,225.00	\$1,680.00
Beach Chalet: High Season			
Beach Chalets - Daily	NA	\$195.00	\$197.00
Beach Chalets - Weekly	NA	\$1,365.00	\$1,379.00
Beach Chalet: Low Season			
Beach Chalets - Daily	NA	\$165.00	\$170.00
Beach Chalets - Weekly	NA	\$1,155.00	\$1,190.00
Cedar Cabins: Peak Season			
Cedar cottages: daily	\$170.00	\$180.00	\$180.00
Cedar cottages: weekly	\$995.00	\$1,100.00	\$1,260.00
Cedar Cabins: High Season			
Cedar cottages: daily	NA	\$150.00	\$150.00
Cedar cottages: weekly	NA	NA	\$1,050.00
Cedar Cabins: Low Season			
Cedar cottages: daily	\$132.00	\$140.00	\$140.00
Cedar cottages: weekly	\$785.00	NA	\$980.00
Mariner cottages: Peak Season			
Mariners cottages: daily	\$161.00	\$165.00	\$170.00
Mariners cottages: weekly	\$952.00	\$980.00	\$1,190.00
Mariner cottages: High Season			
Mariners cottages: daily	NA	\$130.00	\$135.00
Mariners cottages: weekly	NA	NA	\$945.00
Mariner cottages: Low Season			
Mariners cottages: daily	\$109.00	\$109.00	\$115.00
Mariners cottages: weekly	\$635.00	NA	\$805.00

City Strategy & Development

New fees to apply from 1 July 2014

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	2012/13	2013/14	2014/15
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

City Strategy & Development (Cont.)

New fees to apply from 1 July 2014

Subdivision of Land	2012/13	2013/14	2014/15
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)

	2012/13	2013/14	2014/15
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	2012/13	2013/14	2014/15
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

City Strategy & Development (Cont.)

New fees to apply from 1 July 2014

Planning Scheme Amendment Fees

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

Class	Type of Permit Application	2012/13	2013/14	2014/15
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	2012/13	2013/14	2014/15
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	NA	NA
Certificates of Compliance	\$147.00	\$147.00	\$147.00

Planning Fees

User Fees & Charges	2012/13	2013/14	2014/15
Planning			
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	\$84.00	\$90.00	\$93.15
Extension of time for Planning Permits:			
First extension	\$89.00	\$93.00	\$96.25
Second extension	\$248.00	\$258.00	\$267.00
Additional extensions	\$337.00	\$350.00	\$362.25
Approval of Development Plans to the satisfaction of the Responsible Authority	\$584.00	\$608.00	\$629.25
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority	NA	\$608.00	\$629.25
Approval of 173 Agreements (plus cost of legal advice if required)	\$135.00	\$150.00	\$155.25
Review of compliance of Section 173 Agreements (plus cost of legal advice if required)	NA	\$150.00	\$155.25
Liquor License requests	\$135.00	\$140.00	\$144.90
Notification of Planning Applications or Planning Scheme Amendments:			
Up to 10 letters/notices	\$79.00	\$100.00	\$103.50
Additional letters/notices	\$5.00	\$5.00	\$5.00
Property Inquiry relating to planning history	\$67.00	\$70.00	\$72.45

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	2012/13	2013/14	2014/15
A0	\$123.50	\$128.00	\$132.50
A1	\$98.40	\$102.00	\$105.50
A2	\$73.20	\$76.00	\$78.50
A3	\$50.30	\$52.00	\$54.00
A4	\$48.00	\$50.00	\$52.00

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	2012/13	2013/14	2014/15
A0	\$192.20	\$200.00	\$207.00
A1	\$148.70	\$155.00	\$160.50
A2	\$112.10	\$117.00	\$121.00
A3	\$73.20	\$76.00	\$78.50
A4	\$36.60	\$38.00	\$39.50

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

Building Services

* charges are subject to GST.

All application fees are subject to change

Class	Description	Value of Work	2013/14 Fees	Proposed 2014/15 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: \$670.00	$4 \left(\frac{\text{value}}{2000} + \sqrt{\text{value}} \right)$ Minimum Fee: \$693.45
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	\$1,350.00 \$1,790.00 \$2,300.00 \$2,980.00 Large projects negotiable	\$1,397.25 \$1,852.65 \$2,380.50 \$3,084.30 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	\$495.00 \$615.00 \$840.00 \$1,175.00 \$1,570.00 Value ÷ 100	\$512.30 \$636.50 \$869.40 \$1,216.10 \$1,624.95 Value ÷ 110
1A	Dwellings – internal alterations/minor works	Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 >\$100,000	\$365.00 \$495.00 \$730.00 \$920.00 Value ÷ 110	\$377.75 \$512.30 \$755.55 \$952.20 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	\$365.00 \$495.00 \$615.00 \$730.00 \$920.00 Value ÷ 110	\$377.75 \$512.30 \$636.50 \$755.55 \$952.20 Value ÷ 110
10B	Pool fence (without pool)	N/A	\$150.00	\$155.25
Sundry	Any additional inspection	Domestic Commercial	\$170.00 \$230.00	\$175.95 \$238.05

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	2013/14 Fees	Proposed 2014/15 Fee
Amendment and/or extension of building permits	\$170.00	\$175.95
Amendment of approved plans		
Building Notice	\$600.00	\$621.00
Building Order	\$400.00	\$414.00
Temporary Structure Siting Approval	\$400.00	\$414.00
Places of public entertainment occupancy permit	\$500.00	\$517.50
Swimming Pool Safety Fence Inspections	\$150.00	\$155.25
Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$37.25	\$15.00
Provide copy of Building Permit including plans – Domestic (with owners consent)	\$68.00	\$30.00
Provide copy of Building Permit including plans – Commercial (with owners consent)		\$60.00
Property inquiry relating to Building History		\$72.45
Essential Safety Measure Assessment	\$550(min)	\$569.25 (min)

Building Services (Cont.)

* charges are subject to GST.

All application fees are subject to change

Statutory Fees

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

Description	2013/14 Fees	Proposed 2014/15 Fee
Regulation 327(1) or 327(2) or 327(3) or 327(4) advice (property information) (GST not applicable)	46.45	\$47.60 each
Dispensation for siting of single dwellings	\$230.00	\$230.00 each
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 E

Activities & Initiatives 2014-2015

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.01.01.01	Prepare Council's Annual Report.	September 2014	DCS	MC	DCS
1.01.01.02	Monitor compliance with the statutory compliance check list.	June 2015	DCS	DCS	

STRATEGIC INDICATOR:					
1.01.02 Deliver strategic outcomes as outlined in Council Plan 2013 – 2017.					
Activities and Initiatives 2013-2014		Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.01.02.01	Monitor delivery of Council Plan outcomes via dPlan reporting system.	June 2015	DCS	DCS	
1.01.02.02	Report regularly to Council on status of major strategic projects & initiatives.	June 2015	DCS	DCS	MEDI

STRATEGIC INDICATOR:					
1.01.03 Achieve a "low risk" financial sustainability rating by the Victorian Auditor General.					
Activities and Initiatives 2013-2014		Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.01.03.01	Report VAGO financial sustainability result to Council.	June 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.02.01.01	Strengthen Council's advocacy and implementation of its priority projects with the Great South Coast Board.	June 2015	DCS	MEDI	DCS

STRATEGIC INDICATOR:					
1.02.02 Develop and implement an Advocacy Plan for Warrnambool.					
Activities and Initiatives 2013-2014		Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.02.02.01	Lobby State Government using Council's Advocacy Plan to secure outcomes and/or funding for major projects and opportunities.	June 2015	DCS	MEDI	

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

STRATEGIC INDICATOR:				
1.03.01 Ensure community engagement and communication initiatives provide a range of options for community involvement.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.03.01.01 Implement a client/community engagement strategy for Community Development services.	June 2015	DCD	MCS	DCD

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.04.01.01 Establish an electronic sign-in facility for customers visiting the Civic Centre.	June 2015	DCS	MRP	DCS
1.04.01.02 Implement expanded e-services as part of Council's WisBang project.	June 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.04.02.01 Provide opportunities for staff to participate in regional and sector related Leadership Development Programs.	June 2015	DCS	MOD	DCS

STRATEGIC INDICATOR:				
1.04.03 Implement the annual Service Review program and Continuous Improvement principles.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.04.03.01 Undertake Home and Community Care Service Review.	June 2015	DCD	DCD	DCD
1.04.03.02 Undertake Childcare Accessibility project.	June 2015	DCD	MCS	DCD
1.04.03.03 Complete service reviews for Parks and Gardens, Council fleet, and Roads and Drainage Maintenance services.	December 2014	DCI	MIS	DCI
1.04.03.04 Implement a framework for ongoing review of Council services in line with LG Act Best Value Principles.	June 2015	DCS	MOD	DCS

STRATEGIC INDICATOR:				
1.04.04 Consistent review of strategic risk in Council decision making.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.04.04.01 Implement the annual review program of Council's strategic risks.	Dec 2013	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
1.04.05.01	Implement new operating system at AquaZone and Warrnambool Stadium.	June 2015	DCD	SMAZ	MRC
1.04.05.02	Implement new software booking system at Lighthouse Theatre.	June 2015	DCD	SMLHT	MRC
1.04.05.03	Develop and implement a Council intranet facility.	June 2015	DCS	MC	DCS
1.04.05.04	Continue the implementation of the WisBang major software systems upgrade.	June 2015	DCS	MIS	DCS
1.04.05.05	Complete the review of Community Services Software and implement final outcomes.	June 2015	DCD	MCS	DCD
1.04.05.06	Complete radio microphone upgrades.	June 2015	DCS	MIS	DCS
STRATEGIC INDICATOR:					
1.04.06 Implement and promote environmentally sustainable practices.					
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
1.04.06.01	Allocate funds in accordance with the Community Development Fund (environmental sustainability category).	June 2015	DCD	RYC	DCD
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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
1.05.01.01	Prepare and adopt Council's Annual Budget.	June 2015	DCS	MFS	DCS
1.05.01.02	Review and update Councils Long Term Financial Plan.	December 2014	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
1.05.02.01	Undertake an audit of supporting infrastructure for the Complete Sports Marketing program.	September 2014	DCD	ME&P	ME&P
1.05.02.02	Facilitate the transfer of responsibility for delivery of the Tour of the South West to a local cycling club through an EOI process.	September 2014	DCD	ME&P	ME&P
1.05.02.03	Develop partnership with the CSIRO and Deakin University to implement the Aquifer Storage and recharge project for Simpson Street.	June 2015	DCI	DCI	DCI
1.05.02.04	Completion of the school transition immunisation program in accordance with the Department of Health requirements.	June 2015	DCI	MHLL	DCI

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.05.03.01 Develop efficiencies in managing a casual relief pool for all Council childcare and kindergarten staff.	December 2014	DCD	MEYLD	MCS
1.05.03.02 Continue to develop Council staff through a range of leadership and management programs.	June 2015	DCS	MOD	DCS

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.05.04.01 Ensure staff undertake a range of Equal Opportunity and Diversity compliance training in accordance with Council's Learning and Development Program.	June 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.05.05.01 Finalise the asset management plans for Council buildings, roads and footpaths.	June 2015	DCI	MIS	DCI
1.05.05.02 Undertake fieldwork audit and prepare a draft asset management Plan for Council's open space infrastructure.	June 2015	DCI	MIS	DCI
1.05.05.03 Complete the drainage inventory for Council's drainage network.	June 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.06.01.01 Advocate for Stage II of South West Healthcare and improvements to specialist medical services.	June 2015	DCG	MEDI	DCG
1.06.01.02 Contribute to the development of the Great South Coast Food & Fibre Strategy.	June 2015	DCG	MEGI	DCG
1.06.01.03 Coordinate implementation of the Great Ocean Road Region Adventure Trail Product Development Project.	June 2015	DCD	DCD	DCD

STRATEGIC INDICATOR:				
1.06.02 Support, advocate and contribute to the Great South Coast Regional Plan.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.06.02.01 Promote the Great South Coast Regional Plan as part of Council advocacy initiatives.	June 2015	DCG	MEDI	DCG

STRATEGIC INDICATOR:				
1.06.03 Improve service coordination across the region.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
1.06.03.01 Establish regional Technology One user community (Corangamite, Moyne, Wannon Water, South West TAFE).	June 2015	DCS	MIS	DCS

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.01.01.01	Provide an annual report on Green Purchasing across Council.	June 2015	DCG	CCSUS	MCSD
2.01.01.02	Implement priority actions from the Civic Precinct Smart Buildings Project.	June 2015	DCG	CCSUS	MCSD
2.01.01.03	Coordinate Great South Coast Street Smart Lighting Project.	June 2015	DCG	CCSUS	MCSD
2.01.01.04	Incorporate demonstrable sustainability measures into Council's Building maintenance program.	June 2015	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	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 2015	DCG	CCSUS	MCSD
2.01.02.02	Allocate funding to Council's GET to facilitate sustainable initiatives relevant to Council operations.	June 2015	DCG	CCSUS	MCSD

STRATEGIC INDICATOR:					
2.01.03 Implement works that protect our natural environment and biodiversity.					
Activities and Initiatives 2013-2014		Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.01.03.01	Prepare a Vegetation Precinct Plan for the Warrnambool Foreshore.	September 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 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.01.04.01	Support Sustainable Living Festival.	June 2015	DCG	CCSUS	MCSD
2.01.04.02	Facilitate Smart Living Workshops.	June 2015	DCG	CCSUS	MCSD
2.01.04.03	Work with Horizon 21 and other organisations to deliver partnership initiatives.	June 2015	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	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 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.02.02.01	Support and work with Making A difference for the Merri.	June 2015	DCG	CCSUS	MCSD
2.02.02.02	Ensure that infrastructure design outcomes in relation to subdivision and development of land incorporate best practice methods for stormwater systems.	June 2015	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	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 2015	DCG	CCSUS	MCSD
2.02.03.02	Complete the final stage of the safe boat launching investigations at the Port of Warrnambool boat ramp.	June 2015	DCI	MIS	DCI
2.02.03.03	Seek funding to improve existing access ways to the beach along the foreshore.	June 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.03.01.01	Review and revise Sustainable Transport Strategy.	December 2014	DCG	CCSUS	MCSD
2.03.01.02	Implement priority actions from revised Sustainable Transport Strategy.	June 2015	DCG	CCSUS	MCSD
2.03.01.03	Implement Annual program of Sustainable Transport Infrastructure works (paths and trails).	June 2015	DCI	MTS	DCI
2.03.01.04	Implement Annual program of Sustainable transport Infrastructure works (bicycles).	June 2015	DCI	MTS	DCI
2.03.01.05	Monitor and report to Council usage data for key sustainable transport routes.	June 2015	DCI	MTS	DCI
2.03.01.06	Implement the Healthy Moves Program and support local walking and cycling groups.	June 2015	DCI	MTS	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.03.02.01	Pursue matching funding for Councils allocations towards the CBD Revitalisation Project.	June 2015	DCG	MCR	DCG

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.04.01.01	Seek funding to implement actions from Open Space Strategy.	June 2015	DCG	OSP	MCSD
2.04.01.02	Embed Open Space Strategy into Planning Scheme.	June 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.04.02.01	Provide for appropriate areas of active and passive open space in growth areas.	June 2014	DCG	CCS	MCSD
2.04.02.02	Locate future passive open space to coincide with landscape and site features.	June 2014	DCG	CCS	MCSD
2.04.02.03	Maximise use of floodplain and waterway corridors for future 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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.04.03.01	Commence implementation of East Parks project.	June 2015	DCD	R&YC	MRC
2.04.03.02	Complete Stage 2 of the Swan Reserve Playspace project.	June 2015	DCD	R&YC	MRC

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.05.01.01	Identify priority project/s to optimise environmental sustainability benefits at AquaZone.	June 2015	DCD	SMAZ	MRC
2.05.01.02	Explore new opportunities to strengthen the environmental sustainability for Fun4Kids Festival.	June 2015	DCD	ME&P	ME&P
2.05.01.03	Facilitate discussions with Sustainability Victorian and community groups through Sustain the Bool initiatives.	June 2015	DCG	CCSUS	MCSD
2.05.01.04	Work in partnership with organisations and community for Ride to Work and Walk to Work events.	June 2015	DCI	MTS	DCI
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 Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.05.02.01	Utilise Council's Sustainability Fund to support community sustainability initiatives.	June 2015	DCG	SO	DCG

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.06.01.01 Facilitate Smart Building Workshops.	June 2014	DCG	CCSUS	MCSD
2.06.01.02 Investigate and develop a process toward reduction and minimisation of organic waste from Council's kerbside collection.	June 2015	DCI	MIS	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
2.07.01.01 Ensure that the renewal funding model includes updated information on the condition of all Council assets.	December 2014	DCI	MIS	DCI
2.07.01.02 Commence an audit of Council's tree assets.	June 2015	DCI	MIS	DCI
2.07.01.03 Commence an audit on the condition of Council's drainage network.	June 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.01.01.01 Publish a regional health and wellbeing plan.	July 2014	DCD	DCD	DCD

STRATEGIC INDICATOR:				
3.01.02 Adopt and implement the Warrnambool Health and Wellbeing Plan 2013 – 17.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.01.02.01 Implement actions from the 2014 Annual Health & Wellbeing Plan.	June 2015	DCD	MCPPP	DCD
3.01.02.02 Finalise the Warrnambool Gaming Policy.	June 2014	DCD	MCPPP	DCD
3.01.02.03 Facilitate Council in becoming a healthy workplace through participation in the Victorian Healthy Together Achievement Program.	June 2015	DCD	MCPPP/DCD	DCD
3.01.02.04 Implement the Victorian Healthy Together Achievement Program within Early Years services.	June 2015	DCD	MEYLD	MCS
3.01.02.05 Develop and implement an annual action plan for Council in responding to GSC PVAWC strategy.	June 2015	DCD	DCD	DCD
3.01.02.06 Facilitate implementation of the non-smoking policy at Council sports grounds.	December 2014	DCD	R&YC	MRC

STRATEGIC INDICATOR:				
3.01.03 Implement the Municipal Road Safety Strategy.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.01.03.01 Deliver road safety promotion and education programs, in accordance with the Road Safety Plan.	June 2015	DCI	MTS	DCI
3.01.03.02 Implement road safety improvements (minor works) in accordance with the Road Safety Plan.	June 2015	DCI	MTS	DCI
3.01.03.03 Review black spot and grey spot funding opportunities with VicRoads biannually.	June 2015	DCI	MTS	DCI
3.01.03.04 Participate in Warrnambool/Moyne Road Safety Group.	June 2015	DCI	MTS	DCI

STRATEGIC INDICATOR:				
3.01.04 Implement the Municipal Fire Prevention Plan.				
Activities and Initiatives 2013-2014	Completion Date	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 2015	DCI	CLLT	MHLL
3.01.04.02 Conduct inspections of caravan parks and camping grounds with all partner agencies.	June 2015	DCI	CLLT	MHLL

STRATEGIC INDICATOR:					
3.01.05 Maintain a contemporary Municipal Emergency Management Plan.					
Activities and Initiatives 2013-2014		Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.01.05.01	Update and improve Emergency Relief and Recovery Planning for Warrnambool.	December 2014	DCD	DCD	DCD
3.01.05.02	Ensure that emergency management makes a significant contribution to community safety in Warrnambool City Council.	June 2015	DCI	MIDP	DCI
3.01.05.03	Finalise documentation for the Municipal Flood Emergency Plan.	June 2015	DCI	MIDP	DCI

STRATEGIC INDICATOR:					
3.01.06 Participate in regional community safety initiatives.					
Activities and Initiatives 2013-2014		Completion Date	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 2015	DCI	MTS	DCI
3.01.06.02	Establish the roles and functions of the Community Safety Committee.	June 2015	DCI	MHLL	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.02.01.01	Complete the following sports ground and community infrastructure projects: <ul style="list-style-type: none"> • Jubilee Park Woodford Playspace • Allansford Recreation Reserve 	June 2015	DCD	R&YC	MRC
3.02.01.02	Develop a proposal to address the long term future of the dive pool.	June 2015	DCD	SMAZ	MRC

STRATEGIC INDICATOR:					
3.02.02 Implement initiatives and review the Warrnambool Recreation Plan 2007 – 2017.					
Activities and Initiatives 2013-2014		Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.02.02.01	Review the existing Recreation Plan.	June 2015	DCD	R&YC	MRC
3.02.02.02	Develop a plan to improve the management and development of Council sports grounds.	June 2015	DCD	MRC	DCD
3.02.02.03	Implement a program of early works as Stage 1 of implementation of the Brierly Reserve Master Plan	June 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.03.01.01 Implement priority recommendations from the Lighthouse Theatre post occupancy report.	June 2015	DCD	SMLHT	MRC
3.03.01.02 Implement an exhibition based summer program at Warrnambool Art Gallery.	February 2015	DCD	DWAG	MRC
3.03.01.03 Develop updated programming guidelines for the Lighthouse Theatre.	December 2014	DCD	SMLHT	MRC
3.03.01.04 Continue to work towards achieving the Museums Accreditation Program at Warrnambool Art Gallery.	June 2015	DCD	DWAG	MRC

STRATEGIC INDICATOR:				
3.03.02 Adopt and implement Council's Cultural Development Plan.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.03.02.01 Finalise the development of a Cultural Development Plan for Warrnambool.	June 2015	DCD	DCD	DCD

STRATEGIC INDICATOR:				
3.03.03 Strengthen partnerships and support cultural initiatives of the Warrnambool community.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.03.03.01 Work with Moyne and Corangamite shires to develop a sustainable model for small town touring.	June 2015	DCD	SMLHT	MRC
3.03.03.02 Work with the F Project to implement initiatives as part of the Hidden Histories program.	June 2015	DCD	DWAG	MRC

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.04.01.01 Participate in the Great South Coast Educational Attainment Project and facilitate the development of a Community Action Plan for Warrnambool.	June 2015	DCD	DCD	DCD
3.04.01.02 Implement the Kinder Cluster Management Project in partnership with Corangamite Shire.	December 2014	DCD	MEYLD	MCS
3.04.01.03 Induct the new Youth Council and facilitate preparation and implementation of their annual plan.	June 2015	DCD	RYC	MRC

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

STRATEGIC INDICATOR:					
3.04.03 Adopt and implement recommendations from Youth Services Review.					
Activities and Initiatives 2013-2014		Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.04.03.01	Implement priority actions from the Youth Services Review Implementation Plan	June 2015	DCD	YDP	DCD

STRATEGIC INDICATOR:					
3.04.04 Strengthen partnerships with the youth services sector.					
Activities and Initiatives 2013-2014		Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.04.04.01	Participate in the Great South Coast Year 12 attainment project.	June 2015	DCD	YDP	DCD

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.05.01.01	Continue development of the joint use library project with South West TAFE, subject to successful funding applications.	June 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.06.01.01	Work towards compliance with national Child Care standards for the ASC and Vacation Care Programs.	June 2015	DCD	SMWS	MRC

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 Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
3.07.01.01	Strengthen volunteer sector through Implement new volunteer software 'Community Hub'	December 2015	DCD	MAAI	MCS
3.07.01.02	Implement volunteer recognition program.	June 2015	DCD	MAAI	MCS

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
3.07.02.01	Develop a Council Equity and Access Policy.	June 2015	DCD	DCD	DCD
3.07.02.02	Explore and implement activities to strengthen relationships with the local indigenous community.	June 2015	DCD	DCD	DCD
3.07.02.03	Implement carer support projects with Gunditjmara and Kirrae Health.	June 2015	DCD	MAAI	MCS
3.07.02.04	Implement GSC Patchwork Pilot.	December 2014	DCD	MCS	MCS

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
3.08.01.01	Develop a business case for the funding of the Brierly Community Hub.	December 2014	DCD	MCPP/DCD	DCD
3.08.01.02	Undertake a review of future demand for the early years services across the city.	June 2015	DCD	MCPP	DCD
3.08.01.03	Implement Out of Home Care protocols within Early Years Services.	June 2015	DCD	MCS	MCS

STRATEGIC INDICATOR:					
3.08.02 Review strategy for open space planning.					
Activities and Initiatives 2013-2014	Completion Date	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)	
3.09.01.01	Deliver the following sports marketing events: <ul style="list-style-type: none"> • Junior Lifesaving • BMX • Warrnambool Gift 	June 2015	DCD	ME&P	DCD
3.09.01.02	Finalise the development of Events Guidelines for community groups	August 2014	DCD	ME&P	DCD
3.09.01.03	Undertake Sport Marketing Australia facility audit.	June 2015	DCD	ME&P	DCD

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.01.01.01	Continue Smart Living workshops.	June 2015	DCG	CCSUS	MCSD
4.01.01.02	Facilitate Toolbox Talk sessions which promote sustainable design and use sustainable of materials and techniques.	June 2015	DCG	MCSD	
4.01.01.03	Through the City Landscape Development Advisory Committee facilitate a design recognition award.	June 2015	DCG	MCSD	
STRATEGIC INDICATOR:					
4.01.02 Promote and revise Warrnambool City Council Statutory Building service.					
Activities and Initiatives 2013-2014		Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.01.02.01	Market and promote the building service.	June 2015	DCG	MCSD	
4.01.02.02	Ensure the Municipal Swimming Pool Register is monitored and pool fencing inspections undertaken.	June 2015	DCG	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	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.	June 2015	DCG	MCR	MCR
4.01.03.02	Facilitate a City Renewal Committee based on the stakeholder/community representation.	June 2015	DCG	MCR	MCR
STRATEGIC INDICATOR:					
4.01.04 Complete and implement the Warrnambool Heritage Gap Study and promote heritage developments.					
Activities and Initiatives 2013-2014		Completion Date	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.	November 2014	DCG	CCS	MCSD
4.01.04.02	Prepare and submit Council's position at Planning Panel review of Amendment C73.	January 2015	DCG	CCS	MCSD
4.01.04.03	Adopt Amendment C73.	May 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.02.01.01	Prepare Section 173 Agreements for Infrastructure delivery where required.	June 2015	DCG	MCS&D	DCG
4.02.01.02	Facilitate the preparation of Development of the North Dennington Growth Area development plan.	December 2014	DCG	MCS&D	
4.02.01.03	Implement the requirements of the Infrastructure Design Manual for new development.	June 2015	DCI	MIDP	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.02.02.01	Implement works associated with the depot rationalisation plan at Scott Street.	December 2014	DCI	MIS	DCI
4.02.02.02	Implement Stage 1 of the Simpson Street drainage project.	June 2015	DCI	MIDP	DCI

STRATEGY:**4.03 Support and promote economic development in Warrnambool with a focus on job creation and investment.**

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.03.01.01	Review the Economic Development and Investment Strategy.	September 2014	DCG	MEDI	DCG
4.03.01.02	Prepare a strategy on Large employer engagement and support.	November 2014	DCG	MEDI	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.03.02.01	Promote business delegations and economic prospects, including the Changchun Warrnambool economic Partnership Program.	June 2015	DCG	MEDI	DCG
1.02.01.02	Contribute to the Western Victorian Dairy Strategy 2014-2019.	June 2015	DCG	MEDI	DCG

STRATEGIC INDICATOR:				
4.03.03 Promote Warrnambool's key economic precincts to potential investors.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.03.03.01 Promote and facilitate investment in the Warrnambool Regional Airport Business Park and other employment precincts in Warrnambool.	June 2015	DCG	MEDI	DCG
4.03.03.02 Implement City Wide Housing Strategy priority actions.	June 2015	DCG	CCS	MCS&D
4.03.03.03 Report twice a year to Council on residential and employment land supply matters.	June 2015	DCG	CCS	MCS&D
STRATEGIC INDICATOR:				
4.03.04 Deliver skilled migration and jobs initiatives that assist filling regional job vacancies.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.03.04.01 Deliver a Warrnambool Skilled Migration project and Regional Certifying Body process for local businesses.	June 2015	DCG	MEDI	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.03.05.01 Implement priority actions from the Great South Coast Regional Communication Strategy.	June 2015	DCG	MEDI	DCG
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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.03.06.01 Implement works for the Aviation Park and Grass runway development at the Warrnambool Regional Airport.	June 2015	DCI	MIS	DCI
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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.03.07.01 Participate and contribute to strategic direction of the Great Ocean Road Regional Tourism Board.	June 2015	DCG	DCG	
4.03.07.02 Establish a Memorandum of Understanding between the Great Ocean Road Regional Tourism Board and Council.	June 2015	DCG	DCG	
STRATEGIC INDICATOR:				
4.03.08 Facilitate private investment in provision of early years services.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.03.08.01 Explore private investment opportunities for early years services.	June 2015	DCD	DCD	

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.04.01.01 Undertake a final study to define suitable options for infrastructure upgrades or support the options identified in the Safer Harbour and Boating Study in accordance with the funding criteria specified for this work.	June 2015	DCI	MIS	DCI

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.04.02.01 Secure funding to undertake a business case analysis for the Port.	June 2015	DCI	MIS	DCI

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.05.01.01 Complete the Planning Scheme Review.	August 2014	DCG	CCS	MCSD
4.05.01.02 Exhibit Planning Scheme Review Amendment.	November 2015	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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.05.02.01 Prepare any 'works in kind' Section 173 Agreements for DCP infrastructure delivery.	June 2015	DCG	CCS	MCS&D

STRATEGIC INDICATOR:				
4.05.03 Utilise 'on-line' systems to improve response times in statutory planning.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.05.03.01 Update the statutory planning information on Council's website.	December 2014	DCG	CCD	MCSD
4.05.03.02 Implement new software through WisBang.	June 2015	DCG	TLPS	MCSD

STRATEGIC INDICATOR:				
4.05.04 Complete review and rezoning of North Dennington growth area.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.05.04.01 Adopt North Dennington Growth Area Amendment C90.	September 2014	DCG	CCS	MCS&D
4.05.04.02 Facilitate to the preparation of the Stage 1 Development Plan in North Dennington.	December 2014	DCG	CCS	MCS&D

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.05.05.01	Quarterly reporting to Development Control Group.	June 2015	DCG	MCSD	MFS

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.06.01.01	Work with City Growth and Deakin University to prepare and implement the Hidden Histories Project	June 2015	DCD	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 2015	DCG	MCR	MCR
4.06.01.03	Complete Liebig Streetscape Plan through strong community engagement and participation.	June 2015	DCG	MCR	MCR
4.06.01.04	Support Warrnambool City Centre through continuous implementation of key priority initiatives identified in the City Centre Revitalisation Plan 2012.	June 2015	DCG	MCR	MCR

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.06.02.01	Work with State Government on options to facilitate a car park development in Railway Precinct.	June 2015	DCG	MEDI	DCG
4.06.02.02	Conduct a Car Parking Review across the CBD and the South West Healthcare precinct areas.	December 2014	DCI	MHLL	DCI
4.06.02.03	Implement the Grace Avenue car park development.	December 2014	DCI	MIS	DCI

STRATEGIC INDICATOR:					
4.06.03 Facilitate public and private investment in the Warrnambool commercial zones.					
Activities and Initiatives 2013-2014		Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.06.03.01	Work with key city centre landowners and business community to prepare Liebig Streetscape Plan.	June 2015	DCG	MCR	MCR
4.06.03.02	Work with State Government on options to facilitate a car park development in Railway Precinct.	June 2015	DCG	MCR	MCR
4.06.03.03	Engage with business operators, development proponents and community stakeholders to encourage innovative business ideas and activities in the city centre.	June 2015	DCG	MCR	MCR

STRATEGIC INDICATOR:				
4.06.04 Grow the retail industry in Warrnambool through expansion in neighborhood activity centres, convenience centres and retail stores in the city.				
Activities and Initiatives 2013-2014	Completion Date	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.06.04.01 Engage with Commerce Warrnambool to develop support mechanisms for the retail sector.	June 2015	DCG	MEDI	MEDI

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	Director	dPlan Reporting Officer	dPlan Validating Officer (if required)
4.06.05.01 Undertake works to introduce additional bicycle lanes and pedestrian crossings.	June 2015	DCG	MBS	DCG

Appendix F

Glossary of Terms

Model Budget

Council uses the “Model Budget” which is a format initiated twelve 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. It is now a requirement of the Local Government Act Section 127(2)(a) Regulation 9 to complete the financial statements in the form set out in the Local Government Model Financial Report. 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

Glossary of Terms

Term	Definition
Act	Local Government Act 1989
Accounting Standards	Accounting standards are issued from time to time by the professional accounting bodies and are applicable to the preparation of general purpose financial reports.
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure from sources other than grants and non-monetary contributions.
Adjusted underlying surplus (or deficit)	The adjusted underlying surplus (or deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of the Council which can be masked in the net surplus (or deficit) by capital-related items.
Annual budget	Plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.
Annual report	The annual report prepared by Council under sections 131, 132 and 133 of the Act. The annual report to the community contains a report of operations and audited financial and performance statements.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Asset upgrade expenditure	Expenditure that: <ul style="list-style-type: none"> (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life.
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.
Budgeted balance sheet	The budgeted balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year. The budgeted balance sheet should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.
Budgeted comprehensive income statement	The budgeted comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The budgeted income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.

Glossary of Terms

Term	Definition
Budgeted Financial Statements	<p>Prepared under section(s) 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act, budgeted financial statements are required in the:</p> <ul style="list-style-type: none"> -Strategic resource plan -Budget -Annual report <p>The budgeted financial statements are the:</p> <ul style="list-style-type: none"> - Budgeted Comprehensive Income Statement - Budgeted Balance Sheet - Budgeted Statement of Changes in Equity - Budgeted Statement of Cash Flows - Budgeted Statement of Capital Works <p>The budgeted financial statements must be in the form set out in the Local Government Model Financial Report.</p>
Budgeted statement of capital works	<p>The budgeted statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The budgeted statement of capital works should be prepared in accordance with Regulation 9.</p>
Budgeted statement of cash flows	<p>The budgeted statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The budgeted cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.</p>
Budgeted statement of changes in equity	<p>The budgeted statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The budgeted statement of changes in equity should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.</p>
Budget preparation requirement	<p>Under the Act, a Council is required to prepare and adopt an annual budget by 31 August each year. From the 2015/16 budget, adoption will need to take place by 30 June.</p>
Capital expenditure	<p>Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.</p>
Capital works program	<p>A detailed list of capital works expenditure that will be undertaken during the 2014/15 financial year. Regulation 10 requires that the budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.</p>
Carry forward capital	<p>Carry forward capital works are those that that are incomplete in the</p>

Glossary of Terms

Term	Definition
works	current budget year and will be completed in the following budget year.
Council Plan	Means a Council Plan prepared by the Council under Section 125 of the Local Government Act 1989. This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework required by the Act.
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes. Councils can by resolution change the purpose of these reserves.
External influences in the preparation of a budget	Matters arising from third party actions over which Council has little or no control e.g. change in legislation.
Financial sustainability	A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity, and borrowings not falling within the definition of cash.
Four way budgeting methodology (<i>Strategic resource plan</i>)	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	Non-current property, plant and equipment excluding land
Infrastructure strategy	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Internal influences in the preparation of a budget	Matters arising from Council actions over which there is some element of control (e.g. approval of unbudgeted capital expenditure).
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Key assumptions	When preparing a budgeted balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Legislative framework	The Act, Regulations and other laws and statutes which set a Council's governance and reporting requirements.
Local Government Model Financial Report	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.

Glossary of Terms

Term	Definition
Local Government (Planning and Reporting) Regulations 2014	The objective of these Regulations, made under section 243 of the Local Government Act 1989 and which came into operation on 18 April 2014, is to prescribe: <ul style="list-style-type: none"> (a) The content and preparation of the financial statements of a Council (b) The performance indicators and measures to be included in a budget, revised budget and annual report of a Council (c) The information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report (d) Other matters required to be prescribed under Parts 6 and 7 of the Act.
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist.
Non-financial resources	Resources of a non-financial nature (such as human resources, information systems and processes, asset management systems) which are consumed by a Council in the achievement of its strategic resource plan goals
Non-recurrent grant	A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan.
Operating activities	Operating activities means those activities that relate to the provision of goods and services.
Operating expenditure	Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.
Operating performance (<i>Impact of current year on 2013/14 budget</i>)	This statement shows the expected operating result as compared to the budget result in the current year separating operating and capital components of revenue and expenditure.
Operating revenue	Operating revenue is defined as inflows or other enhancements or savings in outflows of future economic benefits in the form of increases in assets or reductions in liabilities and that result in an increase in equity during the reporting period.
Own-source revenue	Adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).
Performance statement	Performance statement prepared by a Council under section 131 of the Act. A performance statement must be included in the annual report of a Council and include the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year.
Rate structure (<i>Rating information</i>)	Site value (SV), capital improved value (CIV) or net annual value (NAV) are the main bases upon which rates will be levied. These should be detailed in the budget statement.
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and

Glossary of Terms

Term	Definition
	charges is allocated across properties in the municipality. Decisions regarding the quantum of rate levels and increases from year to year are made as part of Council's long term financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	Local Government (Planning and Reporting) Regulations 2014.
Restricted cash	Cash and cash equivalents, within the meaning of the AAS, that are not available for use other than a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.
Revised budget	The revised budget prepared by a Council under section 128 of the Act. Section 128 of the Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
Road Management Act	The purpose of this Act which operates from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the local Government Act 1989.
Services, Initiatives and Major Initiatives	<p>Section 127 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan.</p> <p>The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives means actions that are once-off in nature and/or lead to improvements in service.</p> <p>Major initiatives means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.</p>
Statement of Capital Works	Means a statement of capital works prepared in accordance with the Local Government Model Financial Report. Refer also Commentary Budgeted Statements Appendix A.
Statement of Human Resources	Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff. Refer also Commentary Budgeted Statements Appendix A.
Strategic Resource Plan	Means the Strategic Resource Plan prepared by a Council under Section 126 of the Act. Refer also to Section 8 of this Model Budget.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not

Glossary

Term	Definition
	available for other purposes.
Strategic planning framework	A “community owned” document or process which identifies the long term needs and aspirations of the Council, and the medium and short term goals and objectives which are framed within the long term plan.
Strategic resource plan (SRP)	Section 125(2)(d) of the Act requires that a Council must prepare and approve a Council Plan that must include a strategic resource plan containing the matters specified in Section 126.
	<p>Section 126 of the Act states that.</p> <ul style="list-style-type: none"> <input type="checkbox"/> the strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives <input type="checkbox"/> the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years <input type="checkbox"/> the strategic resource plan must include statements describing the non-financial resources including human resources in respect of at least the next four financial years <input type="checkbox"/> the strategic resource plan must take into account services and initiatives contained in any plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan <input type="checkbox"/> council must review their strategic resource plan during the preparation of the council plan <input type="checkbox"/> council must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and internet website. <p>In preparing the strategic resource plan, councils should comply with the principles of sound financial management as prescribed in the Act being to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> prudently manage financial risks relating to debt, assets and liabilities <input type="checkbox"/> provide reasonable stability in the level of rate burden <input type="checkbox"/> consider the financial effects of council decisions on future generations <input type="checkbox"/> provide full, accurate and timely disclosure of financial information. <p>In addition to section 126 of the Act, parts 2 and 3 of the Regulations also prescribe further details in relation to the preparation of a strategic resource plan.</p>
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash
Valuations of Land Act	The Valuations of Land Act 1960 requires a Council to revalue all rateable properties every two years.