



WARRNAMBOOL
CITY COUNCIL

Budget 2016/17



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Mayor's Introduction

The Councillors and I are pleased to release the proposed Budget 2016/17 to the Community for comment and public submissions. This is a \$70.1 million budget that provides for the continued provision of the vast range of services and infrastructure that council provides to our growing community. Over \$55.0 million is allocated to the day to day services that council provides including child care and kindergartens, home and community care, parks and gardens, roads and drains, waste collection, library services, aquazone, lighthouse theatre and art gallery, tourism and events, airport and economic development, planning and building services, and many more. Almost \$15.0 million is set aside for capital works to ensure that our infrastructure is renewed and improved for our great city.

The budget also builds on our Council Plan 2013-2017 (amended 2015) vision which focuses on the following key areas:

- Revitalising the city's CBD so as to remain a vibrant regional city;
- Delivering improved health and wellbeing outcomes;
- Improving library services for the community;
- Infrastructure improvements particularly focussed on the Simpson Street Drainage Project;
- Paths and linkages to improve liveability; and
- Continued investment in the renewal of the City's existing infrastructure assets.

The Council Plan 2013-2017, sets out our strategic plan to deliver our vision over the full term of the Council. As this is the final year of the current Council term, the focus over the next year will be on completion of our current commitments.

The proposed budget details the resources required over the next year to fund the large range of services we provide to the community. It also includes details of proposed capital expenditure allocations to improve and renew our City's physical infrastructure, buildings and operational assets as well as funding proposals for a range of operating projects.

Budget highlights include:

- Commencement of construction of Stage One of the \$15.0 million City Centre Revitalisation project;
- \$2.7 million allocated for Stage Two of the Simpson Street Drainage project;
- \$2.6 million for road upgrades;
- \$1.2 million for renewal and upgrade of the Ziegler Parade Allansford bridge;
- \$1.2 million for building renewal works with the major focus recreational facilities;
- \$690,000 in parks and open space improvements including initiatives at Lake Pertobe, Botanic Gardens and Brierly Reserve;
- \$200,000 to identify and improve linkage paths around the City;
- \$200,000 to advance the joint library proposal;
- \$340,000 of projects through the Small Infrastructure Fund to improve the linkages and liveability of local neighbourhood areas within the municipality and include;
 - Community Gardens Infrastructure Upgrade
 - Allansford Mechanics Hall Toilet Upgrade
 - Warrnambool Coastcare Landcare Resource Hub
 - Thunder Point Signage
 - McKiernan Road Pedestrian Link
 - Japanese Gardens Signage and Pathways
 - Koroit Street Pedestrian Crossing Between Liebig and Banyan Streets
 - Grieve Street Playground Upgrade
- \$295,000 to improve facilities at the Holiday Parks;
- \$300,000 to develop car parking at the Railway Precinct;
- \$180,000 for improvements at the Warrnambool Livestock Exchange;
- \$140,000 for strategic land use planning projects;
- \$60,000 to develop the 2016-2026 Sport Recreation & Physical Activity Strategy; and
- Maintaining at current levels the wide range of existing services provided to the community.

As Councillors, it is our job to listen to community sentiment and understand your priorities. Since we started our term in 2012, we have consistently heard that Council's services are valued by the community, and that Council also needs to be financially responsible and keep its rates as low as possible. In response, Council has initiated an enterprise wide approach to identify savings that don't impact on its services, to provide increased value for money to ratepayers. Council will, with the introduction of rate capping in 2016, continue

to focus on identifying sustainable cost savings that will enable it to deliver high quality, responsive and accessible services to the community.

The proposed budget proposes a rate increase of 2.5%. This is in line with the new Fair Go Rates System (FGRS) which has capped rates increases by Victorian councils to the forecast movement of 2.5% in the Consumer Price Index (CPI). Council has not elected to apply to the Essential Services Commission (ESC) for a variation and is mindful that a sensible outcome from negotiations on the Enterprise Agreement will assist with financial constraints and retain jobs for our staff.

Council has also identified a number of significant and unexpected cost and revenue impacts during the budget process which it has had to fund. These include;

- The withdrawal of indexation from the Commonwealth Government's financial assistance grants program to local government (\$600,000);
- Low or no indexation of operational government grants (\$200,000); and
- Increasing compliance and reporting requirements.

This is the first year of the Fair Go Rates System and while Council proposes a rate increase that is in line with the 2.5% cap, the actual rate increases experienced by individual ratepayers will be different due to this being a municipal revaluation year. In a revaluation year, rate increases are impacted by the average rate increase (2.5%) and the property valuation increases of individual properties relative to the average across the municipality.

The proposed budget was developed through a rigorous process of review and Council endorses it as financially responsible. I encourage you to read the remainder of this document, in conjunction with our revised Council Plan 2013-2017.

Cr Kylie Gaston
Mayor

Executive Summary

Council has prepared a Budget for 2016/17 which is aligned to the vision in the Council Plan 2013-17. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

This Budget projects an underlying surplus of \$1.8 million for 2016/17 after adjusting for capital grants and contributions (refer Sections 5 and 10).

1. Key things we are funding

- 1) Ongoing delivery of the wide range of services provided to the Warrnambool community funded by a budget of \$64.3 million. These services are summarised in Section 2.1.
- 2) Continued investment in Infrastructure assets (\$14.8 million) primarily for renewal works. This includes roads (\$4.2 million); bridges (\$1.0 million); open space and pathways (\$1.8 million); drainage (\$2.8 million); buildings (\$1.9 million); other improvements (\$3.1 million). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

Strategic Objective 1: A Leading Regional City

- 3) Facilitate the conduct of the municipal elections in 2016 to democratically elect seven representatives onto council for the next four years.
- 4) Continue to advocate for the priority projects including princess highway west upgrade, additional rail services and stage two of the south west healthcare redevelopment.
- 5) Continued focus on the expansion of e-business services available for Council's customers as part of Council's digital transformation strategy.
- 6) Further progress to the next stages of the service planning project to ensure council's delivers efficient and effective services to the community in its quest to remain financially sustainable.

Strategic Objective 2: A Sustainable City

- 7) Prioritise and implement Council Small Infrastructure projects to improve linkages within the municipality.
- 8) Continue a range of environmental sustainability initiatives as part of Council's sustainability strategy. This will include the bore and irrigation project at Brierly Reserve.

Strategic Objective 3: A Liveable City

- 9) Develop the 2016-2026 Sport, Recreation and Physical Activity Strategy to identify priorities in the coming years. The completion of the East Parks project will also occur.
- 10) Renew Council's Public Health and Wellbeing Plan for 2017–2021 in conjunction with the community to identify opportunities to improve outcomes in this area for the community.
- 11) Progress the business case for the Joint Use Library and Learning Centre.

Strategic Objective 4: A City of Growth

- 12) Implement Stage 2 of the Simpson Street tunnel upgrade to mitigate flood risk in the East Warrnambool area.
- 13) Commence construction of Stage 1 of the City Centre Renewal Project to ensure Warrnambool retains a vibrant city centre.
- 14) Complete the rewrite of the Warrnambool planning scheme to guide future land use and development in the city.

15) The Rate Rise

- The average rate will rise by 2.5% in line with the order by the Minister for Local Government on 14 December 2015 under the Fair Go Rates System.
- Key drivers
 - To fund ongoing service delivery – business as usual
 - To fund renewal of infrastructure and community assets
 - To cope with growth in the population of Warrnambool residents (0.8% over last five years)
 - To cope with cost shifting from the State Government (refer **Paragraph 18**)
 - To cope with a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by their freezing of indexation of the grant
- This will be a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016.
- The waste management charge will increase by 2.5%.
- Refer Section 7 for further Rates and Charges details.

16) Key Statistics

- Total Revenue: \$71.4 million (2015/16 forecast = \$79.0 million)
- Total Expenditure: \$65.3 million (2015/16 forecast = \$65.8 million)
- Accounting Surplus/(Deficit): \$6.1 million Surplus (2015/16 forecast = \$13.2 million Surplus)

(Refer Income Statement in Section 3)

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

- Underlying operating result: Surplus of \$1.8 million (2015/16 = Surplus of \$3.4 million)

(Refer Analysis of operating Budget in Section 10.1)

(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)

- Cash result: \$0.2 million Surplus (2015/16 = \$4.4 million Deficit)

(Refer Statement of Cash Flows in Section 3)

This is the net funding result after considering the funding requirements to meet loan principal repayments and the reserve transfers.

- Total Capital Works Program of \$14.8 million
 - \$9.7 million from Council operations (rates funded)
 - \$2.7 million from borrowings
 - \$0.4 million from asset sales
 - \$1.8 million from external grants
 - \$0.2 million from cash and reserves

(Refer Statement of Statement of Capital Works in Section 3)

17) Budget Influences

External Influences

The preparation of the budget is influenced by the following external factors:

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2016/17 has been set at 2.5%;
- State-wide CPI is forecast to be 2.5% for the 2016/17 year;
- The Victorian Wage Price Index is projected to be 3.25% in 2016/17;
- A freeze on Commonwealth Grants Commission funding (\$0.6 million impact over three years);
- Amended teacher : children ratio's for the grant funded early years children services;
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do

not increase in line with real cost increases. More information and examples are shown in the section below;

- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels; and
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

Internal Influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2016/17 Budget. These matters and their financial impact are set out below:

- Council is renegotiating a new Enterprise Agreement at present to apply during the 2016/17 year; and
- Benefits derived from council's innovation and efficiency program.

18) Cost Shifting

Cost shifting occurs when Commonwealth and State programs transfer responsibilities to local government with insufficient funding or grants which don't keep pace with delivery costs.

Type 1: Cost Shifting for Specific Services

Examples:

1. Home and Community Care (HACC) - \$180,000 from 2011/12 to 2015/16
2. Library Services - \$126,000 from 2011/12 to 2015/16
3. Maternal and Child Health - \$106,000 from 2011/12 to 2015/16
4. School Crossing Supervision - \$87,000 from 2011/12 to 2015/16

Type 2: Loss of funding in General

Examples:

5. A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014-15 Budget that it will pause indexation of the total national pool of financial assistance grants to local government for three years (2014-15, 2015-16, 2016-17). The cumulative impact on Warrnambool City Council for the three years totals \$600,000.

Type 3: Statutory fee that prohibits full cost recovery

Examples:

6. Planning fees (set by the State and have been frozen for most of the past 14 years)

Type 4: Levies

Examples:

7. State Government landfill levy. The levy has increased from \$9 per tonne in 2008/09 to \$60.52 per tonne in 2016/17. The increase from 2015/16 to 2016/17 is 3.3%.

**BRUCE A. ANSON
CHIEF EXECUTIVE**

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 16 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

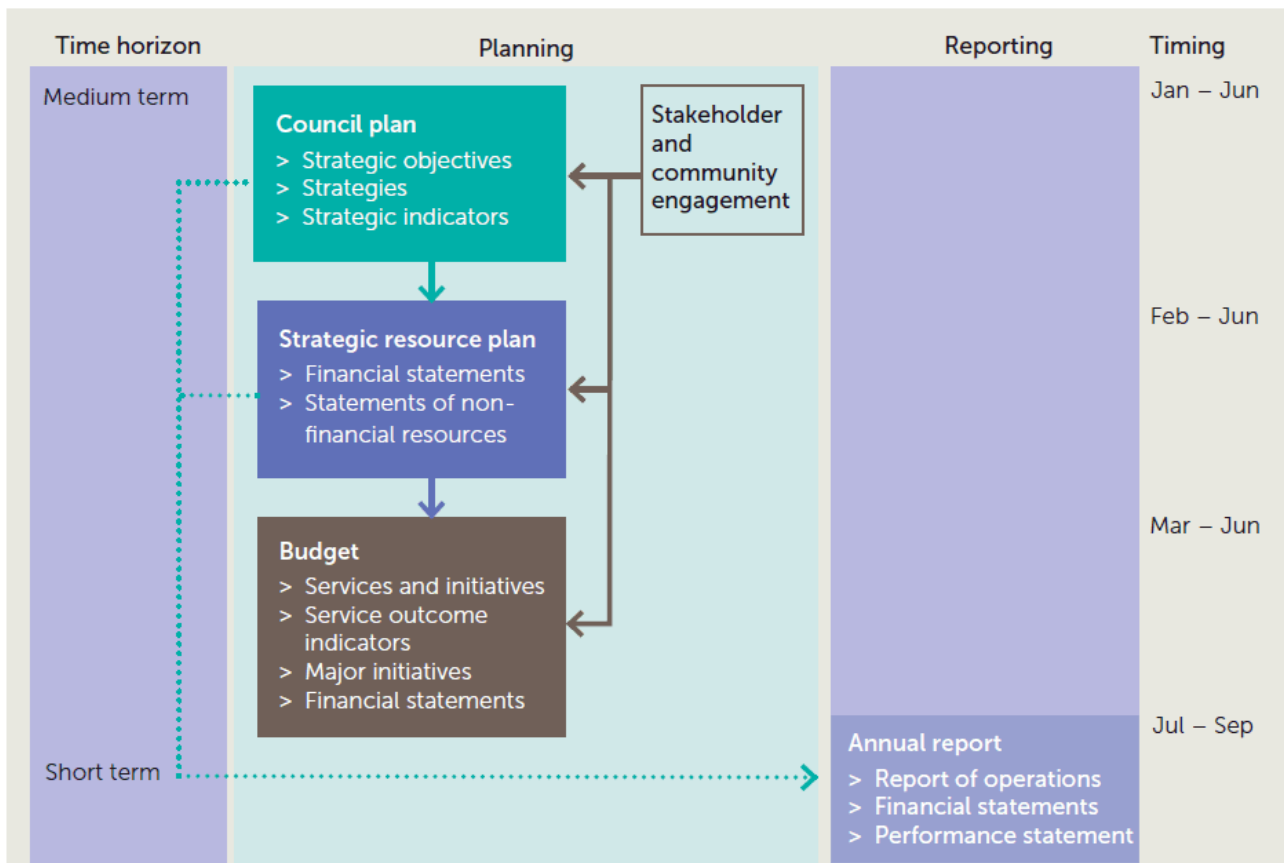
- 1 Links to Council Plan
- 2 Services, initiatives and service performance indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

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 (Annual Report).

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 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 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

Our Vision for Warrnambool “to be a thriving, culturally rich and inclusive leading regional city”

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 Mission

Warrnambool City Council’s mission is to 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; and
- 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.

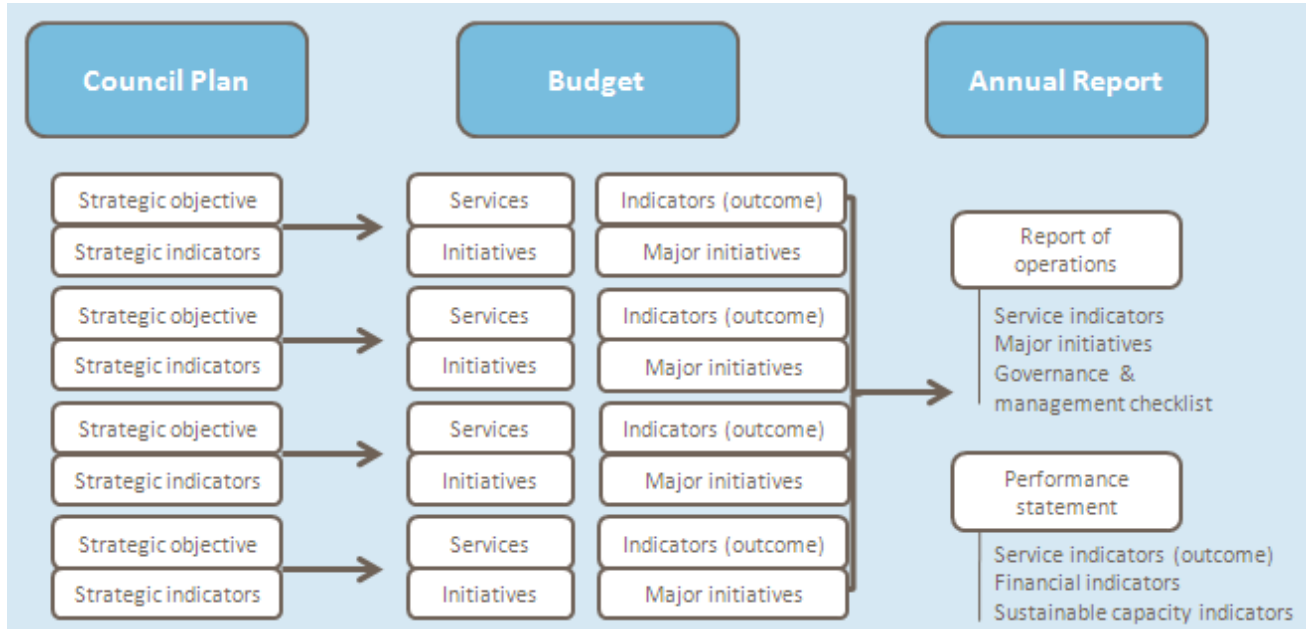
1.3 Strategic objectives

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, Initiatives and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2016/17 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 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		2015/16	2016/17
		Budget	Budget
		Expenditure	Expenditure
		(Revenue)	(Revenue)
		Net Cost	Net Cost
		\$'000	\$'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.	739	724
		(16)	(52)
		723	672
Governance & Risk	Responsible for supporting good governance within Council and implementing the Corporate Risk Management Framework, managing Council's insurance portfolio and providing internal support on insurance matters to council officers.	604	620
		(3)	(10)
		601	610
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.	910	924
		(129)	(135)
		781	789
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.	1,216	1,275
		(297)	(337)
		920	938
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.	2,014	2,100
		(40)	(40)
		1,974	2,060
Organisation Development	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time are highly productive in delivering Council's services to the community. Includes recruitment, staff inductions and training.	661	742
		(28)	0
		633	742
Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, grants commission, insurances, overhead costs including utilities.	1,940	2,490
		(3,506)	(3,450)
		(1,567)	(960)

Activity		2015/16	2016/17
		Budget	Budget
		Expenditure	Expenditure
		(Revenue)	(Revenue)
		Net Cost	Net Cost
		\$'000	\$'000
Asset Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include buildings, pavilions, roads, footpaths and tracks and drainage.	1,957	2,075
		(414)	(436)
		1,544	1,639
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.	4,949	5,096
		(1,197)	(1,503)
		3,752	3,593
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	10,000	10,000
		10,000	10,000

Major Initiatives

- Expand the range of e-business services available for Councils customers
- Facilitate the conduct of the 2016 general elections of Council.
- Progress to the next stages of the service planning project.
- Implement the upgraded electronic data records management system.

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
Corporate & Financial Services	Financial sustainability	Working Capital Ratio	Current assets as a percentage of current liabilities

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.

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

Activity	Description	2015/16	2016/17
		Budget Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	508 (17) 491	547 (44) 503
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 (14/15 only), leaf collection and street litter bins throughout Council.	2,652 2,652	2,613 2,613
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.	3,510 (111) 3,399	3,661 (95) 3,566

Major Initiatives

- Prioritise and implement Council Small Infrastructure projects to improve linkages within the municipality.
- Implement beach access renewal and risk mitigation program.
- Implement the bore and irrigation project at Brierly Reserve.

Service Performance Outcome Indicators

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.

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

Activity	Description	2015/16	2016/17
		Budget Budget Expenditure (Revenue) Net Cost \$'000	Budget 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.	403 (350) 53	409 (356) 53
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.	3,939 (3,177) 762	3,950 (3,208) 742
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.	8,408 (7,803) 606	8,281 (7,387) 894
Art and Culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Warrnambool Art Gallery and Light House Theatre.	2,362 (1,697)	2,412 (1,717)
Library Services	Provision of quality library and information services to the community.	782	803
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.	394 (72) 323	425 (78) 347
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.	3,501 (3,090) 411	3,677 (3,247) 430
Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	1,189 (2,084) (896)	1,365 (2,110) (745)
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food premises.	766 (207) 559	727 (242) 485
Festivals and Events Group	Delivers a range of promotions, festivals and events including the nationally acclaimed Fun4Kids festival along with attracting events to the city to deliver economic benefits.	1,745 (603) 1,142	1,753 (569) 1,184

Major Initiatives

- Complete the East Parks project.
- Develop the 2016-2026 Sport, Recreation and Physical Activity Strategy.
- Renew Council's Public Health and Wellbeing Plan for 2017 – 2021.
- Progress the business case for the Joint Use Library and Learning Centre.
- Establish the Railway Precinct Carpark facility.

Service Performance Outcome Indicators

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 experiencing steady and sustained growth and as the regional centre of south west Victoria it relies on a thriving regional economy. 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 including the opportunities that food and fibre production offer, 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.

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

Activity	Description	2015/16	2016/17
		Budget Budget Expenditure (Revenue) Net Cost \$'000	Budget Budget Expenditure (Revenue) Net Cost \$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	414 (212) 202	422 (196) 226
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.	1,218 (237) 980	1,246 (229) 1,017
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	1,015 (1,437) (422)	1,048 (1,486) (438)
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	1,585 (2,644) (1,059)	1,671 (2,728) (1,057)
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.	1,768 (1,318) 450	1,828 (1,360) 468
Economic Development	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	1,096 (245) 851	959 (138) 821

Activity	Description	2015/16	2016/17
		Budget Budget Expenditure (Revenue) Net Cost \$'000	Budget Budget Expenditure (Revenue) Net Cost \$'000
Warrnambool Airport	This service provides a regional Airport that meets the needs of users and operates as a viable commercial enterprise to the benefit of the region.	264 (138) 126	314 (137) 177
Port of Warrnambool	Council manages the Cities port facility on behalf of the State Government.	87 (91) (4)	89 (93) (4)

Major Initiatives

- Implement Stage 2 of the Simpson Street tunnel upgrade.
- Complete the Warrnambool Planning Scheme Rewrite.
- Commence construction of Stage 1 of the City Centre Renewal Project.
- Implement Surfside Development Plan.

Service Performance Outcome Indicators

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

Services, Initiatives and Service Performance Indicators cont.

2.5 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 Local Government Act and included in the 2016/17 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 2) 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.

2.6 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
A Regional Leading City	20,083	26,046	(5,963)
An Environmentally Sustainable City	6,682	6,821	(139)
A Liveable City	4,888	23,802	(18,914)
A City of Growth	1,210	7,577	(6,367)
Total activities & initiatives	32,863	64,246	(31,383)
Other non-attributable	1,595		
Deficit before funding sources	34,458		
Funding Sources			
Rates & charges	34,119		
Capital grants	1,818		
Capital contributions – cash	623		
Contributions – non monetary assets	4,000		
Other comprehensive income	10,000		
Total funding sources	50,560		
Comprehensive result for the year	16,102		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2017/18 to 2019/20 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

3.1 Comprehensive Income Statement

For the four years ending 30 June 2020

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
Income					
Rate and charges	33,137	34,119	35,125	36,144	37,174
Statutory fees and fines	1,273	1,200	1,234	1,264	1,296
User fees	16,333	16,528	16,943	17,348	17,833
Grants - operating	11,533	12,355	12,603	12,856	13,114
Grants - capital	7,321	1,818	510	687	694
Contributions - monetary	4,493	623	643	658	674
Contributions - non monetary assets	4,000	4,000	3,500	2,500	4,000
Interest	460	434	445	456	467
Other revenues	398	350	323	331	339
Total income	78,948	71,427	71,326	72,244	75,591
Expenses					
Employee costs	29,717	30,518	31,111	31,862	32,624
Materials and services	23,910	21,978	23,333	23,824	23,806
Bad and doubtful debts	227	102	104	107	109
Depreciation	9,500	10,000	10,500	11,000	11,500
Finance costs	584	595	553	602	605
Other expenses	748	823	849	893	939
Net loss on disposal of property, infrastructure, plant and equipment	1,105	1,309	1,360	1,523	1,633
Total expenses	65,791	65,325	67,810	69,811	71,216
Surplus (deficit) for the year	13,157	6,102	3,516	2,433	4,375
Other comprehensive income					
Net asset revaluation increment/(decrement)	10,000	10,000	10,000	10,000	10,000
Comprehensive result	23,157	16,102	13,516	12,433	14,375

3.2 Balance Sheet

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	2,689	2,884	3,302	3,728	3,475
Trade and other receivables	4,200	4,141	4,084	4,001	3,896
Financial assets	5,000	5,000	5,000	5,000	6,000
Inventories	120	120	120	120	120
Other current assets	500	520	540	560	580
Total current assets	12,509	12,665	13,046	13,409	14,071
Non-current assets					
Trade and other receivables	160	130	100	70	40
Investments in associates	450	465	480	495	510
Property, infrastructure, plant & equipment	657,605	674,707	688,151	698,608	712,016
Total non-current assets	658,215	675,302	688,731	699,173	712,566
Total Assets	670,723	687,967	701,777	712,582	726,637
Liabilities					
Current liabilities					
Trade and other payables	3,500	3,709	3,809	3,909	4,009
Trust funds	791	791	791	791	791
Provisions	5,780	5,954	6,132	6,316	6,506
Interest-bearing liabilities	1,957	2,001	1,929	1,628	1,510
Total current liabilities	12,028	12,455	12,661	12,644	12,816
Non-current liabilities					
Provisions	544	560	577	594	612
Interest-bearing liabilities	7,938	8,637	8,708	7,080	6,570
Total non-current liabilities	8,482	9,197	9,285	7,674	7,182
Total liabilities	20,510	21,652	21,946	20,318	19,998
Net Assets	650,213	666,315	679,831	692,264	706,639
Represented by:					
Accumulated surplus	202,731	209,060	212,476	214,799	218,813
Reserves	447,482	457,255	467,355	477,465	487,826
Total equity	650,213	666,315	679,831	692,264	706,639

3.3 Statement of Changes in Equity

For the four years ending 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017				
Balance at beginning of the financial year	650,213	202,731	447,044	438
Surplus/(deficit) for the year	6,102	6,102	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	227	0	(227)
Balance at end of the financial year	666,315	209,060	457,044	211
2018				
Balance at beginning of the financial year	666,315	209,060	457,044	211
Surplus/(deficit) for the year	3,516	3,516	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(100)	0	100
Transfer from reserves	0	0	0	0
Balance at end of the financial year	679,831	212,476	467,044	311
2019				
Balance at beginning of the financial year	679,831	212,476	467,044	311
Surplus/(deficit) for the year	2,433	2,433	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(148)	0	148
Transfer from reserves	0	38	0	(38)
Balance at end of the financial year	692,264	214,799	477,044	421
2020				
Balance at beginning of the financial year	692,264	214,799	477,044	421
Surplus/(deficit) for the year	4,375	4,375	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	(361)	0	361
Transfer from reserves	0	0	0	0
Balance at end of the financial year	706,639	218,813	487,044	782

3.4 Statement of Cash Flows

For the four years ending 30 June 2020

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Receipts					
General rates	33,137	33,778	34,774	35,783	36,802
Grants	18,854	14,173	13,114	13,543	13,809
Contributions	4,493	623	643	658	674
Interest	460	434	445	456	467
Statutory fees and fines	1,273	1,200	1,234	1,264	1,296
User fees	16,333	16,528	16,943	17,348	17,833
Other revenue	398	350	323	331	339
	74,948	67,086	67,476	69,383	71,220
Payments					
Employee costs	(29,474)	(30,328)	(30,915)	(31,661)	(32,417)
Materials, consumables & contracts	(25,208)	(21,769)	(23,233)	(23,724)	(23,706)
Finance costs	(584)	(595)	(553)	(602)	(605)
	(55,266)	(52,692)	(54,701)	(55,987)	(56,728)
Net cash provided by operating activities	19,682	14,394	12,775	13,396	14,492
Cash flows from investing activities					
Proceeds from sales of property, plant & equipment	559	364	432	389	399
Payments for property, plant and equipment	(25,886)	(15,306)	(12,788)	(11,430)	(13,516)
Net cash used in investing activities	(25,327)	(14,942)	(12,356)	(11,041)	(13,117)
Cash flows from financing activities					
Proceeds from borrowings	1,000	2,700	2,000	(0)	1,000
Repayment of borrowings	(1,765)	(1,957)	(2,001)	(1,929)	(1,628)
Proceeds from financial assets	8,000	12,000	12,000	12,000	11,000
Payments for financial assets	(6,000)	(12,000)	(12,000)	(12,000)	(12,000)
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	1,235	743	(1)	(1,929)	(1,628)
Net increase/(decrease) in cash held	(4,410)	195	418	426	(253)
Cash at the beginning of the financial year	7,099	2,689	2,884	3,302	3,728
Cash at the end of the financial year	2,689	2,884	3,302	3,728	3,475

3.5 Statement of Capital Works

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	811	0	0	0	0
Total land	811	0	0	0	0
Buildings	683	0	0	0	50
Building improvements	3,709	1,895	1,944	1,713	2,333
Total buildings	4,392	1,895	1,944	1,713	2,383
Total property	5,203	1,895	1,944	1,713	2,383
Plant and equipment					
Plant, machinery and equipment	1,507	1,418	1,453	1,581	1,556
Computers and telecommunications	2,021	355	305	345	345
Paintings and exhibits	35	35	35	35	35
Total plant and equipment	3,563	1,808	1,793	1,961	1,936
Infrastructure					
Roads	7,378	4,183	3,555	3,629	4,705
Bridges	680	950	198	203	208
Footpaths and cycleways	2,093	1,586	1,471	1,487	1,503
Drainage	3,802	2,750	1,939	50	50
Recreational, leisure and community facilities	699	221	425	769	1,119
Parks, open space and streetscapes	1,596	686	484	688	666
Aerodromes	504	30	30	30	30
Off street car parks	182	356	57	59	60
Other infrastructure	186	310	340	280	280
Total infrastructure	17,120	11,072	8,499	7,195	8,621
Total capital works expenditure	25,886	14,775	12,236	10,869	12,940
Represented by :					
Asset renewal	15,224	10,454	8,663	8,527	8,848
New assets	2,822	780	710	927	1,456
Asset expansion/upgrade	7,840	3,541	2,863	1,415	2,636
Total capital works	25,886	14,775	12,236	10,869	12,940

3.6 Statement of Human Resources

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual	2016/17	2017/18	2018/19	2019/20
	2015/16	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs	29,717	30,518	31,111	31,862	32,624
Total staff expenditure	29,717	30,518	31,111	31,862	32,624
Staff numbers	FTE	FTE	FTE	FTE	FTE
Employees	396	398	397	396	395
Total staff numbers	396	398	397	396	395

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

Department	Budget	Comprises	
	2016/17	Permanent Full Time	Permanent Part Time
	\$'000	\$'000	\$'000
Corporate Strategies	5,481	4,429	1,052
City Infrastructure	7,603	6,851	752
Community Development	11,888	5,608	6,280
City Growth	3,984	2,864	1,120
Total permanent staff expenditure	28,956	19,752	9,204
Casuals and other expenditure	1,562		
Total expenditure	30,518		

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

Department	Budget	Comprises	
	2016/17	Permanent Full Time	Permanent Part Time
	FTE	FTE	FTE
Corporate Strategies	51.5	37.0	14.5
City Infrastructure	107.1	95.0	12.1
Community Development	167.2	68.0	99.2
City Growth	49.1	32.0	17.1
Total permanent staff expenditure	374.9	232.0	142.9
Casuals and other expenditure	23.3		
Total expenditure	398.2		

4. Financial Performance Indicators

The following table highlights Council's current and projected performance across a range of key financial indicators. These indicators 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 2015/16	Budget 2016/17	Strategic Resource Plan			Trend +/-
					2017/18	2018/19	2019/20	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	4.7%	2.5%	2.5%	2.1%	1.7%	-
Liquidity								
Working capital	Current assets / Current liabilities	2	104.0%	101.7%	103.0%	106.1%	109.8%	+
Unrestricted cash	Unrestricted cash / current liabilities		92.3%	90.2%	91.6%	94.4%	98.2%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	29.9%	31.2%	30.3%	24.1%	21.7%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		7.1%	7.5%	7.3%	7.0%	6.0%	+
Indebtedness	Non-current liabilities / own source revenue		15.1%	17.3%	17.0%	13.7%	12.4%	+
Asset renewal	Asset renewal expenditure / depreciation	4	160.3%	104.5%	82.5%	77.5%	76.9%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	52.2%	52.5%	52.7%	52.8%	52.9%	0

Indicator	Indicator	Note	Forecast	Budget	Strategic Resource Plan			Trend
			2015/16	2016/17	2017/18	2018/19	2019/20	+/-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.6%	0.6%	0.6%	0.6%	0.6%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$3,980	\$3,910	\$4,011	\$4,081	\$4,115	+
Revenue Level	Residential rate revenue / no. of residential property assessments		\$1,700	\$1,732	\$1,796	\$1,862	\$1,932	+
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 remain steady from 2016/17 with underlying surpluses of between \$1.0 million to \$2.0 million.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is shown to remain stable in a positive position between 100% to 110% over the Strategic Resource Plan.

3 Debt compared to rates – Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. Councils debt is planned to peak in 2016/17 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. Councils asset renewal ratio is relatively high in 2015/16 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 Councils reliance on rate revenue is to remain steady around 52%.

5. Other Budget Information

This section includes the following statements and reports:

- 5.1 Grants operating
- 5.2 Grants capital
- 5.3 Statement of borrowings

5.1 Grants - Operating (\$0.8 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants will increase by \$0.5 million compared to 2015/16 forecasts. A number of grant funded projects have been obtained and spent during the 2015/16 year and are reflected in the forecast. A list of operating grants by type and source, classified into recurrent and non-recurrent, is listed below.

Operating Grants	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Victorian Grants Commission	1,754	3,460	1,706
National respite services	258	261	3
Aged services	0	2,287	2,287
<i>Recurrent - State Government</i>			
Port operations	88	88	0
Employment initiatives	26	0	(26)
Economic development	22	23	1
Family and children	4,835	4,429	(406)
Aged services	2,301	0	(2,301)
Recreation	152	169	17
Cultural services	284	289	5
Rural access	289	267	(22)
Festivals and events	77	56	(21)
Environmental initiatives	48	59	11
School crossing supervision	114	115	1
Pension rebate	588	590	2
Other recurrent grants	239	262	23
Total recurrent grants	11,075	12,355	1,280
<i>Non-recurrent - State Government</i>			
Drainage maintenance	140	0	(140)
Recreation	131	0	(131)
Economic development	187	0	(187)
Total non-recurrent operating grants	458	0	(458)
Total operating grants	11,533	12,355	822

Increases in specific operating grant funding reflect expected increased demand for these services. The decrease in the 2015/16 forecast for the Victoria Grants Commission (VGC) is the result of a Commonwealth Government decision to pay 50% of the 2015/16 grant on June 30 2015, there has been no announcement whether this will occur again in 2015/16. The 2016/17 financial year will be the final year of indexation freeze on the VGC which has resulted in Victorian Councils being adversely impacted by \$200 million during the pause as well as lowering the base from which indexation will be resumed by approximately 12.5%. The impact to Warrnambool City Council has been \$0.6 million over the 3 years.

In 2015/16 Warrnambool City Council is expecting to receive a number of non-recurrent grants, relating to projects such as Beyond the Bell, Sister City relationship development and storm damage repairs.

5.2 Grants - Capital (\$5.5 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 12 "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2016/17 year. Council has had high levels of grant funding for major capital works in previous years and is expecting to finalise projects including Horne road, airport redevelopment, the north Warrnambool flood mitigation works and the Flagstaff Hill redevelopment.

Capital Grants	Forecast Actual	Budget	Variance
	2015/16 \$'000	2016/17 \$'000	\$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to recovery	925	1,068	143
Total recurrent capital grants	925	1,068	143
<i>Non-recurrent State Government</i>			
Infrastructure services	3,804	600	(3,204)
Recreation and culture	412	100	(312)
Environmental initiatives	0	50	50
Tourism Services	2,000	0	(2,000)
Economic development	180	0	(180)
Total non-recurrent capital grants	6,396	750	(5,646)
Total capital grant funds	7,321	1,818	(5,503)

5.3 Statement of Borrowings

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

	Forecast Actual	Budget
	2015/16 \$'000	2016/17 \$'000
Total amount borrowed as at 30 June of the prior year	10,660	9,895
Total amount to be borrowed	1,000	2,700
Total amount projected to be redeemed	(1,765)	(1,957)
Total amount proposed to be borrowed as at 30 June	9,895	10,638

6. Detailed List of Capital Works

The capital works projects are grouped by class and include the following:

- New works for 2016/17

Capital works program

For the year ending 30 June 2017

6.1 New works

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
Building Improvements								
Building renewal general funding	815		815				815	
Public toilet renewal	355		355				355	
Depot improvements	200		100	100			200	
Minor building improvements	230		180	50			230	
Holiday park facility improvements	295		148	148			295	
Total for Buildings	1,895	0	1,598	298	0	0	1,895	0
TOTAL PROPERTY	1,895	0	1,598	298	0	0	1,895	0
Plant, Machinery and Equipment								
Heavy plant	818		818				818	
Light plant	600		600				600	
Total for Plant, Machinery and Equipment	1,418	0	1,418	0	0	0	1,418	0
Computers and Telecommunications								
IT system upgrade	150		150				150	
ICT strategy implementation	100		100				100	
IT hardware	55		55				55	
Wireless network upgrade	45	45					45	
Hardware collection data	5	5					5	
Total for Computers and Telecommunications	355	50	305	0	0	0	355	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
Paintings & Exhibits								
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 PLANT AND EQUIPMENT	1,808	85	1,723	0	0	0	1,808	0
Roads								
Local roads rehabilitation and resheets	2,873		2,873		1,068		1,805	
Road reseal program	710		710				710	
City centre renewal	500		350	150			500	
Road safety Strategy implementation	40		20	20			40	
Street lighting improvements	30	30					30	
Road safety audit implementation	30		15	15			30	
Total for Roads	4,183	30	3,968	185	1,068	0	3,115	0
Bridges								
Bridge renewal	950		950		600		350	
Total for Bridges	950	0	950	0	600	0	350	0
Footpaths and Cycleways								
City centre renewal	500		350	150			500	
Small infrastructure fund projects	328	164		164			328	

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
Footpath and bicycle path renewal	490	100	290	100	50		440	
Footpath construction	138	138					138	
Beach access	130		130				130	
Total for Footpaths and Cycleways	1,586	402	770	414	50	0	1,536	0
Drainage								
Simpson St upgrade	2,700		810	1,890				2,700
Priority backworks	50		50		0	25	25	
Total for Drainage	2,750	0	860	1,890	0	25	25	2,700
Recreational, Leisure and Community Facilities								
Recreational facilities upgrade	190	63	63	65			190	
Netball stadium improvements	31		16	16			31	
Total for Recreational, Leisure and Community Facilities	221	63	78	80	0	0	221	0
Parks, Open Space and Streetscapes								
Playground renewal	132		66	66			132	
River works	49		25	25			49	
Public open space improvements	325	107	108	110	100		225	
Lake Pertobe improvements	80	26	26	27			80	
Botanic gardens improvements	50	17	17	17			50	
Public open space irrigation improvements	50	50					50	
Total for Parks, Open Space and Streetscapes	686	200	242	244	100	0	586	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
Aerodromes								
Minor works	30		30				30	
Total for Aerodromes	30	0	30	0	0	0	30	0
Off Street Car Parks								
Carpark linemarking	56		56				56	
Railway precinct development	300			300			300	
Total for Off Street Car Parks	356	0	56	300	0	0	356	0
Other Infrastructure								
Livestock exchange improvements	180		180				180	
Ticket machine replacement	130			130			130	
Total for Other Infrastructure	310	0	180	130	0	0	310	0
TOTAL INFRASTRUCTURE	11,072	695	7,134	3,243	1,818	25	6,529	2,700
Total Capital Works Statement	14,775	780	10,454	3,541	1,818	25	10,232	2,700

6.3 Summary

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
PROPERTY	1,895	0	1,598	298	0	0	1,895	0
PLANT AND EQUIPMENT	1,808	85	1,723	0	0	0	1,808	0
INFRASTRUCTURE	11,072	695	7,223	3,154	1,668	0	6,704	2,700
TOTAL	14,775	780	10,544	3,451	1,668	0	10,407	2,700

7. Rates and Charges

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

7. Rates and charges

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 52.5% of the underlying revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2016/17 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

It is predicted that the 2016/17 operating position will be significantly impacted by growth in the price of materials and services Council consume and reductions in government funding. It will therefore be necessary to achieve future revenue growth while containing costs in order to achieve breakeven operating positions as set out in the Strategic Resource Plan. This will also impact the contributions Council can make toward capital investment and it will be difficult to maintain robust capital works programs in the future.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.5% in line with the rate cap, and the waste management charge will also increase by 2.5%. This will raise total rates and charges for 2016/17 of \$34.12 million, including \$0.10 million generated from supplementary rates.

7.1 The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year

Type of Property	2015/16 cents/\$CIV	2016/17 cents/\$CIV
General rate for rateable other land properties	.003666	.003713
General rate for rateable farm land properties	.002058	.002134
General rate for rateable commercial land properties	.006159	.006374
General rate for rateable industrial land properties	.006448	.006597
General rate for rateable vacant land properties	.005713	.005671
General rate for rateable industrial 2 land properties	.005158	.005676
Recreational land category 1 properties #	\$21,812.56	\$21,531.02
Recreational land category 2 properties	.003102	.003185

Charge is \$ per property.

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

Type of Property	2015/16 \$ '000	2016/17 \$ '000
Other land	17,282	18,173
Farm land	387	384
Commercial land	4,332	4,432
Industrial land	1,395	1,457
Vacant land	924	897
Industrial 2 land	118	121
Recreational land category 1	22	22
Recreational land category 2	40	42
Total rates to be raised	24,500	25,528

7.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type of Property	2015/16 Number	2016/17 Number
Other land	14,448	14,630
Farm land	161	162
Commercial land	920	926
Industrial land	405	413
Vacant land	581	589
Industrial 2 land	1	1
Recreational land category 1	1	1
Recreational land category 2	15	16
Total number of assessments	16,532	16,738

7.4 The basis of valuation to be used is the Capital Improved Value (CIV)

7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous year

Type of Property	2015/16 \$ '000	2016/17 \$ '000
Other land	4,714,247	4,894,424
Farm land	188,177	180,174
Commercial land	703,322	695,354
Industrial land	216,307	220,901
Vacant land	161,707	158,175
Industrial 2 land	22,848	21,282
Recreational land category 2	13,062	13,180
Total value of land	6,019,670	6,183,490

7.6 The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2015/16 \$	Per Rateable Property 2016/17 \$
Municipal Charge	244.00	250.10

7.7 The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2015/16 \$ '000	2016/17 \$ '000
Municipal Charge	4,026	4,179

7.8 The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	2015/16 \$	2016/17 \$
Waste Management	260.00	266.50

7.9 The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2015/16 \$ '000	2016/17 \$ '000
Waste Management	4,156	4,312

7.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2015/16	2016/17
	\$ '000	\$ '000
Rates and charges	32,682	34,019
Supplementary rates	120	100
Total	32,802	34,119

7.11 Any significant changes that may affect the estimated amounts to be raised by rates and charges

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

- The making of supplementary valuations;
- 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; and
- Changes of use of land such that residential land becomes business land and vice versa.

Differential rates

7.12 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 0.3713% (0.003713 cents in the dollar of CIV) for all rateable other land properties;
- A general rate of 0.2134% (0.002134 cents in the dollar of CIV) for all rateable farm land properties;
- A general rate of 0.6374% (0.006374 cents in the dollar of CIV) for all rateable commercial properties;
- A general rate of 0.6597% (0.006597 cents in the dollar of CIV) for all rateable industrial properties;
- A general rate of 0.5671% (0.005671 cents in the dollar of CIV) for all rateable vacant land properties; and
- A general rate of 0.5676% (0.005676 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.

7.13 Commercial land

Commercial land is any land, which is:

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

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

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

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

1. Rateable property used for income generation from business and administrative purposes, including, but not limited to, properties used for:
 - The sale or hire of goods by retail or trade sales, e.g. shops, auction rooms, milk bars, newsagents;
 - The manufacture of goods where the goods are sold on the property;
 - The provision of entertainment, e.g. theatres, cinemas, amusement parlours;
 - Media establishments, e.g. radio stations, newspaper offices, television stations;

- The provision of accommodation other than residential, e.g. motels, caravan parks, camping grounds, camps, accommodation houses, hostels, boarding houses;
 - The provision of hospitality, e.g. hotels, bottle shops, restaurants, cafes, takeaway food establishments, tearooms;
 - Tourist and leisure industry, e.g. flora and fauna parks, gymnasiums, boatsheds, indoor sports stadiums, gaming establishments;
 - The provision of education, e.g. schools, museums, art galleries;
 - Showrooms, e.g. display of goods;
 - Religious purposes; and
 - Public offices and halls.
2. Properties used for the provision of health services including, but not limited to, properties used for hospitals, nursing homes, rehabilitation, medical practices and dental practices.
 3. Properties used as offices including, but not limited to, properties used for legal practices, real estate agents, veterinary surgeons, accounting firms and advertising agencies.

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016/17 financial year.

7.14 Farm land

Farm land is any land, which is:

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016/17 financial year.

7.15 Industrial land

Industrial land is any land, which is:

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

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

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016/17 financial year.

7.16 Vacant land

Vacant land is any land, which is:

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

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; and
- Provision of general support services.

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

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

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

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

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

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

7.17 Industrial 2 land

Industrial 2 land is any land, which is:

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

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

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

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

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

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

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

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 2016/17 financial year.

7.18 Other land

Other land is any land, which is:

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016/17 financial year.

7.19 Cultural and Recreational land

Assessment Number	Property Address	Property Locality	Ratepayer	Amount \$
129359	331 Koroit St	Warrnambool	Showgrounds Reserve Committee Of Management	7,331.87
129759	48 Macdonald St	Warrnambool	Warrnambool Harness Racing Club	1,684.87
131150	1-35 Younger St	Warrnambool	Warrnambool Golf Club Inc.	4,328.42
131388	10 Queens Rd	Warrnambool	Warrnambool Swimming Club	1,121.12
132180	66 Henna St	Warrnambool	Christ Church Tennis Club	1,560.65
134926	60-62 Cramer St	Warrnambool	Warrnambool Croquet Club Inc.	449.08
138135	44 Viaduct Rd	Warrnambool	Warrnambool Yacht Club Inc.	455.45
135344	2-64 Grafton Rd	Warrnambool	Warrnambool Racing Club Inc.	14,714.70
138747	26 Simpson St	Warrnambool	Warrnambool Ski Club Inc.	723.00
139872	33-45 Pertobe Rd	Warrnambool	Warrnambool Lawn Tennis Club	1,603.05
140336	81-85 Timor St	Warrnambool	Warrnambool Bowls Club	3,978.06
141525	36 Princes Hwy	Dennington	Dennington Bowling Club Inc.	2,086.18
141935	40 Bromfield St	Warrnambool	St Joseph Primary School Supergrass Tennis	1,124.30
134927	50-56 Cramer St	Warrnambool	Warrnambool City Memorial Bowling Club	21,531.02
17654	48 Viaduct Rd	Warrnambool	Warrnambool Offshore Light Game Fishing Club	47.78
159399	51 Pertobe Rd	Warrnambool	Warrnambool BMX Club	324.87

Budget Analysis

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

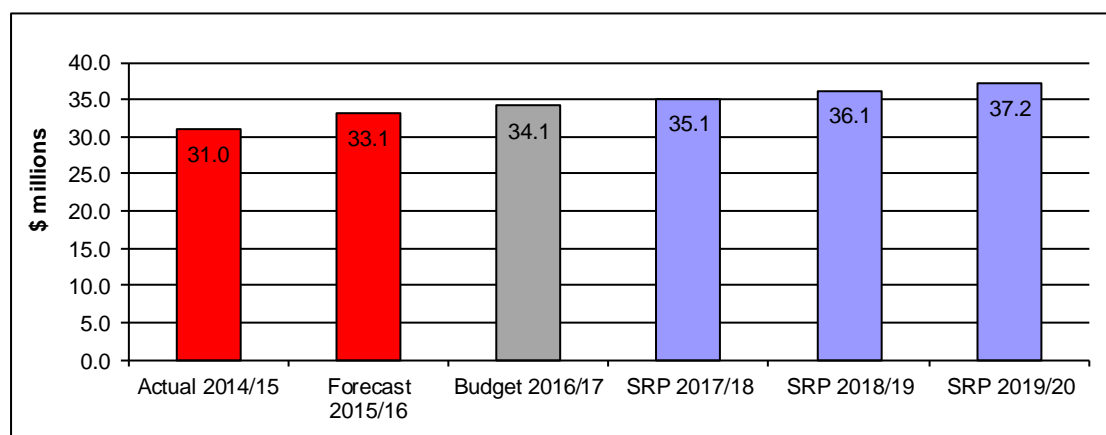
This section includes the following analysis and information:

- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position
- 14 Strategic resource plan
- 15 Rating strategy
- 16 Summary of other strategies

8. Summary of financial position

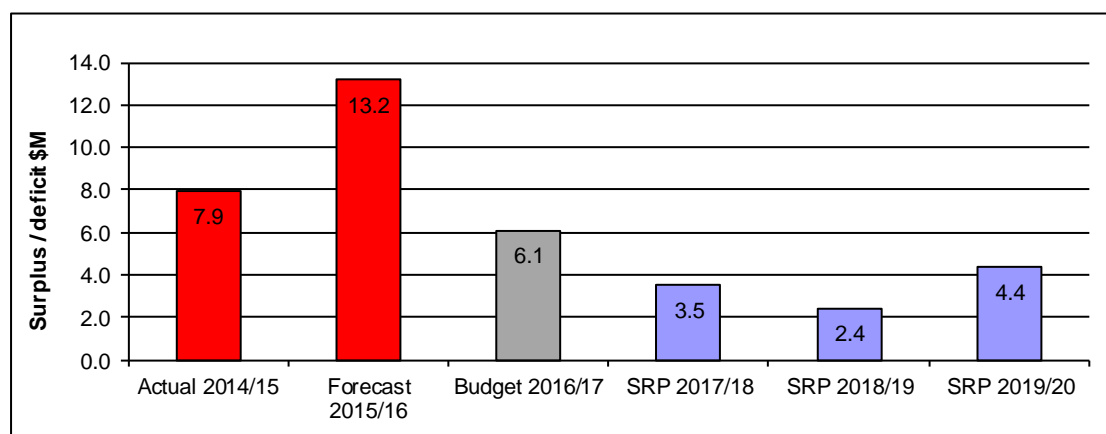
Council has prepared a Budget for the 2016/17 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

8.1 Total rates and charges



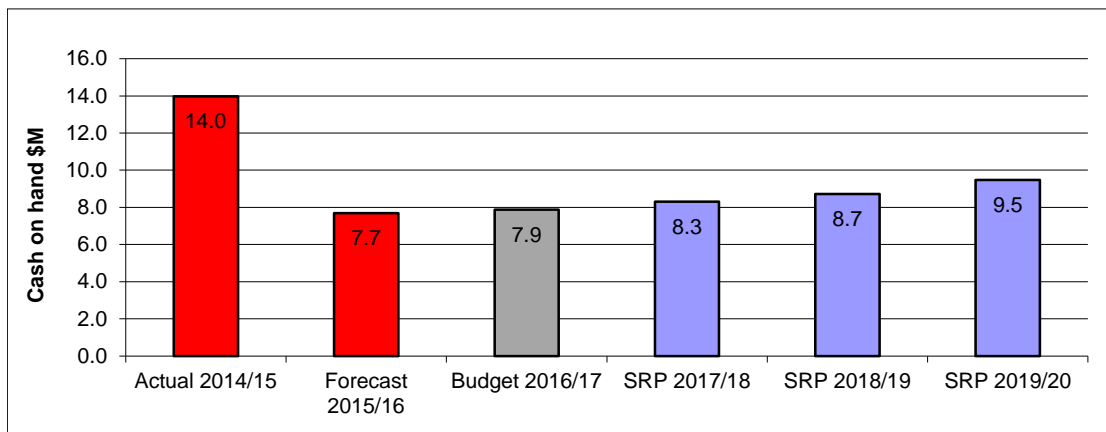
It is proposed that the average rate increase by 2.5% for the 2016/17 year, raising total rates of \$34.1 million, including \$0.1 million generated from supplementary rates. This rate increase is in line with rate cap set by the Minister for Local Government. (The rate increase for the 2015/16 year was 5.5%).

8.2 Operating result



The expected operating result for the 2016/17 year is a surplus of \$6.1 million, which is a decrease of \$7.1 million over 2015/16. This is due mainly to external funding for capital works which is higher than usual in 2015/16 due to the completion of a number of major projects. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is expected to be a surplus of \$1.8 million with consistent underlying surpluses being forecast for future years..

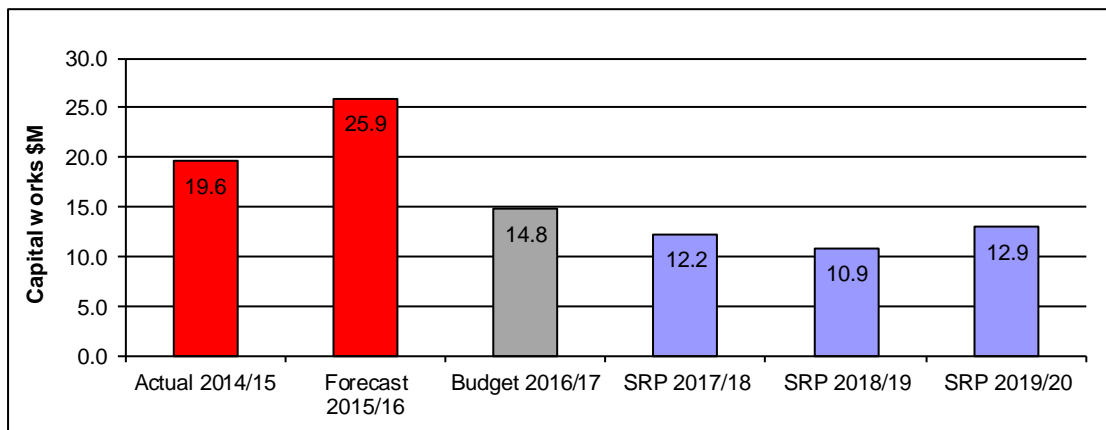
8.3 Cash and investments



Cash and investments are expected to increase by \$0.2 million during the year to \$7.9 million as at 30 June 2017. This is due mainly to the expected completion of the carried forward component of the 2015/16 capital works program. The reduction in cash and investments is in line with Council's Strategic Resource Plan.

Refer also Section 4 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

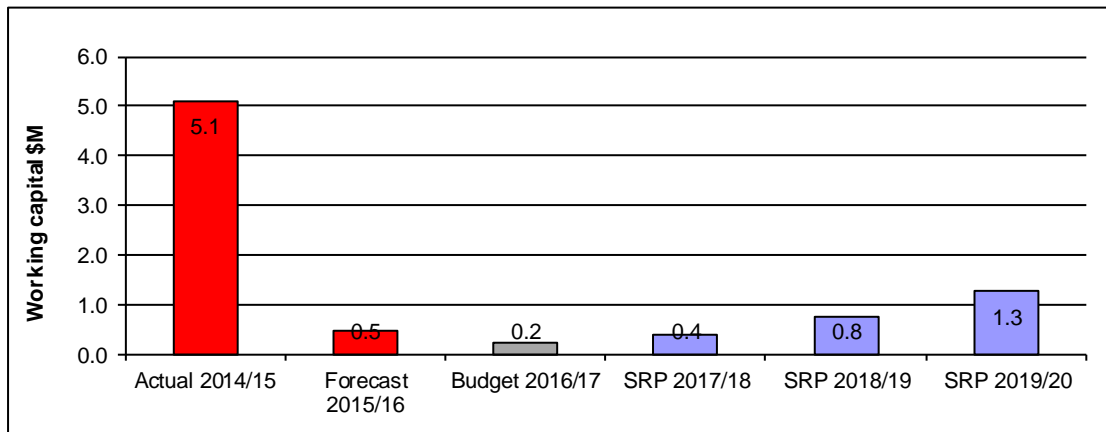
8.4 Capital works



The capital works program for the 2016/17 year is expected to be \$14.8 million. Of this amount, \$1.8 million will come from external grants, \$2.7 from borrowed funds and the balance of \$10.3 million from Council cash. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program includes a number of major projects including the City Centre renewal and stage 2 of the Simpson St tunnel upgrade.

Refer also Section 3 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

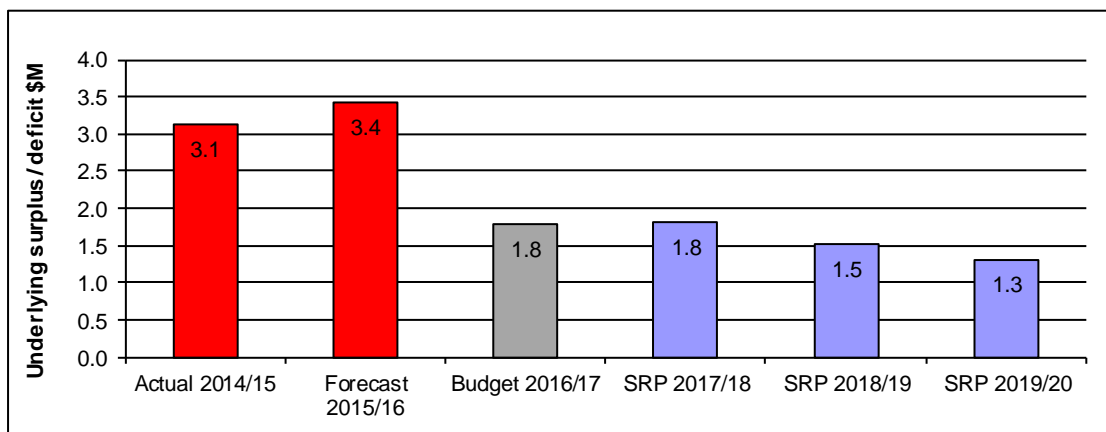
8.5 Financial position



Working capital is expected to be positive throughout the SRP forecast period but lower than current levels due to the assumption that the full capital works program will be finalised each financial year.

Refer also Section 3 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

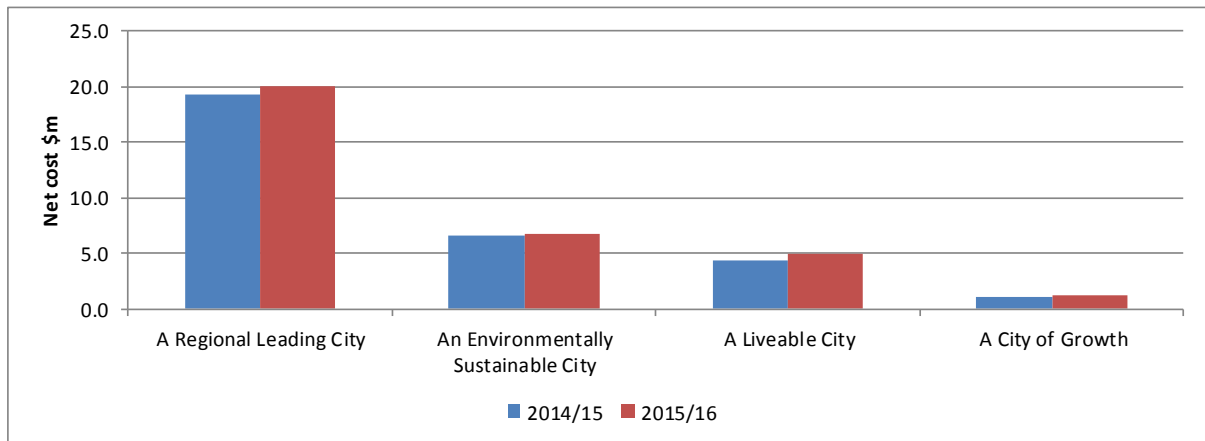
8.6 Financial sustainability



A high level Strategic Resource Plan for the years 2017/18 to 2019/20 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. The adjusted underlying result, which is a measure of financial sustainability, shows a consistent surplus over the four year period.

Refer to Section 14 for more information on the Strategic Resource Plan.

8.7 Strategic objectives



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the 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 2016/17 year.

The services that contribute to these objectives are set out in Section 2.

9. Budget influences

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

9.1 Snapshot of Warrnambool City Council

In 2016 the estimated resident population of the City of Warrnambool was 34,713 persons. The City's population has grown on average by 0.8% per annum over the past five years, making it the fifth-fastest growing regional city in Victoria. In terms of numbers, this represents almost 300 additional residents each year.

Warrnambool is a growing, vibrant regional centre with a forecast population approaching 46,762 people by the year 2036. The City plays a key regional services role for the wider Great South Coast region's population of 120,000 persons. Around 2,500 of the City's workers reside in other regional Victorian LGAs, mainly in neighbouring Moyne and nearby Corangamite, emphasising the City's significance as a regional employment hub.

Warrnambool is the eighth-largest economy outside metropolitan Melbourne with a Headline Gross Regional Product (GRP) of \$1.4 billion. The following six sectors account for over two thirds of employees whose place of work is located within Warrnambool: Healthcare and Social Assistance; Retail Trade; Education and Training; Accommodation and Food Services; Construction and Manufacturing. Future population changes in Warrnambool will be closely associated with the city's employment, particularly in service sectors such as tourism, retail, trade, health and education. Warrnambool and surrounds are fortunate to have a strong food processing base, led by dairy and meat production. Large investments in these areas are expected to result in employment growth opportunities in this sector.

Budget implications

In preparing the 2016/17 budget, a number of external and internal influences have been taken into consideration because they are likely to impact significantly on the services delivered by Council in the budget period.

9.2 External influences

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2016/17 has been set at 2.5%.
- State-wide CPI is forecast to be 2.5% for the 2016/17 year.
- The Victorian Wage Price Index is projected to be 3.25% in 2016/17.
- A freeze on Commonwealth Grants Commission funding (\$0.6 million impact over three years).
- Amended teacher : children ratio's for the grant funded early years children services.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.

9.3 Internal influences

- Council is renegotiating a new Enterprise Agreement at present to apply during the 2016/17 year.
- Benefits derived from council's innovation and efficiency program.

9.4 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 determined by council which the officers were to prepare their budgets and the overriding direction was for Recurrent (day to day operations) Program Budgets to be prepared based upon the expected Enterprise Agreement for salaries with no additional staffing hours and the balance of the budget (materials & contracts and income) to be capped at a net increase of 1.7% (December 2015 CPI) over the 2015/16 Adopted Budget.

Council's overriding direction to Managers again this year was to build upon the previous 3 years where Managers have been requested to deliver their budgets at or below their main cost drivers (MAV Cost Index and WCC's Enterprise Agreement).

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 CPI (1.7%) or EA movement ;
- Service levels to be maintained at 2015/16 levels with the aim of being efficient and innovative and to maximise resource use; and
- 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 2016/17:

- Service levels to be maintained at prior year levels where practicable;
- 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;
- Efficiencies to drive Council's response to rate capping; and
- Council's medium to long term strategic planning not to be constrained by rate capping.

9.5 Long Term Strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for the years 2016/17 to 2019/20 (section 14), Rating Strategy (section 15) and Borrowings Strategy (section 16).

10. Analysis of Operating Budget

This section analyses the operating budget including expected income and expenses of the Council for the 2016/17 year.

10.1 Budgeted income statement

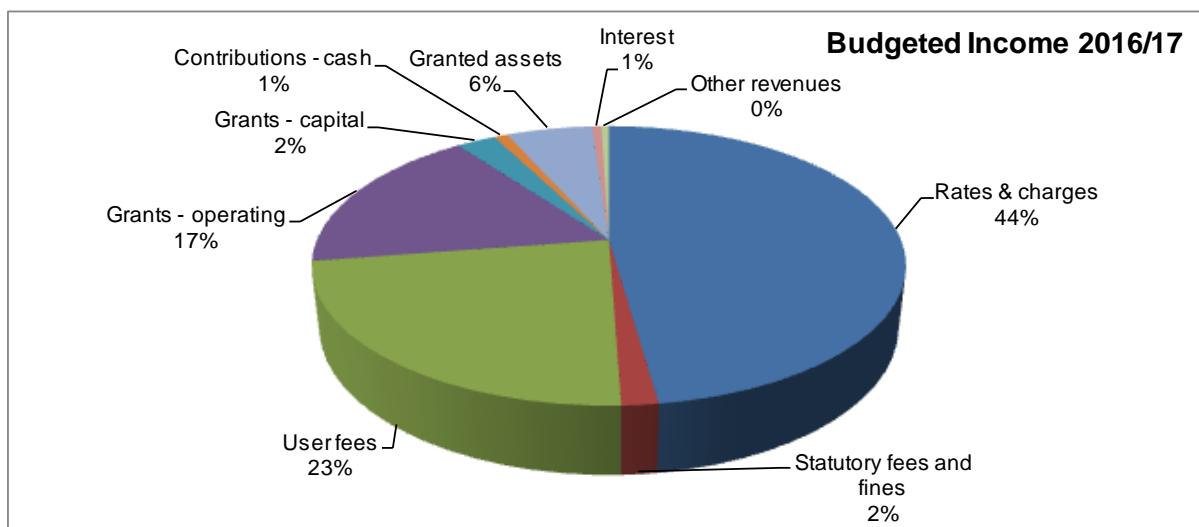
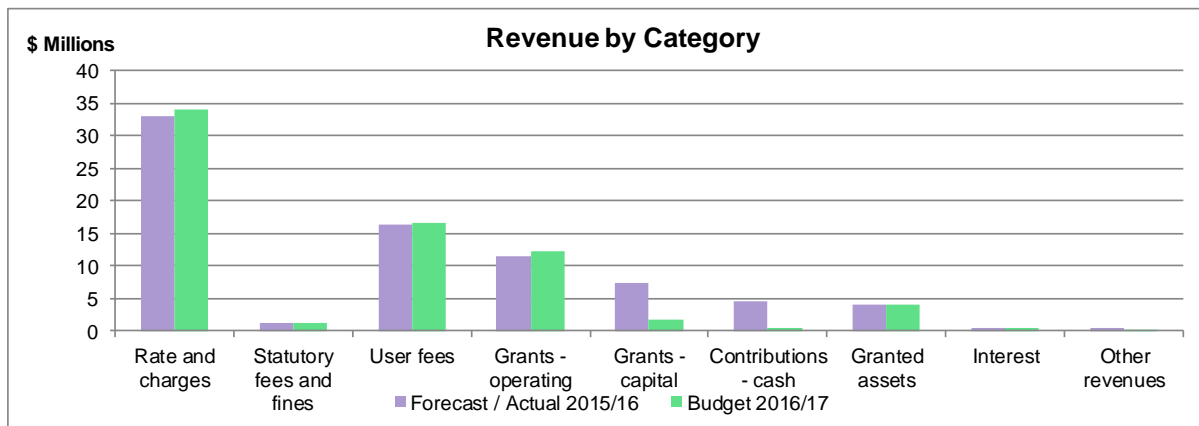
	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Total income	10.2	78,948	71,427	(7,521)
Total expenses	10.3	65,791	65,325	466
Surplus (deficit) for the year		13,157	6,102	(7,055)
Less: Grants – capital	10.2.6	(7,321)	(1,818)	5,503
Less: Contributions – non-monetary assets		(4,000)	(4,000)	0
Add: Net loss on asset disposal		1,105	1,309	204
Add: Expensed capital works		476	200	(276)
Underlying surplus (deficit)	10.1.1	3,417	1,793	(1,624)

10.1.1 Underlying surplus (\$1.6 million decrease)

The underlying result is the net surplus or deficit for the year adjusted for capital grants, contributions of non-monetary assets and other one-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 one-off items of income and expenses which can often mask the operating result. The underlying result for the 2016/17 year is a surplus of \$1.8 million which demonstrates Council's continuing solid financial sustainability.

10.2 Income

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Rate and charges	10.2.1	33,137	34,119	982
Statutory fees and fines	10.2.2	1,273	1,200	(73)
User fees	10.2.3	16,333	16,528	195
Grants - operating	5.1.1	11,533	12,355	822
Grants - capital	5.1.2	7,321	1,818	(5,503)
Contributions - cash	10.2.4	4,493	623	(3,870)
Granted assets	10.2.5	4,000	4,000	0
Interest	10.2.6	460	434	(26)
Other revenues	10.2.7	398	350	(48)
Total operating revenue		78,948	71,427	(7,521)



10.2.1 Rates and charges (\$1.0 million increase)

It is proposed that income from rates and charges will increase by \$1.0 million to \$34.1 million in 2016/17. The increase in revenue is generated by the proposed 2.5% increase applied to the level of rates and charges and from supplementary rate income generated by growth in Council’s rating base.

Section 15 “Rating Strategy” includes a more detailed analysis of the rates and charges to be levied for 2016/17

10.2.2 Statutory fees and fines (\$0.1 million decrease)

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

Statutory fees and fines revenues for 2016/17 are expected to marginally decrease and are being impacted by town planning fees which have not increased since 2009.

10.2.3 User fees (\$0.1 million increase)

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

User fees and charges are expecting to increase by 1.2% to \$16.5 million in 2016/17 and reflect the budget principal of maintaining existing levels of subsidy to the community.

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 A and also available on Council's web site.

10.2.4 Contributions – cash (\$3.9 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 are philanthropic donations and contributions by any organisations to specific projects.

This income can swing considerably between years as it is largely dependent on development activity driven by the housing market and developers. The 2015/16 forecast assumes contributions for the new Industrial Estate and contributions received for projects where Council is acting as facilitator.

10.2.5 Contributions – non cash (\$0.0 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 similar level of subdivisions to be finalised in 2016/17. However, this income can swing considerably between years as it is largely dependent on development activity driven by the housing market and developers.

10.2.5 Interest – (\$0.0 million decrease)

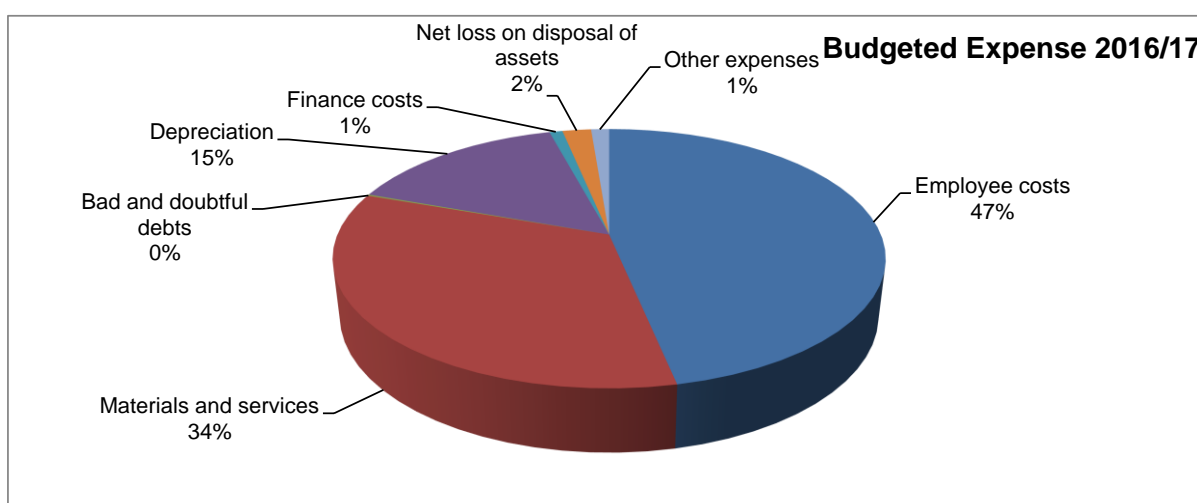
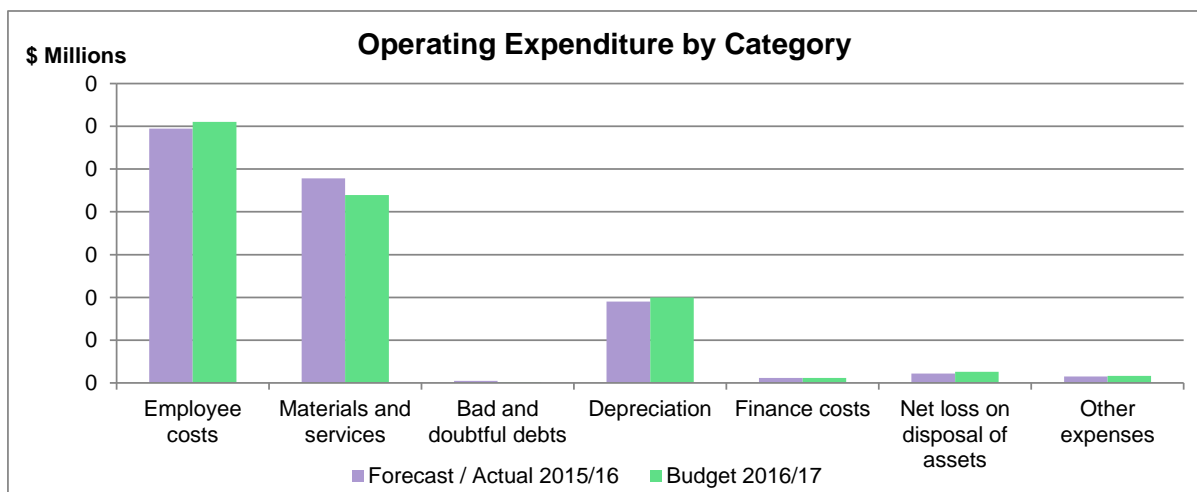
Investment interest is impacted on by the level of cash held and the return on investment. It is anticipated that cash levels will reduce in 2016/17 as capital works are completed and the level of return on investment continues at near record lows.

10.2.6 Other revenue (\$0.1 million decrease)

Other revenue relates to a range of items such as private works, cost recoups and other miscellaneous income items. No significant variation is expected in 2016/17.

10.3 Expenses

Expenditure Types	Ref	Forecast	Budget	Variance
		Actual	2016/17	
		2015/16	2016/17	
		\$'000	\$'000	\$'000
Employee costs	10.3.1	29,717	30,518	(801)
Materials and services	10.3.2	23,910	21,978	1,932
Bad and doubtful debts	10.3.3	227	102	125
Depreciation	10.3.4	9,500	10,000	(500)
Finance costs	10.3.5	584	595	(11)
Net loss on disposal of assets	10.3.6	1,105	1,309	(204)
Other expenses	10.3.7	748	823	(75)
Total operating expenditure		65,791	65,325	466



10.3.1 Employee benefits (\$0.8 million increase)

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

Employee costs are budgeted to increase by \$0.8 million compared to the 2015/16 forecast. The major driver of labour cost movements is Council's Enterprise Agreement (EA) which is currently being negotiated for the next 3 financial years.

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

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

Department	Budget	Comprises	
	2016/17 \$'000	Permanent Full Time \$'000	Permanent Part Time \$'000
Corporate Strategies	5,481	4,429	1,052
City Infrastructure	7,603	6,851	752
Community Development	11,888	5,608	6,280
City Growth	3,984	2,864	1,120
Total permanent staff expenditure	28,956	19,752	9,204
Casuals and other expenditure	1,562		
Total expenditure	30,518		

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

Department	Budget	Comprises	
	2016/17 FTE	Permanent Full Time FTE	Permanent Part Time FTE
Corporate Strategies	51.5	37.0	14.5
City Infrastructure	107.1	95.0	12.1
Community Development	167.2	68.0	99.2
City Growth	49.1	32.0	17.1
Total permanent staff expenditure	374.9	232.0	142.9
Casuals and other expenditure	23.3		
Total expenditure	398.2		

10.3.2 Materials & services (\$1.9 million decrease)

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

Council's expenditure on materials and services is budgeted to decrease in 2016/17 with a number of project based expenditure decreasing e.g. Baby Makes 3, projects where Council has an auspice arrangement and the early payout of ongoing contribution commitment in 2015/16. In addition, the 2015/16 forecast includes \$0.5 million of Capital Works that are to be expensed relating to the installation of low energy street lights, the affordable housing rebate scheme in Dennington and investigation works on the Port of Warrnambool.

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.

10.3.3 Bad and doubtful debts (\$0.1 million decrease)

The 2015/16 forecast includes 2 years of bad debts being written off. This is expected to come back to the normal level of bad debts in 2016/17 and may reduce with plans to change the collection process for debts.

10.3.4 Depreciation and amortisation (\$0.5 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 \$0.5 million for 2016/17 will be due to the capitalisation of 2015/16 infrastructure. Refer to section 12. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2016/17 year.

10.3.5 Finance costs (\$0.0 million increase)

Finance costs relate to interest charged by financial institutions on funds borrowed. The finance costs remain similar to the prior year with Council expecting to borrow \$1.0 million for Stage 1 of the Simpson Street tunnel upgrade.

Section 16 "Borrowing strategies" provides detail of the borrowing program and debt analysis.

10.3.6 Net loss on sale of assets (\$0.2 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 fleet and road assets are predicated to remain steady in the 2016/17 financial year.

10.3.6 Other expenditure (\$0.1 million increase)

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

11. Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016/17 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.

11.1 Budgeted Cash Flow Statement

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
General rates		33,137	33,778	641
Grants		18,854	14,173	(4,681)
Contributions		4,493	623	(3,869)
Interest		460	434	(26)
Statutory fees and fines		1,273	1,200	(74)
User fees		16,333	16,528	195
Other revenue		398	350	(48)
		74,948	67,086	(7,862)
<i>Payments</i>				
Employee costs		(29,474)	(30,328)	(854)
Materials, consumables & contracts		(25,208)	(21,769)	3,439
Finance costs		(584)	(595)	(11)
		(55,266)	(52,692)	2,574
Net cash provided by operating activities		19,682	14,394	(5,288)
Cash flows from investing activities	11.1.2			
Proceeds from sales of property, plant & equipment		559	364	(195)
Payments for property, plant and equipment		(25,886)	(15,306)	10,580
Net cash used in investing activities		(25,327)	(14,942)	10,385
Cash flows from financing activities	11.1.3			
Proceeds from borrowings		1,000	2,700	1,700
Repayment of borrowings		(1,765)	(1,957)	(192)
Proceeds from financial assets		8,000	12,000	4,000
Payments for financial assets		(6,000)	(12,000)	(6,000)
Proceeds from trust deposits		1,000	1,000	0
Payments for trust deposits		(1,000)	(1,000)	0
Net cash provided by financing activities		1,235	743	(492)
Net increase/(decrease) in cash and cash equivalents		(4,410)	195	4,605
Cash and cash equivalents at the beginning of the period		7,099	2,689	(4,410)
Cash and cash equivalents at end of year	11.1.4	2,689	2,884	195

11.1.1 Operating activities (\$5.3 million decrease)

The decrease in net cash from operating activities is mainly due to the decrease in capital grant income and contributions which are helping to fund Councils capital expenditure in 2015/16. The decrease in income is reflected in the decrease in investing activities with payments for property plant and equipment (capital expenditure) lower in 2016/17.

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 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Surplus (deficit) for the year	13,157	6,102	(7,055)
Depreciation	9,500	10,000	500
Loss (gain) on sale of assets	1,105	1,309	204
Granted assets	(4,000)	(4,000)	0
Net movement in current assets and liabilities #	(80)	983	1,063
Cash flows available from operating activities	19,682	14,394	(5,288)

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

11.1.2 Investing activities (\$11.5 million decrease)

2015/16 is forecast to include high levels of capital expenditure with major works including Horne Road Industrial Park, the Airport Business Park, Stage 1 of Simpson St tunnel upgrade, North Warrnambool flood mitigation works and the Flagstaff Hill redevelopment. Council's 2016/17 capital expenditure budget is more consistent with the previous 4 years levels. These activities are funded partially funded through the increase in operating and financing activities.

11.1.3 Financing activities (\$0.5 million decrease)

Net borrowings (Loan funds less repayments) are expected to increase by \$1.5 million with \$2.7 million expected to be borrowed in 2016/17 to fund Stage 2 of the Simpson Street tunnel upgrade. This is offset by the decrease in financial assets (investments greater than 90 days) which is being converted to cash to fund our Capital Works program in 2015/16.

11.1.4 Cash and cash equivalents at end of the year (\$0.2 million increase)

Cash levels at 30 June 2016 are budgeted to remain consistent with 2015 levels as this enables sufficient working capital to service current liabilities including trade payables, loan servicing and wage costs.

11.2 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, 2016 it will have cash and financial assets of \$7.9 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Total cash and financial assets		7,689	7,884	195
Restricted cash and financial assets				
- Statutory reserves	11.2.1	(240)	(280)	(40)
- Trust funds and deposits	11.2.2	(791)	(791)	0
Unrestricted cash and financial assets	11.2.3	6,658	6,813	155
- Discretionary reserves	11.2.4	(632)	(1,289)	(657)
Unrestricted cash and financial assets adjusted for discretionary reserves	11.2.5	6,026	5,524	(502)

11.2.1 Statutory reserves (\$0.3 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.

11.2.2 Trust funds and deposits (\$0.8 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.

11.2.3 Unrestricted cash and investment (\$6.8 million)

The amount shown is in accordance with the definition of unrestricted cash included in Section 3 of the Regulations. These funds are free of statutory reserve funds and are available for use by Council.

11.2.4 Discretionary reserves (\$1.3 million)

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, 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 Drainage Fund established by Council in 2005 and Car Parking Fund established in 2010 are included in these reserves, along with proceeds from asset sales.

11.2.5 Unrestricted cash and financial assets adjusted for discretionary reserves (\$5.5 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.

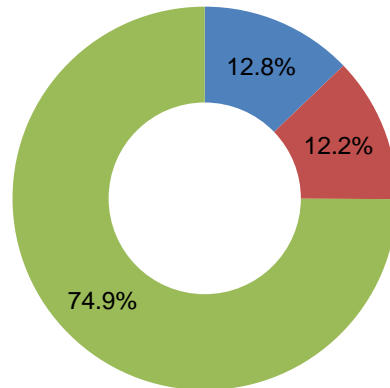
12. Analysis of Capital Budget

This section analyses the planned capital expenditure budget for the 2016/17 year and the sources of funding for the capital budget.

12.1 Capital Works

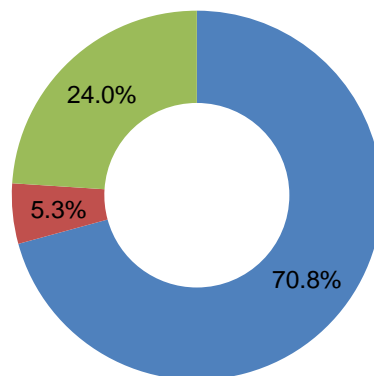
Capital Works Areas	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Property	12.1.1			
Land		811	0	(811)
Total land		811	0	(811)
Buildings		683	0	(683)
Building improvements		3,709	1,895	(1,814)
Total buildings		4,392	1,895	(2,497)
Total property		5,203	1,895	(3,308)
Plant and equipment	12.1.2			
Plant, machinery and equipment		1,507	1,418	(89)
Computers and telecommunications		2,021	355	(1,666)
Paintings and exhibits		35	35	0
Total plant and equipment		3,563	1,808	(1,755)
Infrastructure	12.1.3			
Roads		7,378	4,183	(3,195)
Bridges		680	950	270
Footpaths and cycleways		2,093	1,586	(507)
Drainage		3,802	2,750	(1,052)
Recreational, leisure and community facilities		699	221	(478)
Parks, open space and streetscapes		1,596	686	(910)
Aerodromes		504	30	(474)
Off street car parks		182	356	174
Other infrastructure		186	310	124
Total infrastructure		17,120	11,072	(6,048)
Total capital works expenditure		25,886	14,775	(11,111)
Represented by:				
Asset renewal	12.1.4	15,224	10,454	(4,770)
New assets	12.1.4	2,822	780	(2,042)
Asset expansion/upgrade	12.1.4	7,840	3,541	(4,299)
Total capital works expenditure		25,886	14,775	(11,111)

2016/17 Capital Works Budget



■ Total property ■ Total plant and equipment ■ Total infrastructure

2016/17 Capital Works Budget by Asset Spend



■ Asset renewal ■ New assets ■ Asset expansion/upgrade

12.1.1 Land & buildings (\$3.4 million)

Council has over 240 major buildings with a replacement cost of over \$160 million and includes buildings and improvements for community facilities, sports facilities and pavilions and municipal buildings. These assets require renewal investment in addition to the new scheduled building projects. The majority of Councils building capital works program is focused on asset renewal rather than building new assets.

12.1.2 Plant and equipment (\$1.8 million)

Plant and equipment includes plant, machinery and equipment, computers and telecommunications and art works. The majority of the spend in this category for 2016/17 relates to renewing Councils plant, machinery and equipment.

12.1.3 Infrastructure (\$11.1 million)

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

For 2016/17, \$4.2 million will be spent on renewing the roads, while \$2.7 million is forecast for stage 2 of the Simpson Street tunnel upgrade.

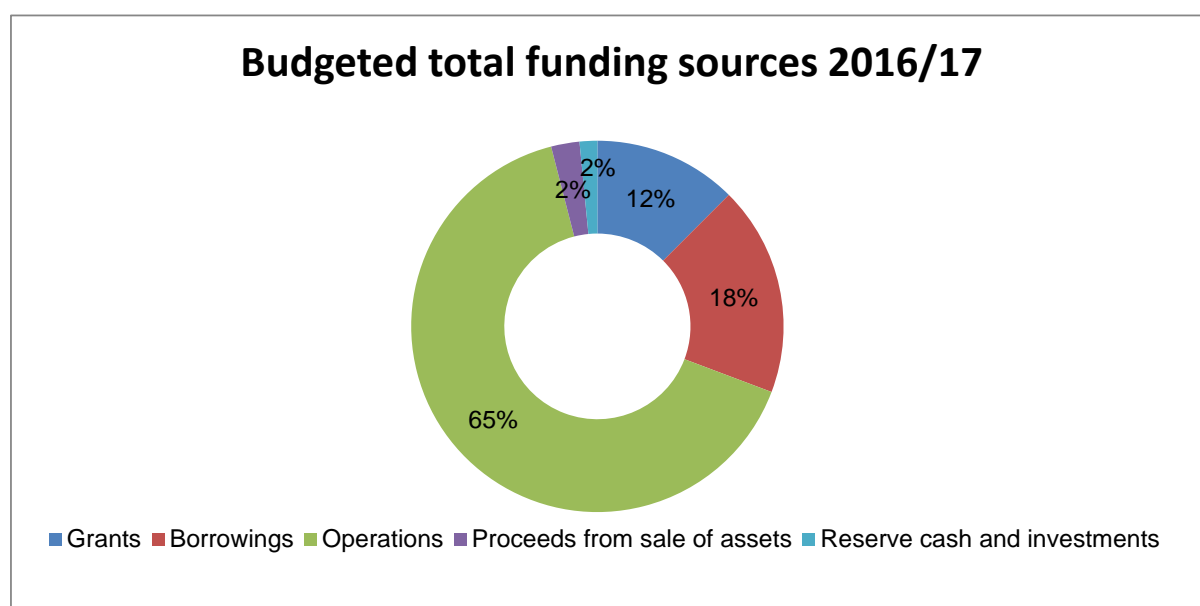
12.1.4 Asset renewal (\$10.5 million), new assets (\$0.8 million) and asset expansion/upgrade (\$3.5 million)

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 majority of the investment towards the City Centre renewal and elements of the Simpson Street tunnel upgrade will be classified as asset renewal and are examples 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.

12.2 Funding sources

Sources of Funding	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Grants	12.2.1	7,324	1,843	(5,481)
Contributions		3,449	0	(3,449)
Borrowings	12.2.2	1,000	2,700	1,700
Council Cash				
- operations	12.2.3	10,554	9,641	(913)
- proceeds from sale of assets	12.2.4	559	364	(195)
- reserve cash and investments	12.2.5	3,000	227	(2,773)
- unrestricted cash and investments		0	0	0
Total works / funding sources		25,886	14,775	(11,111)



12.2.1 Grants (\$1.8 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for the Federal Roads to Recovery program (\$1.1 million) and Bridge renewal \$0.6 million.

12.2.2 Borrowings (\$2.7 million)

Council is expecting to borrow \$2.7 million in 2016/17 to fund stage 2 of the Simpson Street tunnel upgrade.

12.2.3 Council cash - operations (\$9.6 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$9.6 million will be generated from operations to fund the 2016/17 capital works program.

12.2.4 Council cash – proceeds from sale of assets (\$0.4 million)

Proceeds from sale of assets include motor vehicle and other machinery sales in accordance with Council's fleet renewal policy of \$0.4 million.

12.2.5 Council cash – reserve cash and investments (\$0.2 million)

Council has cash reserves which it can use to fund part of its annual capital works program, this is mainly done through the Drainage and Car Park funds.

13. Analysis of Budgeted Financial Position

13.1 Budgeted Balance Sheet

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Current assets	13.1.1			
Cash assets		2,689	2,884	195
Financial assets		5,000	5,000	0
Trade and other receivables		4,200	4,141	(59)
Inventories		120	120	0
Other current assets		500	520	20
Total current assets		12,509	12,665	156
Non-current assets	13.1.1			
Trade and other receivables		160	130	(30)
Investments in associates		450	465	15
Property, infrastructure, plant & equipment		657,605	674,707	17,102
Total non-current assets		658,215	675,302	17,087
Total Assets		670,723	687,967	17,244
Current liabilities	13.1.2			
Trade and other payables		3,500	3,709	209
Trust funds		791	791	0
Provisions		5,780	5,954	173
Interest-bearing liabilities		1,957	2,001	44
Total current liabilities		12,028	12,455	427
Non-current liabilities	13.1.2			
Provisions		544	560	16
Interest-bearing liabilities		7,938	8,637	699
Total non-current liabilities		8,482	9,197	715
Total liabilities		20,510	21,652	1,142
Net Assets		650,213	666,315	16,102
Equity	13.1.4			
Accumulated surplus		202,731	209,060	6,329
Reserves		447,482	457,255	9,773
Total equity		650,213	666,315	16,102

13.1.1 Current assets (\$0.2 million increase) and Non-Current Assets (\$17.1 million increase)

Cash assets include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of less than 90 days. Investments exceeding 90 days are classified as financial assets. These balances are projected to remain stable during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to marginally decrease by \$0.1 million in 2016/17.

Long term debtors (non-current) mostly relate to loans to community organisations, these are reducing over time with no new agreements identified for 2016/17.

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 and equipment, which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the capital works program, depreciation of assets, gifted assets and the sale and revaluation of assets.

13.1.2 Current liabilities (\$0.4 million increase) and Non-Current Liabilities (\$0.7 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase slightly on 2015/16 levels.

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.

Interest-bearing loans and borrowings are liabilities of Council. The Council is budgeting to repay loan principal of \$2.0 million over the year and drawdown new loan funds of \$2.7 million in accordance with the Loan Strategy (Section 16).

13.1.3 Working capital (\$16.1 million increase)

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Current assets	12,509	12,665	156
Current liabilities	12,028	12,455	(427)
Working capital	481	210	(271)
Restricted cash and investment current assets			
- Statutory reserves	(240)	(280)	(40)
- Trust funds and deposits	(791)	(791)	0
Unrestricted working capital	(550)	(861)	(311)

13.1.4 Net Assets and Equity (\$16.1 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 \$16.1 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; and
- 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 small 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 2 to 5 year cycle.

13.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2017 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 2016/17 year;
- Trade payables to remain stable;
- Debtors to stable;
- Employee entitlements to be increased by the Enterprise Agreement outcome, offset by the impact of more active management of leave entitlements of staff;
- Repayment of loan principal to be \$2.0 million and new borrowings to be \$2.7 million in accordance with Councils loan strategy; and
- Capitalised expenditure to be \$14.8 million, revaluation increment of \$10.0 million, gifted assets of \$4.0 million and depreciation of \$10.0 million.

14. Strategic Resource Plan

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

14.1 Plan Development

The Act requires a SRP 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. In preparing the SRP, Council must consider all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared a SRP for the four years 2016/17 to 2019/20 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 that meets the needs of the community; and
- 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; and
- Provide full, accurate and timely disclosure of financial information.

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

14.2 Financial Resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/17 to 2019/20 along with the 2015/16 forecasts. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

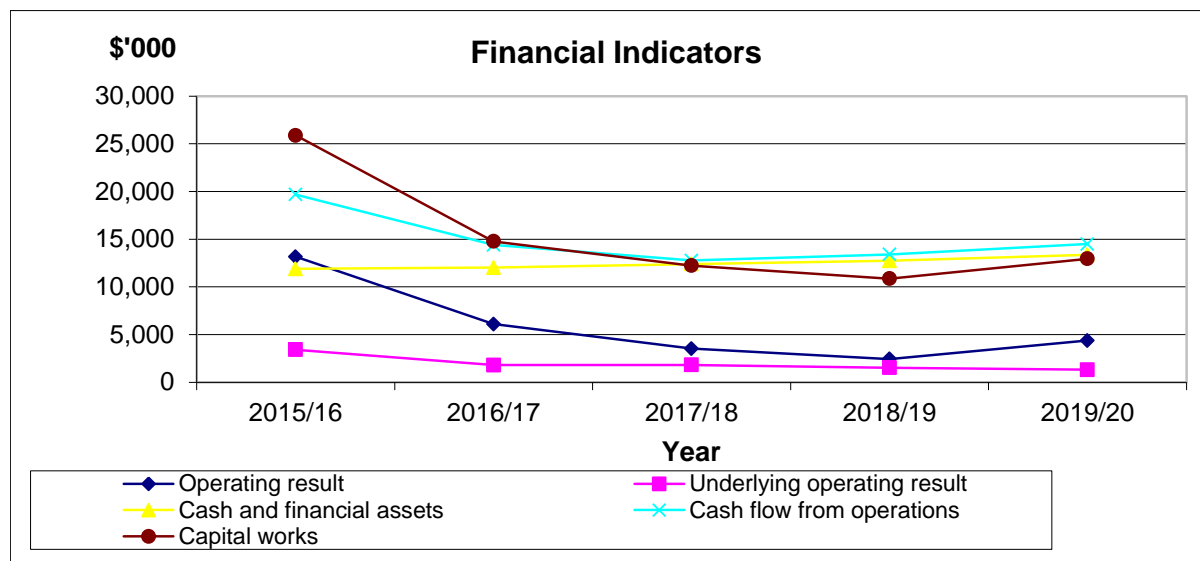
	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2015/16	2016/17	2017/18	2018/19	2019/20	
	\$'000	\$'000	\$'000	\$'000	\$'000	+/-
Operating result	13,157	6,102	3,516	2,433	4,375	o
Underlying operating result	3,417	1,793	1,816	1,519	1,314	o
Cash and financial assets	11,889	12,025	12,386	12,729	13,371	o
Cash flow from operations	19,682	14,394	12,775	13,396	14,492	o
Capital works	25,886	14,775	12,236	10,869	12,940	-

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

Strategic Resource Plan cont.

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



The key outcomes of the SRP are as follows:

- **Financial sustainability (section 3)** – Cash and investments are forecast to increase steadily over the next four years.
- **Rating strategy (section 15)** – A 2.5% rate increase has been built into the 2016/17 budget and continues through the rest of the SRP period. With additional growth in the rate base this will ensure necessary funds are generated to meet Council’s budgetary requirements.
- **Borrowing strategy (section 16)** – Borrowings are forecast to increase to a peak of \$12.4 million at the end of 2016/17 to fund drainage (Simpson Street tunnel upgrade) and infrastructure works in the cities growth areas.

15. 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.

15.1 Strategy Development

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges was identified as an important source of revenue, accounting for 52.5% of the underlying revenue received by Council annually. Planning for future rate increases has been influenced by the State Governments decision to introduce rate capping and is 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.

15.2 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 2.5% in 2016/17 raising a total rate of \$34.1 million, including \$0.1 million generated from supplementary rates.

Year	General Rate Increase %	Municipal Charge Increase %	Waste Management Charge Increase %	Total Rates and Charges Raised \$'000
2015/16	5.50	5.50	5.50	33,137
2016/17	2.50	2.50	2.50	34,119
2017/18	2.50	2.50	2.50	35,125
2018/19	2.50	2.50	2.50	36,144
2019/20	2.50	2.50	2.50	37,174

15.3 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; and
- 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 2016/17 year. A more detailed analysis of the rates to be raised is contained in section 7.

Rate type	How applied	2015/16	2016/17
Other land rates	Cents in \$ of CIV	.003666	.003713
Farm land rates	Cents in \$ of CIV	.002058	.002134
Commercial land rates	Cents in \$ of CIV	.006159	.006374
Industrial land rates	Cents in \$ of CIV	.006448	.006597
Vacant land rates	Cents in \$ of CIV	.005713	.005671
Industrial 2 land rates	Cents in \$ of CIV	.005158	.005676
Recreational land Cat 1	\$ per property	\$21,812.56	\$21,531.02
Recreational land Cat 2	Cents in \$ of CIV	.003102	.003185
Municipal charge	\$ per property	\$244.00	\$250.10
Waste Management charge	\$ per property	\$260.00	\$266.50

15.4 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 2016 with a revaluation date of 1 January 2016 and these valuations will apply from 1 July 2016 for the 2016/17 rating year.

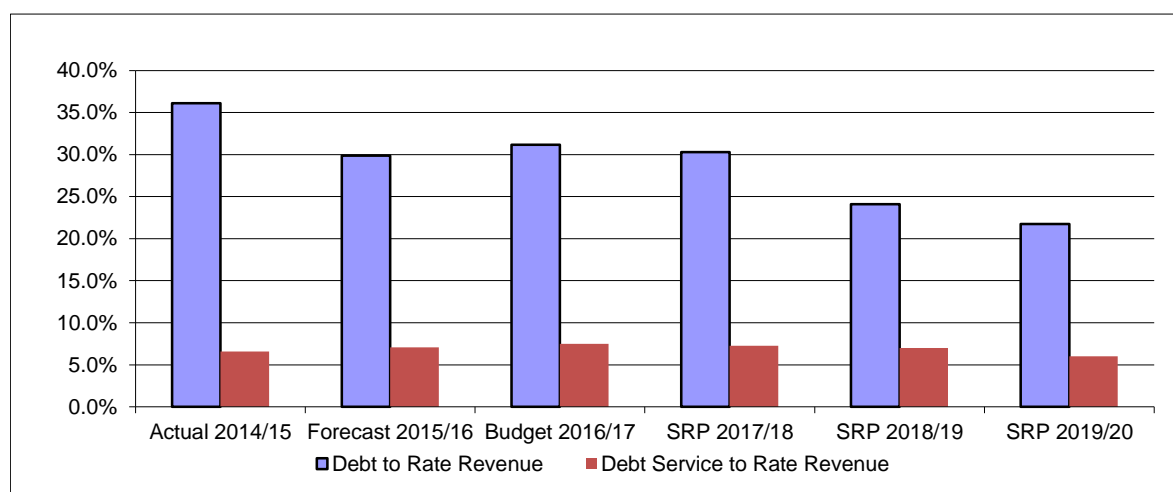
16. Summary of other strategies

16.1 Borrowing Strategies

In developing the Strategic Resource Plan SRP (see Section 14), borrowings have been identified as an important funding source and council has endorsed the following borrowing principles:

- No borrowings for operational purposes;
- Only borrow for major infrastructure projects which have long useful lives thereby applying equity across ratepayers of different generations;
- Consider borrowing for unforeseen one-off major impacts (i.e defined benefits superannuation calls, natural disasters);
- Loan repayments of principal and interest to repay debt over its loan term;
- Maintain a prudential borrowing ratio (debt/rate revenue) of no greater than 50%; and
- Maintain a debt servicing ratio (debt servicing/rate revenue) of no greater than 8%.

The following graph demonstrates council's compliance with its borrowing principles.



Council's is expecting to reduce its debt levels over the SRP from a peak of \$10.6 million down to \$8.1 million and expects this downward trend to continue into the future.

For the 2016/17 year, Council continues with new borrowings of \$2.7 million and makes loan principal repayments of \$2.0 million, which will see our debt balance rise to \$10.6 million as at 30 June 2017. The following table sets out future proposed borrowings and loan repayments based on the forecast financial position of Council as at 30 June 2016.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2015/16	1,000,000	1,765,019	583,988	9,894,729
2016/17	2,700,000	1,956,899	594,825	10,637,830
2017/18	2,000,000	2,000,913	553,064	10,636,917
2018/19	(0)	1,928,601	601,668	8,708,316
2019/20	1,000,000	1,628,260	604,885	8,080,056

Appendix A

1. LEADERSHIP

Property Management

User Fees & Charges	2014/15	2015/16	2016/17
Applications to use Crown & Council Land	\$20.00	\$21.00	\$22.00
Licences preparation fee	\$100.00	\$102.00	\$104.00
Lease preparation fee	\$142.00	\$144.00	\$146.00
Survey plan fee	\$1,588.00	\$1,590.00	\$1,595.00
Title search fee	\$26.00	\$28.00	\$30.00
Rate history search fee (1 st 3 hours)	\$335.00	\$338.00	\$340.00
Rate history search fee (after 3 hours)	\$95.00	\$98.00	\$100.00
Rate history search fee (0 - 10 years)	\$13.00	\$14.00	\$16.00
Copy of previous years Rate Instalments Notices (ea)	\$13.00	\$14.00	\$15.00

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.

Revenue Management

Description	2014/15	2015/16	2016/17
Monetary Complaints: Notices on a Debt			
Filing Fee			
Less than \$500	\$135.00	\$135.00	\$138.70
\$500 - \$999	\$135.00	\$135.00	\$138.70
\$1,000 - \$4,999	\$282.00	\$282.00	\$289.70
\$5,000 - \$7,499	\$282.00	\$282.00	\$289.70
\$7,500 - \$9,999	\$282.00	\$282.00	\$289.70
\$10,000 - \$20,000	\$429.00	\$429.00	\$440.60
Necessary Certificate x2			
Less than \$500	\$92.00	\$92.00	\$94.00
\$500 - \$999	\$164.00	\$164.00	\$166.00
\$1,000 - \$4,999	\$164.00	\$164.00	\$166.00
\$5,000 - \$7,499	\$192.00	\$192.00	\$196.00
\$7,500 - \$9,999	\$228.00	\$228.00	\$232.00
\$10,000 - \$20,000	\$228.00	\$228.00	\$232.00
Professional (Item 1 Complaints)			
Less than \$500	\$205.00	\$205.00	\$209.00
\$500 - \$999	\$429.00	\$429.00	\$438.00
\$1,000 - \$4,999	\$429.00	\$429.00	\$438.00
\$5,000 - \$7,499	\$527.00	\$527.00	\$538.00
\$7,500 - \$9,999	\$634.00	\$634.00	\$647.00
\$10,000 - \$20,000	\$634.00	\$634.00	\$647.00
Service Fee			
Service Fee	\$67.00	\$67.00	\$68.00
Other Professional Costs			
Warrant			
Less than \$500	\$53.00	\$53.00	\$54.00
\$500 - \$999	\$109.00	\$109.00	\$111.00
\$1,000 - \$4,999	\$109.00	\$109.00	\$111.00
\$5,000 - \$7,499	\$129.00	\$129.00	\$131.00
\$7,500 - \$9,999	\$162.00	\$162.00	\$165.00
\$10,000 - \$20,000	\$162.00	\$162.00	\$165.00
Summons for Oral Examination			
Less than \$500	\$55.00	\$55.00	\$56.00
\$500 - \$999	\$130.00	\$130.00	\$133.00
\$1,000 - \$4,999	\$130.00	\$130.00	\$133.00
\$5,000 - \$7,499	\$158.00	\$158.00	\$161.00
\$7,500 - \$9,999	\$174.00	\$174.00	\$177.00
\$10,000 - \$20,000	\$174.00	\$174.00	\$177.00
Necessary Affidavit			
Less than \$500	\$93.00	\$93.00	\$95.00
\$500 - \$999	\$191.00	\$191.00	\$195.00

\$1,000 - \$4,999	\$191.00	\$191.00	\$195.00
\$5,000 - \$7,499	\$232.00	\$232.00	\$237.00
\$7,500 - \$9,999	\$277.00	\$277.00	\$283.00
\$10,000 - \$20,000	\$277.00	\$277.00	\$283.00
Description	2014/15	2015/16	2016/17
Application for Order			
Less than \$500	\$42.00	\$42.00	\$43.00
\$500 - \$999	\$42.00	\$42.00	\$43.00
\$1,000 - \$4,999	\$42.00	\$42.00	\$43.00
\$5,000 - \$7,499	\$42.00	\$42.00	\$43.00
\$7,500 - \$9,999	\$42.00	\$42.00	\$43.00
\$10,000 - \$20,000	\$42.00	\$42.00	\$43.00
Instructions to Defend			
Less than \$500	\$95.00	\$95.00	\$97.00
\$500 - \$999	\$203.00	\$203.00	\$207.00
\$1,000 - \$4,999	\$203.00	\$203.00	\$207.00
\$5,000 - \$7,499	\$252.00	\$252.00	\$257.00
\$7,500 - \$9,999	\$301.00	\$301.00	\$307.00
\$10,000 - \$20,000	\$301.00	\$301.00	\$307.00
Order for Substituted Service			
Less than \$500	\$138.00	\$138.00	\$141.00
\$500 - \$999	\$249.00	\$249.00	\$255.00
\$1,000 - \$4,999	\$249.00	\$249.00	\$255.00
\$5,000 - \$7,499	\$296.00	\$296.00	\$303.00
\$7,500 - \$9,999	\$350.00	\$350.00	\$357.00
\$10,000 - \$20,000	\$350.00	\$350.00	\$357.00
Necessary Notice/Certificate			
Less than \$500	\$46.00	\$46.00	\$47.00
\$500 - \$999	\$82.00	\$82.00	\$83.00
\$1,000 - \$4,999	\$82.00	\$82.00	\$83.00
\$5,000 - \$7,499	\$96.00	\$96.00	\$98.00
\$7,500 - \$9,999	\$114.00	\$114.00	\$116.00
\$10,000 - \$20,000	\$114.00	\$114.00	\$116.00
Issue Fees			
Claim or Counterclaim			
Fee	\$135.00	\$135.00	\$138.70
Application for Order			
Fee	\$39.70	\$39.70	\$40.80
With Preparation	\$64.90	\$64.90	\$66.60
46A Summons/46B Rehearing Application			
Fee	\$140.30	\$140.30	\$144.20
With Preparation	\$165.50	\$165.50	\$170.00
Summons for Oral Examination inc hearing			
Fee	\$92.70	\$92.70	\$95.20
Certificate for Supreme Court			
Fee	\$18.50	\$18.50	\$19.00
With Preparation	\$43.70	\$43.70	\$44.80
Application for Attachment of Earnings			
Fee	\$132.40	\$132.40	\$136.00
Attachment of Earnings/Debt Order			
Fee	\$18.50	\$18.50	\$19.00
With Preparation	\$43.70	\$43.70	\$44.80
Warrant Fees			
Warrant of Delivery			
Fee	\$15.90	\$15.90	\$16.30

2. ENVIRONMENT

Coast & Rivers

New fees to apply from 1 August 2016

User Fees & Charges	2014/15	2015/16	2016/17
Mooring Fees			
Boat less than 10m pa	\$238.00	\$246.00	\$250.00
Boat 10.1m to 15m pa	\$297.50	\$300.00	\$315.00
Boat 15.1 – 20m pa	\$346.10	\$350.00	\$365.00
Boat 20.1 – 25m pa	\$433.00	\$440.00	\$445.00
Jetty Fees – pa: Permit for breakwater and Hopkins River	\$189.30	\$190.00	\$200.00
Mooring infrastructure hire	\$75.00	\$75.00	\$80.00
Annual Parking Permit Fees			
Breakwater (per vehicle)	\$59.50	\$60.00	\$62.00

Infrastructure Services

New fees to apply from 1 July 2016

User Fees & Charges	2014/15	2015/16	2016/17
ROAD RESERVE WORKS – OTHER THAN MINOR WORKS Conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit greater than 50km/h	N/A	N/A	\$603.40
ROAD RESERVE WORKS – OTHER THAN MINOR WORKS Not conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit greater than 50km/h	N/A	N/A	\$329.00
ROAD RESERVE WORKS – OTHER THAN MINOR WORKS Conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit 50km/h or less	N/A	N/A	\$329.00
ROAD RESERVE WORKS – OTHER THAN MINOR WORKS Not conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit 50km/h or less	N/A	N/A	\$84.00
ROAD RESERVE WORKS –MINOR WORKS (less than 8.5m²) Conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit greater than 50km/h	N/A	N/A	\$224.00
ROAD RESERVE WORKS –MINOR WORKS (less than 8.5m²) Not conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit greater than 50km/h	N/A	N/A	\$133.00
ROAD RESERVE WORKS –MINOR WORKS (less than 8.5m²) Conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit 50km/h or less	N/A	N/A	\$130.20
ROAD RESERVE WORKS –MINOR WORKS (less than 8.5m²) Not conducted on, or on any part of, the roadway, shoulder or pathway – Speed limit 50km/h or less	N/A	N/A	\$84.00
Road reserve works permit - crossover	\$82.00	\$85.00	N/A
Road reserve works permit - additional inspection	\$82.00	\$85.00	N/A
Road reserve works permit - minor works	\$82.00	\$85.00	N/A
Road reserve works permit - general works	\$150.00	\$155.00	N/A
Road reserve works permit - major works** ** fees greater than the specified may be required for major development works. Consultation by developer/applicant prior to application	\$500.00	\$515.00	N/A
Driveway Design and Vertical Clearance Check	N/A	N/A	\$220.00
Asset Inspection Checklist	\$120.00	\$124.00	\$130.00
Stormwater Legal Point of Discharge Application:			
Single dwelling development	\$61.10	\$63.00	\$65.00
Multi – dwelling development	\$61.10	\$63.00	\$65.00
Commercial premises	\$61.10	\$63.00	\$65.00
Industrial premises	\$61.10	\$63.00	\$65.00
Information only	\$53.00	\$56.00	\$58.00
Short notice fee	\$102.50	\$110.00	\$113.00
Street tree – supply and install including maintenance period of 24 months	\$310.00	\$315.00	\$330.00
Build Over Stormwater Easement Application	N/A	N/A	\$100.00
Rain Garden (small up to 4.5m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$2,665.00	\$2,800.00	\$2900.00
Rain Garden (medium up to 9.0m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$2870.00	\$2,960.00	\$3,050.00
Stormwater drainage line inspection (high resolution camera) – 4 hours	\$600.00	\$620.00	\$630.00
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	\$1190.00	\$1,225.00	\$1290.00

3. LIVEABILITY

Lighthouse Theatre

New fees to apply from 1 July 2016

User Fees & Charges	2014/15	2015/16	2016/17
Community & Local Non for Profit			
THEATRE: Ticketed Performance Hire			
Hire rate plus 5% of net ticket sales	\$825.00	\$850.00	\$875.00
THEATRE: Rehearsal Hire per hour			
Work lights only	\$68.00	\$70.00	\$45.00
Stage lights and all technical facilities	\$90.00	\$92.50	\$55.00
STUDIO: Ticketed Performance Hire	\$465.00	\$475.00	\$485.00
STUDIO: Rehearsal Hire per hour			
Work lights only	\$48.00	\$48.00	\$45.00
Stage lights and all technical facilities	\$60.00	\$60.00	\$55.00
Staff: Additional hours all venues per hour			
Supervising Technician	\$42.00	\$45.00	\$47.50
Technician	\$37.50	\$40.00	\$42.50
Front of House Coordinator	\$42.00	\$45.00	\$47.50
Equipment & Consumable Items			
Steinway Grand piano	\$80.00	\$80.00	\$80.00
Radio Mics	\$40.00	\$40.00	\$40.00
Stage Extension	\$125.00	\$125.00	\$125.00
Ticketing Fees			
Tix under \$11.00	\$1.25	\$1.25	\$1.25
Tix \$11.00 - \$40.00	\$2.40	\$2.40	\$2.40
Tix \$40.00 plus	\$3.40	\$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	12% of Box Office net of ticketing fees + agreed staff	12% of Box Office net of ticketing fees + agreed staff	12% of Box Office net; plus ticketing fees and staffing
STUDIO: Rehearsal Hire per hour	\$35.00	\$40.00	\$45.00
Local Artists and Non-local Non for Profit			
THEATRE: Ticketed Performance Hire			
Hire rate plus 5% of net ticket sales	\$1,030.00	\$1,050	\$1,075.00
THEATRE: Rehearsal Hire per hour			
Work lights only	\$70.00	\$70.00	\$45.00
Stage lights and all technical facilities	\$85.00	\$92.50	\$55.00
STUDIO: Ticketed Performance Hire	\$450.00	\$475.00	\$485.00
STUDIO: Rehearsal Hire per hour			
Work lights only	\$50.00	\$50.00	\$45.00
Stage Lights & Technical Facilities	\$65.00	\$65.00	\$55.00
Staff additional hours (all venues per hour)			
Supervising Technician	\$42.00	\$45.00	\$47.50
Technician	\$37.50	\$40.00	\$42.50
Front of House Coordinator	\$42.00	\$45.00	\$47.50
Equipment & Consumable Items			
Steinway Grand piano	\$80.00	\$80.00	\$80.00
Radio Mics	\$40.00	\$40.00	\$40.00
Stage Extension – labour additional	\$125.00	\$125.00	\$125.00
Ticketing Fees			
Tix under \$11.00	\$1.25	\$1.25	\$1.25
Tix \$11.00 - \$40.00	\$2.40	\$2.40	\$2.40
Tix \$40.00 plus	\$3.40	\$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 2016

User Fees & Charges	2014/15	2015/16	2016/17
Ticketed Event: Subsidised Professional Companies			
THEATRE: Ticketed Performance Hire			
Hire rate plus 5% of net ticket sales	\$1,575.00	\$1,600.00	\$1,625.00
THEATRE: Rehearsal Hire per hour			
Work lights only	\$88.00	\$90.00	\$45.00
Stage lights and all technical facilities	\$110.00	\$110.00	\$55.00
STUDIO: Ticketed Performance Hire			
	\$750.00	\$775.00	\$775.00
STUDIO: Rehearsal Hire per hour)			
Work lights only	\$55.00	\$55.00	\$45.00
Stage Lights & Technical Facilities	\$80.00	\$80.00	\$55.00
Staff additional hours (all venues per hour)			
Supervising Technician	\$49.00	\$52.00	\$47.50
Technician	\$39.00	\$45.00	\$42.50
Front of House Coordinator	\$42.00	\$49.00	\$47.50
Merchandise Seller	N/A	\$42.00	\$42.50
Usher Provision Fee	\$35.00	\$40.00	\$40.00
Equipment & Consumable Items			
Steinway Grand piano	\$145.00	\$165.00	\$165.00
Radio Mics	\$99.00	\$99.00	\$80.00
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	\$4.50	\$4.50	\$4.50
Tix \$60 plus	\$5.20	\$5.20	\$5.20
Credit Card Fees	Up to 3.0%	Up to 3.0%	Up to 3.0%
Ticketed Event: Standard Hirer Rates			
THEATRE: Ticketed Performance Hire			
Hire rate plus 5% of net ticket sales	\$1,850.00	\$1,900.00	\$1,950.00
THEATRE: Rehearsal Hire per hour			
Work lights only	\$90.00	\$95.00	\$45.00
Stage lights and all technical facilities	\$105.00	\$110.00	\$55.00
STUDIO: Ticketed Performance Hire			
	\$850.00	\$875.00	\$875.00
STUDIO: Rehearsal Hire per hour			
Work lights only	\$90.00	\$95.00	\$45.00
Stage Lights & Technical Facilities	\$105.00	\$110.00	\$55.00
Staff additional hours (all venues per hour)			
Supervising Technician	\$49.00	\$52.00	\$47.50
Technician	\$42.00	\$45.00	\$42.50
Front of House Coordinator	\$45.00	\$49.00	\$47.50
Merchandise seller	\$39.00	\$42.00	\$42.50
Usher Provision Fee	\$30.00	\$40.00	\$40.00
Equipment & Consumable Items			
Steinway Grand piano	\$160.00	\$165.00	\$165.00
Radio Mics	\$99.00	\$99.00	\$80.00
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	\$4.50	\$4.50	\$4.50
Tix \$60 plus	\$5.20	\$5.20	\$5.20
Credit Card Fees	Up to 3.0%	Up to 3.0%	Up to 3.0%
Merchandise including Foyers, Theatre, Studio, Atrium and Meeting Room	11% on all merchandise sold	11% on merchandise sold	11% on gross sales

Lighthouse Theatre (Cont.)

New fees to apply from 1 July 2016

User Fees & Charges	2014/15	2015/16	2016/17
Non-Ticketed Event: Non for Profit Organisations			
THEATRE: (up to 9 hrs)			
Event Hire	\$1,035.00	\$1,065	\$1,090.00
THEATRE: Additional Venue Hire per hour	\$75.00	\$80.00	\$55.00
STUDIO: Event Hire (up to 9 hrs)			
Event Hire	\$500.00	\$515.00	\$515.00
STUDIO: Additional Venue Hire per hour	\$25.00	\$30.00	\$55.00
MEETING ROOM: Event hire			
Monday – Friday between 9am & 5pm	\$180.00	\$180.00	\$200.00
Weekdays outside business hours and weekends	By negotiation	By negotiation	By negotiation
STUDIO: Used in conjunction with Theatre: Event Hire			
Hire per event, per day	\$350.00	\$365.00	\$365.00
MEETING ROOM: Used in conjunction with Theatre or Studio: Event Hire			
Hire per event, per day	\$100.00	\$120.00	\$120.00
MAIN FOYER: Event Hire			
Hire Per Hour	\$105.00	\$125.00	N/A
Event Hire (between 9am & 5pm, Mon to Fri, up to 8hrs)	N/A	By negotiation	\$200.00
Event Hire (Weekdays outside business hours, Weekends)	N/A	By negotiation	By negotiation
Bar Service During Event (per event)	N/A	N/A	\$50.00
MAIN FOYER: Used in conjunction with Event Hire			
Used in conjunction with Theatre: Event	No charge	No charge	No charge
Used in conjunction with Studio: Event (per hour)	\$35.00	\$50.00	\$55.00
Bar Service during Event (per event)	N/A	N/A	\$50.00
Staffing: Additional hours all venues per hour			
Duty Officer	\$42.00	\$45.00	\$47.50
Technician or FOH Coordinator	\$39.00	\$40.00	\$42.50
Equipment & Consumable Items			
Steinway Grand piano	\$80.00	\$80.00	\$80.00
Radio Microphone	\$40.00	\$40.00	\$40.00
Rubbish Removal (chargeable per skip)		\$85.00	\$90.00
Standard Hire Rates – NON TICKETED EVENTS			
THEATRE: Event Hire	\$1,750.00	\$1,800.00	\$1,850.00
THEATRE: Additional Venue Hire per hour	\$75.00	\$90.00	\$55.00
STUDIO” Event Hire			
Sunday to Thursday	\$600.00	\$615.00	\$615.00
Friday or Saturday	\$750.00	\$775.00	\$55.00
STUDIO: Used in conjunction with Theatre			
Hire per event	\$400.00	\$420.00	\$420.00
MEETING ROOM: Event hire			
Monday – Friday between 9am & 5pm	\$200.00	\$200.00	\$240.00
Weekdays outside business hours and weekends	By negotiation	By negotiation	By negotiation
MAIN FOYER: Event Hire			
Hire Per Hour	\$75.00	\$120.00	N/A
Event Hire (between 9am & 5pm, Mon to Fri, up to 8hrs)	\$105.00	\$160.00	\$240.00
Event Hire (Weekdays outside business hours, Weekends)	By negotiation	By negotiation	By negotiation
Bar Service During Event (per event)	N/A	N/A	\$50.00
MAIN FOYER: Used in conjunction with Event Hire			
Used in conjunction with Theatre: Event	No charge	No charge	No charge
Used in conjunction with Studio: Event (per hour)	\$50.00	\$60.00	\$75.00
Bar Service during Event (per event)	N/A	N/A	\$50.00
Staffing: Additional hours (all venues per hour)			
Duty Officer	\$49.00	\$52.00	\$47.50
Technician or FOH Coordinator	\$42.00	\$45.00	\$42.50
Equipment & Consumable Items			
Steinway Grand piano	\$145.00	\$165.00	\$165.00
Radio Microphone	\$45.00	\$99.00	\$80.00
Rubbish Removal (chargeable per skip)		\$85.00	\$90.00
Merchandise/Sales Commission (all venues, regardless of event location)	11% on gross sales	11% on gross sales	11% on gross sales
FUNCTIONS			
Catered Function (Dinners or Luncheons)			
STUDIO: Catered Function Hire			
Function Hire (up to 9 hrs access, includes Meeting Room)	\$750.00	\$775.00	\$775.00
Additional Hire Hours or Setup Hours	\$20.00	\$25.00	\$55.00
MAIN FOYER: Used in conjunction			
Used in conjunction with Catered Function (per function)	\$75.00	\$120.00	\$100.00
Foyer Bar Service (per function)	N/A	N/A	\$50.00

Staffing: (all venues, per hour)			
Duty Officer, Duty Technician or FOH Coordinator	\$49.00	\$52.00	\$47.50
Technician	\$42.00	\$45.00	\$42.50
Additional Equipment			
Radio Microphone (per mic)	\$45.00	\$99.00	\$80.00
Projector & Screen	\$80.00	\$90.00	\$100.00
Rubbish Removal (per skip)	N/A	\$85.00	\$90.00
Wedding			
STUDIO: Wedding Hire			
Event Hire (up to 9 hrs access, includes Meeting Room)	\$750.00	\$775.00	\$775.00
Additional Hire Hours or Setup Hours	\$20.00	\$25.00	\$55.00
MAIN FOYER: used in conjunction			
Used in conjunction with Wedding (per function)	\$75.00	\$120.00	\$100.00
Foyer Bar Service (per function)	N/A	N/A	\$50.00
Staffing: (per hour)			
Duty Officer, Duty Technician or FOH Coordinator	\$49.00	\$52.00	\$47.50
Technician	\$42.00	\$45.00	\$42.50
Additional Equipment			
Radio Microphone (per mic)	\$45.00	\$99.00	\$80.00
Rubbish Removal (per skip)	N/A	\$85.00	\$90.00
Special Lighting Setup	By negotiation	By negotiation	By negotiation

AquaZone

New fees to apply from 1 July 2016

User Fees and Charges	2014/15	2015/16	2016/17
Day Admissions: Aquatics			
Adult swim	\$6.50	\$6.50	\$6.80
Child swim (3-15 years)	\$4.70	\$4.70	\$4.80
Concession swim	\$5.00	\$4.70	\$4.80
Family swim (unlimited family members/same residence)	\$20.00	\$20.00	\$20.50
Day Admissions: Health & Fitness			
Gymnasium	\$17.90	\$18.10	\$18.45
Fitness class	\$14.00	\$14.10	\$14.35
Older adult exercise class	\$9.90	\$10.00	\$10.20
Preventative Health Classes	\$5.50	\$5.50	\$5.60
School aerobics	\$7.20	\$7.20	\$7.45
Personal Training 1 hour	\$73.00	\$73.70	\$75.20
Personal Training 45 minutes	\$54.80	\$55.30	\$56.45
Personal Training ½ hour	\$40.70	\$37.40	\$41.95
Creche			
Per child per hour (Member)	\$5.80	\$5.80	\$6.15
Per child per hour (Non Member)	\$9.50	\$9.10	\$10.20
Learn to Swim (Pool Entry & Assessment)			
<i>Per class (2nd child and 3rd child discounts apply)</i>	\$14.30	\$14.30	\$14.70
Private lessons ½ hour lesson	\$48.40	\$48.90	\$53.10
1 hour lesson	\$92.20	\$93.10	\$95.00
School swim <i>no instruction</i>	\$4.20	\$4.50	\$4.60
School swim <i>with instruction</i>	\$7.80	\$7.80	\$7.00
School at pool	\$8.90	\$9.50	\$9.70
Group Entry			
Adult Swim	\$5.80	\$5.90	\$6.00
Gym	\$16.00	\$16.10	\$16.42
Fitness class	\$12.60	\$12.60	\$12.85
Other			
General entry	\$2.50	\$3.00	\$3.05
Locker hire	\$2.70	\$3.00	\$3.05
Towel hire	\$2.70	\$3.00	\$3.05
Multi Pass – Health & Fitness			
Fitness class – 20 pass	\$250.70	\$263.20	\$268.50
Multi Pass – Aquatics			
Adult 20 Pass	\$117.20	\$119.50	\$121.90
50 Pass	\$284.20	\$289.90	\$295.30
Child 20 Pass	\$85.10	\$86.80	\$88.60
50 Pass	\$205.00	\$209.10	\$213.30
Concession 20 Pass	\$94.50	\$96.40	\$98.33
50 Pass	\$229.20	\$233.80	\$237.76
Multi Pass: Creche/Occasional Care			
1 child/1hr Creche 10 Pass	\$54.60	\$60.00	\$61.20
1 child/1hr Occasional Care 10 Pass	\$85.50	\$100.00	\$102.00
Facility Hire			
Pools Up to four hours	\$410.60	\$420.00	\$439.75
Up to ten hours	\$757.10	\$757.10	\$772.24
Lane hourly commercial	\$33.90	\$35.00	\$35.70
Lane hourly community	\$3.50	\$3.70	\$3.77
Pool closure advertising fee	\$120.40	\$113.80	\$114.70
School booking cancellation fee (per lane) (<12 hrs notice)	\$34.20	\$35.00	\$34.88
Crèche – per hour	\$34.20	\$40.00	\$40.80
Multi-purpose room – per hour	\$34.20	\$40.00	\$40.80
Birthday Party			
Aqua Fun Pack	\$64.40	\$68.00	\$69.40

AquaZone (Cont.)

New fees to apply from 1 July 2016

User Fees and Charges		2014/15	2015/16	2016/17
Memberships				
Gold	12 months	\$996.30	\$996.30	\$1,016.25
	3 months	\$448.40	\$457.40	\$466.55
	Direct debit joining fee	\$99.00	\$99.00	\$99.00
	Direct debit monthly rate	\$82.20	\$82.20	\$84.60
Gym & Swim	12 months	\$871.80	\$871.80	\$889.25
	3 months	\$392.40	\$363.80	\$400.25
	Direct debit joining fee	\$99.00	\$99.00	\$99.00
	Direct debit monthly rate	\$71.30	\$71.30	\$74.10
Fitness & Swim	12 months	\$871.80	\$871.80	\$889.25
	3 months	\$392.40	\$363.80	\$400.25
	Direct debit joining fee	\$99.00	\$99.00	\$99.00
	Direct debit monthly rate	\$71.30	\$71.30	\$74.10
Swim Only	12 months	\$738.40	\$738.40	\$753.15
	3 months	\$295.40	\$301.30	\$307.35
	Direct debit joining fee	\$99.00	\$99.00	\$99.00
	Direct debit monthly rate	\$60.50	\$60.50	\$62.50
Family Swim	12 months	\$1,581.20	\$1,581.20	\$1,612.85
	3 months	\$519.50	\$529.90	\$540.50
	Direct debit joining fee	\$99.00	\$99.00	\$99.00
	Direct debit monthly rate	\$129.40	\$129.40	\$134.40
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

Warrnambool Art Gallery

New fees to apply from 1 July 2016

User Fees & Charges	2014/15	2015/16	2016/17
Admission to special exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event
Research Inquiry – per hour	\$35.00	\$42.00	\$42.00
Curatorial Advice – per hour	\$35.00	\$49.00	\$49.00
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
Front-of-house and out-of-hours staff– per hour	N/A	N/A	\$45.00
Annual Subscription			
Family	\$60.00	\$60.00	\$50.00
Family 3 Years	N/A	N/A	\$130.00
Individual	\$35.00	\$35.00	\$35.00
Individual 3 years	N/A	N/A	\$80.00
Individual concession	\$25.00	\$25.00	\$25.00
Life	\$800.00	\$800.00	\$1,000.00
Corporate	\$550.00	\$550.00	\$800.00
Student	\$25.00	\$25.00	\$25.00
School	\$350.00	\$350.00	\$350.00
Rental			
Exhibition in George Lance Gallery/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	\$125.00	\$125.00
Weddings (2 hours. Additional hours \$250ph)	\$500.00	\$500.00	\$500.00
Weddings (full day)	\$5,000.00	\$5,000.00	\$5,000.00
Piano – per hour	\$90.00	\$99.00	\$99.00
Transparency/digital image (for reproduction)	\$180.00	\$180.00	\$180.00
Display easels (x2) – per hour each	N/A	N/A	\$10.00
Back loading frames – per hour each	N/A	N/A	\$10.00
Lectern – per hour	N/A	N/A	\$10.00
Microphone and overhead PA – per hour	N/A	N/A	\$20.00
Directional lighting (gallery spaces) – per event	N/A	N/A	\$90.00
Advertising			
Enclosure in mail out – 20 cents per DL item	\$75.00	\$75.00	n/a
Advertising in Artpage (quarter/half/full pages)	N/A	Negotiation	\$200/\$350/\$650

Sports Grounds

New fees to apply from 1 July 2016

User Fees & Charges	2014/15	2015/16	2016/17
Sports ground casual hire (includes use of pavilion)			
Half day	\$66.00	\$66.00	\$68.00
Full day	\$129.00	\$129.00	\$132.00
Pre-season training session	\$66.00	\$66.00	\$68.00
Football practice match (with line marking)	\$129.00	\$129.00	\$132.00
Football/Netball League Finals (senior competition that may also include junior competition) (per day)	\$487.00	\$487.00	\$501.00
Football/Netball League Finals (junior competition only) (per day)	\$243.00	\$243.00	\$250.00
Commercial hire (per day)	\$649.00	\$649.00	\$668.00

Warrnambool Stadium

New fees to apply from 1 July 2016

User Fees & Charges	2014/15	2015/16	2016/17
Player Fees			
Adult	\$10.00	\$10.00	\$10.00
Junior	\$7.30	\$7.60	\$7.80
School	\$4.20	\$4.30	\$4.50
Casual Shot	\$4.00	\$4.00	\$5.00
Stadium Hire			
Three courts up to 12 hours	\$1,270.00	\$1,300.00	\$1,340.00
Hourly rate without lights: commercial	\$160.00	\$165.00	\$165.00
Hourly rate without lights: community/school	\$124.00	\$128.00	\$130.00
Hourly rate with lights: commercial	\$206.50	\$215.00	\$215.00
Hourly rate with lights: community/school	\$164.00	\$169.00	\$170.00
School use between 9am - 3pm	\$768.00	\$790.00	\$810.00
Single court hourly: user group squads: without lights	\$20.00	\$20.00	\$25.00
Single court hourly: user group squads: with lights	\$30.00	\$30.00	\$30.00
Highball court up to 12 hours	\$450.00	\$465.00	\$480.00
Hourly rate without lights: commercial	\$52.00	\$54.00	\$60.00
Hourly rate without lights: community/school	\$41.00	\$42.00	\$45.00
Hourly rate with lights: commercial	\$64.50	\$67.00	\$70.00
Hourly rate with lights: community/school	\$54.00	\$56.00	\$60.00
School use between 9am - 3pm	\$270.00	\$280.00	\$290.00
Show court up to 12 hours	\$603.00	\$620.00	\$630.00
Hourly rate without lights: commercial	\$68.00	\$70.00	\$75.00
Hourly rate without lights: community/school	\$56.00	\$57.00	\$58.00
Hourly rate with lights: commercial	\$78.50	\$81.00	\$85.00
Hourly rate with lights: community/school	\$67.40	\$69.00	\$70.00
School use between 9am - 3pm	\$281.00	\$290.00	\$300.00
Seahawks/Mermaids Home Games & Finals			
Both Teams	\$640.00	\$640.00	\$640.00
Single Team	\$382.00	\$382.00	\$382.00
Multi-Purpose Room			
Up to 12 hours (with other hires)	\$200.00	\$200.00	\$200.00
Up to 12 hours (room only)	\$350.00	\$350.00	\$350.00
Per hour	\$35.00	\$35.00	\$35.00
User groups up to 12 hours	\$122.00	\$122.00	\$122.00
User groups per hour	\$13.00	\$13.00	\$13.00
Meeting room up to 12 hours	\$61.00	\$61.00	\$61.00
Per hour	\$13.00	\$13.00	\$15.00
Kitchen facilities	\$161.00	\$161.00	\$165.00
User group sports hire up to 12 hours	\$1,060.00	\$1,060.00	\$1,060.00
3crt stadium Commercial users up to 12 hours	\$1,650.00	\$1,690.00	\$1,690.00
2crt NB stadium up to 12 hours	\$832.00	\$865.00	\$891.00
Gymnastics			
1 hour recreational class fee (per hour)	\$10.90	\$11.20	\$11.40
2 hour classes class fee (per hour)	\$10.90	\$11.20	\$11.40
3 hour class fee (per hour)	\$7.90	\$8.15	\$8.50
Above 3 hour class fee (per hour)	\$7.90	\$8.15	\$8.50
School gymnastics with instruction (per student)	\$5.70	\$6.00	\$6.20
Small school group class fee (1hr)	\$57.00	\$60.00	\$65.00
Adult Group (per person)	\$9.50	\$9.80	\$10.00
Gymnastics facility hire (per hr) for external gymnastics groups	\$57.00	\$60.00	\$75.00
Ed gym 1 hr class	\$9.00	\$9.50	\$10.00
School Holiday Program 2 hr class	\$18.00	\$20.00	\$20.00
Birthday Party Program per child	\$12.00	\$12.50	\$12.50
Outside School Hours Care			
Vacation care daily rate	\$59.80	\$62.00	\$65.00
After school care casual rate per session	\$22.00	\$27.30	\$28.00
After school care permanent rate per session	\$18.00	\$22.70	\$23.00

Kindergartens

New fees to apply from 1 January 2016

User Fees & Charges		2015	2016	2017
Fee's Per Term- 4 year old (15 hour per week)				
	Term 1 & 2	\$245.00 per term	\$295.00 per term	\$303.85 per term
	Term 3 & 4	\$270.00 per term	\$303.85 per term	TBC per term
Fee's Per Term- 3 year old (3 hours per week)				
	Term 1 & 2	\$155.00 per term	\$185.00 per term	\$200.00 per term for one 3 hr session \$400.00 per term for 2x 3 hr sessions
	Term 3 & 4	\$170.00 per term	\$200.00 per term	TBC per term

Note: 4 y/o kindergarten teacher to student ratio proposed changes may impact fees from 2016 onwards.

After Kinder Care

New fees to apply from 1 July 2016

User Fees & Charges		2014/15	2015/16	2016/17
	Term 3 & 4	NA	\$38.00	\$40.00
Session fee – per day				
	Term 1 & 2	\$35.00	\$40.00	\$40.00

Centre Based Care

New fees to apply from 1 July 2016

User Fees & Charges	2015	2016	2017
Weekly fee	Nil Weekly Fee	Nil Weekly Fee	Nil Weekly Fee
Daily fee	\$91.00* (July-Dec 2014) \$94.60* (Jan-June 2015)	\$98.40 Jan-June 2016 \$103.30 July 2016-Dec 2016	\$103.30 Jan-June 2017 TBC July-Dec 2017

*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 2016

User Fees & Charges	2014/15	2015/16	2016/17
8am to 6pm – per hour	Independent fees & charges set by Educators under National guidelines	To be advised as previously 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	\$8.00*	\$8.20*	\$9.00*
Educator Levy	\$0.45 per hour	\$0.55 per hour	\$0.70 per hour

*per child per week, capped at 2 children

Home Maintenance

User Fees & Charges	2014/15	2015/16	2016/17
Lawn mowing and tip fees: low	\$17.43	\$18.00	\$18.00
Lawn mowing and tip fees: medium	\$31.58	\$32.00	\$32.00
Lawn mowing and tip fees: high	\$56.51	\$57.00	\$55.00
Property maintenance (plus cost of materials): low	\$14.14	\$15.00	\$15.00
Property maintenance (plus cost of materials): medium	\$28.28	\$30.00	\$30.00
Property maintenance (plus cost of materials): high	\$53.26	\$55.00	\$55.00

New fee to apply from 1 July 2015– Minimum 1 hour applies.

Home Care

New fees to apply from 1 July 2016

User Fees & Charges	2014/15	2015/16	2016/17
Home care – low	\$8.38	\$8.63	\$8.63
Home care – medium	\$14.92	\$15.36	\$15.36
Home care – high	\$35.14	\$36.19	\$37.20
Personal care –low	\$7.01	\$7.36	\$7.36
Personal care – medium	N/A	N/A	\$8.90
Respite care	\$7.01	\$7.36	\$7.36
CACPS (GST inc.)	\$45.75	\$58.47	\$55.00
Post Acute Care (GST inc.)	\$45.75	\$58.47	\$55.00
Plus travel costs per km – 6 cylinder vehicle	\$1.11	\$1.12	\$1.12
Plus travel costs per km – 4 cylinder vehicle	\$0.93	\$0.93	\$0.93

Minimum 1 hour applies to Home Care and Respite Care services. Minimum ½ hour applies to Personal Care services.

Minimum 1 hour will apply to all services provided *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 2016

User Fees & Charges	2014/15	2015/16	2016/17
Daily session fee – low & medium	\$7.30	\$7.40	\$7.40
Daily session fee – high (GST free)	\$29.00	\$30.00	\$31.00
Meal	\$8.00	\$8.20	\$8.40
Soup	\$1.50	\$1.50	\$1.50
Sweet	\$1.50	\$1.50	\$1.50

Food Services

New fees to apply from 1 July 2016

User Fees & Charges	2014/15	2015/16	2016/17
Full cost meals (GST free)	\$16.94	\$17.50	\$17.50
Option 1 Main meal, juice OR fruit	\$8.70	\$8.90	\$8.90
Option 2 Soup, main, dessert, juice OR fruit	\$11.00	\$11.40	\$11.40

Archie Graham Community Centre

New fees to apply from 1 July 2016

User Fees & Charges	2014/15	2015/16	2016/17
Hydro pools casual admission	\$8.50	\$8.70	\$8.80
Commercial pool use	\$85.00	\$87.00	\$87.00
Community pool use	\$52.00	\$53.20	\$54.00
Commercial rate per hour per room	\$50.00	\$51.30	\$52.00
Casual community rate per hour per room	\$32.00	\$32.00	\$32.50
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	\$18.00	\$18.50	\$19.00
Community Computer Centre per 1 hour session	\$4.00	\$4.50	\$5.00
Health promotion programs: strength training	\$6.00	\$6.20	\$7.00
Lite Moves	\$5.00	\$6.20	\$6.50
Lift 4 life	\$6.00	\$6.00	N/A
Bike Hire Group Program	NA	\$5.00	\$3.00

Health

New fees to apply from 1 August 2016

User Fees & Charges		2014/15	2015/16	2016/17
Food				
Class 1		\$400.00	\$410.00	\$420.00
Class 2	Class 2 General (where not more than 5 full-time persons are employed)	\$375.00	\$385.00	\$395.00
	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)	\$23.00	\$25.00	\$26.00
	Accommodation Kitchen (eg motels)	\$275.00	\$280.00	\$285.00
	Bed and Breakfast (register as a food)	\$170.00	\$180.00	\$190.00
	Community Group (eg not-for-profit groups)	\$120.00	\$125.00	\$130.00
Class 3	Class 3 General	\$140.00	\$145.00	\$150.00
	Community Group (eg not-for-profit groups)	\$105.00	\$107.00	\$110.00
Class 4		No Fee	No Fee	No Fee
Health				
Hairdressers, beauty salons		\$110.00	\$115.00	\$180.00
Skin penetration establishments		\$110.00	\$115.00	\$120.00
Accommodation premises (motels)		\$195.00	\$200.00	\$210.00
Additional fee for microbiological testing of potable water, swimming pools and spas		\$105.00	\$107.00	\$110.00
Septic tank applications		\$240.00	\$250.00	\$270.00
Caravan Parks (per site)		Set by State Government	Set by State Government	Set by State Government
Inspection request fee prior to transfer – 5 business days		N/A	N/A	\$170.00
Inspection request fee prior to transfer – 10 business days		\$120.00	\$125.00	\$130.00
Re-inspection fee (NEW FEE)		\$60.00	\$65.00	\$70.00
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		Annual 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 August 2016

User Fees & Charges	2014/15	2015/16	2016/17
Derelict vehicle release	\$310.00	\$320.00	\$330.00
Tables and chairs	\$160.00	\$170.00	\$170.00
Goods on footpath	\$170.00	\$180.00	\$185.00
A/Frames permit	\$120.00	\$125.00	\$130.00
Impounded trolley release fee	\$85.00	\$90.00	\$95.00
Permit to burn	\$75.00	\$80.00	\$80.00
Horses on beach permit	\$200.00	\$220.00	\$225.00
Hire of cat cage	\$25.00	\$30.00	\$30.00

Parking Fees & Fines

New fees to apply from 1 August 2016

User Fees & Charges	2014/15	2015/16	2016/17
On-Street (per hour)			
Area A (1P)	\$1.10	\$1.10	\$1.10
Area B (2P)	\$1.00	\$1.00	\$1.00
Area C (4P)	\$0.70	\$0.70	\$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.	\$0.90/hr \$4.20/day Crammond & Dickson & Kepler \$2.00/day AG & off Koroit St off Fairy Street, Grace Av.	\$0.90/hr \$0.90/hr \$4.20/day Crammond & Dickson & Kepler \$2.00/day AG & off Koroit St off Fairy Street, Grace Av.	\$0.90/hr \$0.90/hr \$4.20/day Crammond & Dickson & Kepler \$2.00/day AG & off Koroit St off Fairy Street, Grace Av.
Parking Permits			
Disabled and Returned Service:			
Replacement	\$7.00	\$7.00	\$8.00
New	\$12.00	\$12.00	\$13.00
Carparking Fines			
Carparking fines set by Council	\$66.00	\$67.00	\$68.00

Animal Registrations

New fees to apply from 1 August 2016

User Fees & Charges	2014/15	2015/16	2016/17
Unsterilised dog	\$145.00	\$155.00	\$160.00
Sterilised dog	\$48.00	\$50.00	\$52.00
Unsterilised dog (pensioner)	\$72.00	\$75.00	\$80.00
Sterilised dog (pensioner)	\$24.00	\$25.00	\$26.00
Declared Dangerous or Restricted Breed	\$200.00	\$210.00	\$215.00
Unsterilised cat	\$112.00	\$120.00	\$125.00
Sterilised cat	\$39.00	\$40.00	\$41.00
Unsterilised cat (pensioner)	\$56.00	\$60.00	\$62.00
Sterilised cat (pensioner)	\$19.00	\$20.00	\$20.00
Replacement registration tag	\$16.00	\$18.00	\$19.00
Grazing permit	\$160.00	\$170.00	\$175.00
Registered animal businesses	\$150.00	\$155.00	\$160.00
Impounded animal release fee:			
Cat	\$93.00	\$96.00	\$98.00
Dog	\$132.00	\$136.00	\$140.00

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 2016 • Includes GST

User Fees & Charges	2014/15	2015/16	2016/17
Bobby Calves	\$3.90	\$4.00	\$4.10
Calves	\$8.20	\$8.35	\$8.50
Bulls	\$17.95	\$18.30	\$18.65
Cattle	\$12.40	\$12.65	\$12.90
Sheep	\$0.60	\$0.60	\$0.65
Store - cattle	\$10.95	\$11.20	\$11.45
Dairy - cattle	\$13.65	\$13.90	\$14.15
Hire of dairy ring	<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	<100 \$11.62 per head >100 head \$1,162.00 >200 head \$1,520.00 >300 head \$1,856.00 >400 head \$2,208.00 >500 head \$2,575.00	<100 \$11.85 per head >100 head \$1,185.00 >200 head \$1,550.00 >300 head \$1,895.00 >400 head \$2,250.00 >500 head \$2,630.00
Agents fees	\$107,000.00	\$109,140.00	\$111,320.00
Office rental (per office)	\$2670.00	\$2,723.00	\$2,723.00
Truck Wash			
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday	\$0.90	\$0.92	\$0.94
Truck wash fees (per minute) all other times	\$1.35	\$1.38	\$1.41
Weigh fees 1 Head	\$2.45	\$2.50	\$2.55
2 Head	\$2.10	\$2.14	\$2.20
3 Head	\$1.75	\$1.79	\$1.85
4 Head	\$1.50	\$1.53	\$1.55
5 Head	\$1.15	\$1.17	\$1.20
6 Head or more	\$0.85	\$0.87	\$0.90
Scanner fee hire per day	\$100.00	\$102.00	\$105.00
Scanner transfer fee per head	\$1.85	\$1.90	\$1.95
Cattle not sold at store sale: scanning fee per head	\$2.35	\$2.40	\$2.45
Private weighs	\$6.10	\$6.20	\$6.30

Flagstaff Hill Maritime Village

New fees apply from 1 April 2016 – 31 March 2017 in accordance with Tourism Industry Standards

User Fees & Charges	2014/15	2015/16	2016/17
Admission Fees			
Adults	\$16.00	\$16.50	\$17.00
Concession	\$12.50	\$13.00	\$13.50
Child	\$6.50	\$6.50	\$7.00
Family	\$39.00	\$39.00	\$41.00
“Shipwrecked” Sound & Light Show Admissions			
Adults	\$26.00	\$26.50	\$28.00
Concession	\$23.00	\$23.50	\$25.00
Child	\$13.95	\$14.50	\$15.00
Family	\$67.00	\$69.00	\$74.00
Flagstaff Hill Memberships			
Individual	\$40.00	\$40.00	\$45.00
Grandparents (2A + 2C)	\$70.00	\$70.00	\$75.00
Family (2A + 2C)	\$85.00	\$85.00	\$90.00
Lighthouse Lodge			
Room Rate – Normal	\$155.00	\$165.00	\$165.00
Room Rate – Peak	\$175.00	\$185.00	\$185.00
Exclusive Use Rate – Normal	\$375.00	\$385.00	\$390.00
Exclusive Use Rate - Peak	\$425.00	\$435.00	\$440.00

Visitor Services

User Fees & Charges	2014/15	2015/16	2016/17
Access to Visitor Information Centre			
Displays in Visitor Centre	\$100 p/w	\$100 p/w	\$100 p/w
Display of brochures and access to visitor	Rates to be reviewed as part of Regional Tourism Board implementation	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus

Holiday Parks

New fees to apply from 1 July 2016

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	2014/15	2015/16	2016/17
Surfside Holiday Park			
Sites Powered : Peak Season			
Site fees: weekly powered	\$392.00	\$400.00	\$400.00
Site fees: daily powered	\$56.00	\$58.00	\$58.00
Site fees: night two person	\$56.00	\$58.00	\$58.00
Site fees: night single	\$56.00	\$58.00	\$58.00
Sites Powered: High Season			
Site fees: weekly powered	N/A	\$330.00	\$330.00
Site fees: daily powered	\$47.00	\$48.00	\$48.00
Site fees: night two person	\$35.00	\$36.00	\$36.00
Site fees: night single	\$30.00	\$31.00	\$31.00
Sites Powered: Low Season			
Site fees: weekly	N/A	\$210.00	\$210.00
Site fees: night family	\$45.00	\$46.00	\$46.00
Site fees: night two person	\$33.00	\$34.00	\$34.00
Site fees: night single	\$29.00	\$30.00	\$30.00
Shipwreck Holiday Park			
Sites Unpowered : Peak Season			
Site fees: weekly unpowered	\$343.00	\$350.00	\$350.00
Site fees: daily family unpowered	\$49.00	\$50.00	\$50.00
Site fees: night two person	\$49.00	\$50.00	\$50.00
Site fees: night single	\$49.00	\$50.00	\$50.00
Sites Unpowered: High Season			
Site fees: weekly	N/A	\$280.00	\$280.00
Site fees: daily family	\$40.00	\$40.00	\$40.00
Site fees: night two person	\$33.00	\$34.00	\$34.00
Site fees: night single	\$28.00	\$29.00	\$29.00
Sites Unpowered: Low Season			
Site fees: night family	\$33.00	\$33.00	\$33.00
Site fees: night two person	\$31.00	\$31.00	\$31.00
Site fees: night single	\$26.00	\$26.00	\$26.00
Freedom Choice Area - Low Season			
Sites fees: night	\$20.00	\$20.00	N/A
Surfside Cabins			
Beach Chalet: Peak Season			
Beach Chalets - Daily	\$240.00	\$245.00	\$245.00
Beach Chalets - Weekly	\$1,680.00	\$1,715.00	\$1,715.00
Beach Chalet: High Season			
Beach Chalets - Daily	\$197.00	\$197.00	\$197.00
Beach Chalets - Weekly	\$1,379.00	\$1,379.00	\$1,379.00
Beach Chalet: Low Season			
Beach Chalets - Daily	\$170.00	\$170.00	\$170.00
Beach Chalets - Weekly	\$1,190.00	\$1,190.00	\$1,190.00
Cedar Cabins: Peak Season			
Cedar cottages: daily	\$180.00	\$180.00	\$180.00
Cedar cottages: weekly	\$1,260.00	\$1,260.00	\$1,260.00
Cedar Cabins: High Season			
Cedar cottages: daily	\$150.00	\$150.00	\$150.00
Cedar cottages: weekly	\$1,050.00	\$1,050.00	\$1,050.00
Cedar Cabins: Low Season			
Cedar cottages: daily	\$140.00	\$140.00	\$140.00
Cedar cottages: weekly	\$980.00	\$980.00	\$980.00
Mariner cottages: Peak Season			
Mariners cottages: daily	\$170.00	\$175.00	\$175.00
Mariners cottages: weekly	\$1,190.00	\$1,200.00	\$1,200.00
Mariner cottages: High Season			
Mariners cottages: daily	\$135.00	\$140.00	\$140.00
Mariners cottages: weekly	\$945.00	\$950.00	\$950.00
Mariner cottages: Low Season			
Mariners cottages: daily	\$115.00	\$120.00	\$120.00
Mariners cottages: weekly	\$805.00	\$820.00	\$820.00

City Strategy & Development

New fees to apply from 1 July 2016

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	2014/15	2015/16	2016/17
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	\$8,604.00
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 2016

Subdivision of Land	2014/15	2015/16	2016/17
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)

	2014/15	2015/16	2016/17
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	2014/15	2015/16	2016/17
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 2016

Planning Scheme Amendment Fees

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

Class	Type of Permit Application	2014/15	2015/16	2016/17
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	2014/15	2015/16	2016/17
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	NA	NA	NA
Certificates of Compliance	\$147.00	\$147.00	\$147.00

Planning Fees

User Fees & Charges	2014/15	2015/16	2016/17
Planning			
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	\$93.15	\$94.75	\$97.60
Extension of time for Planning Permits:			
First extension	\$96.25	\$97.90	\$100.85
Second extension	\$267.00	\$271.55	\$279.70
Additional extensions	\$362.25	\$368.40	\$379.45
Approval of Development Plans to the satisfaction of the Responsible Authority	\$629.25	\$639.95	\$659.15
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority	\$629.25	\$639.95	\$659.15
Approval of 173 Agreements (plus cost of legal advice if required)	\$155.25	\$157.90	\$162.65
Review of compliance of Section 173 Agreements (plus cost of legal advice if required)	\$155.25	\$157.90	\$162.65
Liquor License requests	\$144.90	\$147.35	\$151.75
Notification of Planning Applications or Planning Scheme Amendments:			
Up to 10 letters/notices	\$103.50	\$105.25	\$108.40
Additional letters/notices	\$5.00	\$5.10	\$5.25
Property Inquiry relating to planning history	\$72.45	\$73.70	\$75.90

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	2014/15	2015/16	2016/17
A0	\$132.50	\$135.00	\$139.05
A1	\$105.50	\$107.00	\$110.20
A2	\$78.50	\$80.00	\$82.40
A3	\$54.00	\$55.00	\$56.65
A4	\$52.00	\$53.00	\$54.60

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	2014/15	2015/16	2016/17
A0	\$207.00	\$210.50	\$216.80
A1	\$160.50	\$163.00	\$167.90
A2	\$121.00	\$123.00	\$126.70
A3	\$78.50	\$80.00	\$82.40
A4	\$39.50	\$40.00	\$41.20

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	2014/15 Fees	2015/16 Fees	2016/17 Fees
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: \$693.45	$4 \left(\frac{\text{value}}{2000} + \sqrt{\text{value}} \right)$ Minimum Fee: \$705.00	$4 \left(\frac{\text{value}}{2000} + \sqrt{\text{value}} \right)$ Minimum Fee: \$730.00
1A	All dwellings – single detached houses or attached multi-units development.	Up to \$150,000 \$150,001-\$200,000 \$200,001-\$250,000 \$250,001-\$300,000 >\$300,000	\$1,397.25 \$1,852.65 \$2,380.50 \$3,084.30 Large projects negotiable	\$1,421.00 \$1,884.00 \$2,421.00 \$3,137.00 Value ÷ 105 Large projects negotiable	\$1,463.00 \$2,042.00 \$2,621.00 \$3,200.00 Value ÷ 94 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	\$512.30 \$636.50 \$869.40 \$1,216.10 \$1,624.95 Value ÷ 110	\$521.00 \$647.00 \$884.00 \$1,237.00 \$1,653.00 Value ÷ 105	\$536.00 \$685.00 \$910.00 \$1,305.00 \$1,700.00 Value ÷ 88
1A	Dwellings – internal alterations/minor works	Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 >\$100,000	\$377.75 \$512.30 \$755.55 \$952.20 Value ÷ 110	\$384.00 \$521.00 \$768.00 \$968.00 Value ÷ 105	\$400.00 \$536.00 \$710.00 \$1,000.00 Value ÷ 100
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	\$377.75 \$512.30 \$636.50 \$755.55 \$952.20 Value ÷ 110	\$384.00 \$521.00 \$768.00 \$968.00 Value ÷ 105	\$400.00 \$536.00 \$710.00 \$1,000.00 Value ÷ 100
10B	Pool fence (without pool)	N/A	\$155.25	\$158.00	\$163.00
Sundry	Any additional inspection	Domestic Commercial	\$175.95 \$238.05	\$179.00 \$242.00	\$185.00 \$250.00

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

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

- 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**
- 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**
- The fee schedule is based on structural design certification being provided where applicable in accordance with BCC Practice Note 3.
- 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.
- 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	2014/15 Fees	2015/16 Fees	2016/17 Fees
Amendment and/or extension of building permits	\$175.95	\$178.95	\$184.30
Amendment of approved plans			
Building Notice	\$621.00	\$631.55	\$650.50
Building Order	\$414.00	\$421.00	\$433.65
Temporary Structure Siting Approval	\$414.00	\$421.00	\$433.65
Places of public entertainment occupancy permit	\$517.50	\$526.30	\$542.10
Swimming Pool Safety Fence Inspections	\$155.25	\$157.90	\$162.65
Initial Swimming Pool Safety Audit Inspection	N/A	N/A	\$51.50
Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$15.00	\$15.25	\$15.70
Provide copy of Building Permit including plans – Domestic (with owners consent)	\$30.00	\$30.50	\$31.40
Provide copy of Building Permit including plans – Commercial (with owners consent)	\$60.00	\$61.00	\$62.85
Property inquiry relating to Building History	\$72.45	\$73.70	\$75.90
Essential Safety Measure Assessment	\$569.25 (min)	\$578.90 (min)	\$596.25 (min)

Building Services (Cont.)

Statutory Fees

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

Description	2014/15 Fees	2015/16 Fees	2016/17 Fees
Regulation 327(1) or 327(2) or 327(3) or 327(4) advice (property information) (GST not applicable)	\$47.60 each	\$47.60 each	\$49.90 each
Dispensation for siting of single dwellings	\$230.00 each	\$230.00 each	\$250.00 each
Application for demolition consents (Section 29A) (GST not applicable)	\$58.17	\$58.17	\$62.60
Subdivision statements for buildings - Regulation 503(2)	\$210.00	\$210.00	\$210.00

Appendix B

Budget processes

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 2016/17 budget, which is included in this report, is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a 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 ending 30 June 2017 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

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.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase.

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 by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget process	Timing
1. Minister of Local Government announces maximum rate increase	Dec
2. Officers update Council's long term financial projections	
3. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
4. Council submits formal rate variation submission to ESC	Mar
5. Proposed budget(s) submitted to Council for approval	Apr/May
6. ESC advises whether rate variation submission is successful	May
7. Public notice advising intention to adopt budget	May
8. Budget available for public inspection and comment	May
9. Public submission process undertaken	May/Jun
10. Submissions period closes (28 days)	Jun
11. Submissions considered by Council/Committee	Jun
12. Budget and submissions presented to Council for adoption	Jun
13. Copy of adopted budget submitted to the Minister	Jun
14. Revised budget where a material change has arisen	

Appendix C

Glossary of Terms

Model Budget

Council uses the “Model Budget” which is a format initiated in 2003 by representatives of FinPro (local government finance professionals), Institute of Chartered Accountants Australia and New Zealand, 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	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for Corporations law entities under s 296 of the <i>Corporations Act 2001</i> . They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
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. Local Government (Planning and Reporting) Regulations 2014 - Schedule 3
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. Local Government (Planning and Reporting) Regulations 2014 - Schedule 3
Annual budget	Plan under Section 127 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 Local Government (Planning and Reporting) Regulations 2014 – Regulation 5
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. Local Government (Planning and Reporting) Regulations 2014

	– Regulation 5
Asset upgrade expenditure	<p>Expenditure that:</p> <p>(a) enhances an existing asset to provide a higher level of service;</p> <p>or</p> <p>(b) increases the life of the asset beyond its original life.</p> <p>Local Government (Planning and Reporting) Regulations 2014 – Regulation 5</p>
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.
Balance sheet	<p>The 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.</p> <p>The balance sheet should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.</p>
Comprehensive income statement	The comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report
Financial Statements	<p>Section(s) 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act require the following documents to include financial statements:</p> <ul style="list-style-type: none"> -Strategic resource plan -Budget -Annual report <p>The financial statements to be included in the Budget include:</p> <ul style="list-style-type: none"> - Comprehensive Income Statement - Balance Sheet - Statement of Changes in Equity - Statement of Cash Flows - Statement of Capital Works <p>The financial statements must be in the form set out in the Local Government Model Financial Report.</p>
Statement of capital works	<p>The 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 statement of capital works should be prepared in accordance with Regulation 9.</p> <p>Local Government (Planning and Reporting) Regulations 2014 – Regulation 9</p>
Statement of cash flows	The 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 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.

Statement of changes in equity	The statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The 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.
Budget preparation requirement	Under the Act, a Council is required to prepare and adopt an annual budget by 30 June each year. The Local Government Amendment (Performance Reporting and Accountability) Bill 2013 amends the date the budget must be adopted to 30 June each year – refer section 11(1) of the Bill. This amends section 130 (3) of the Act
Capital expenditure	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.
Capital works program	A detailed list of capital works expenditure that will be undertaken during the 2015/16 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.
Carry forward capital works	Carry forward capital works are those that that are incomplete in the 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.
Department of Environment, Land, Water and Planning (DELWP)	Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP). It was previously part of the former: <ul style="list-style-type: none"> • Department of Transport, Planning and Local Infrastructure (DTPLI). • Department of Planning and Community Development (DPCD). • Department of Victorian Communities (DVC)
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 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, planning 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.
Local Government (Planning and Reporting) Regulations 2014	Regulations, made under Section 243 of the Act 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. Local Government (Planning and Reporting) Regulations 2014 – Regulation 5
Non-financial resources	Means the resources other than financial resources required to deliver the services and initiatives in the budget. SRP Better Practice Guide - Glossary
Non-recurrent grant	Means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan. SRP Better Practice Guide Glossary

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 2014/15 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	Means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants). Local Government (Planning and Reporting) Regulations 2014 – Regulation 5
Performance statement	Means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report SRP Better Practice Guide - Glossary
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 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	<p>Means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance with the model statement of capital works in the Local Government Model Financial Report. Refer also Commentary Financial Statements Appendix A.</p> <p>SRP Better Practice Guide - Glossary</p>
Statement of Human Resources	<p>Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff. Refer also Commentary Financial Statements Appendix A.</p> <p>SRP Better Practice Guide - Glossary</p>
Strategic Resource Plan	<p>Means the Strategic Resource Plan prepared by a Council under</p> <p>Section 126 of the Act. Refer also to Section 8 of this Model Budget.</p>
Statutory reserves	<p>Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.</p>
Community Plan/Vision	<p>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.</p>
Strategic resource Plan (SRP)	<p>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> <p>Section 126 of the Act states that.</p> <ul style="list-style-type: none"> • the strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives • the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years • 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 • 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 • council must review their strategic resource plan during the preparation of the council plan

	<ul style="list-style-type: none"> • 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 (Section 136) as prescribed in the Act being to:</p> <ul style="list-style-type: none"> • 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. <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 1960	<p>The Valuations of Land Act 1960 requires a Council to revalue all rateable properties every two years.</p> <p>Valuations of Land Act 1960 – Section 1</p>
