

**WARRNAMBOOL CITY COUNCIL**  
**Budget Report - 2008/2009**

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## Executive summary

It is with pleasure that the Council presents this Budget to the Warrnambool community for the 2008/09 year.

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

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

To achieve these outcomes the Budget incorporates increases in rates and charges of 5.5%, an operating budget of \$47.4 million and a capital works program of \$11.8 million.

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

- Family & Childrens services (\$5.83 million)
- Aged & Disabled services (\$3.13 million)
- Waste Management (\$2.76 million)
- Parks & Gardens (\$2.64 million)
- Roads & Other Infrastructure (\$7.25 million)
- Recreation & Culture (\$2.88 million)
- Promotions & Events (\$1.75 million)
- Planning and Statutory services (\$1.25 million)

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

Highlights of the Capital Works program include :

- Roads program (\$3.70 million) – including reconstructions, reseals and re-sheeting
- Drainage (\$1.71 million) – including city centre, Allansford and Dennington new drainage programs
- Harbour pavilion (\$1.2 million) – commence construction of this prominent coastal facility (total project cost \$2.3 million over 2 years)
- Auslink Traffic improvements at McMeekin Road – Koroit Street intersection (\$0.72 million)
- Allansford industrial park (\$1.21 million) – continue development of the industrial park
- Harbour dredging and improvement works (\$0.24 million)
- Environment initiatives (\$0.19 million)
- Fishing jetty and platform improvements (\$0.16 million)
- Public reserve improvements (\$0.28 million)
- Building upgrades (\$1.62 million) – includes refurbishing South Warrnambool pre-school
- Albert park walking track (\$0.19 million)
- CDB and township improvements (\$0.40 million)
- Footpath network improvements (\$0.36 million)
- Flagstaff Hill laser show improvements ( \$0.07 million)

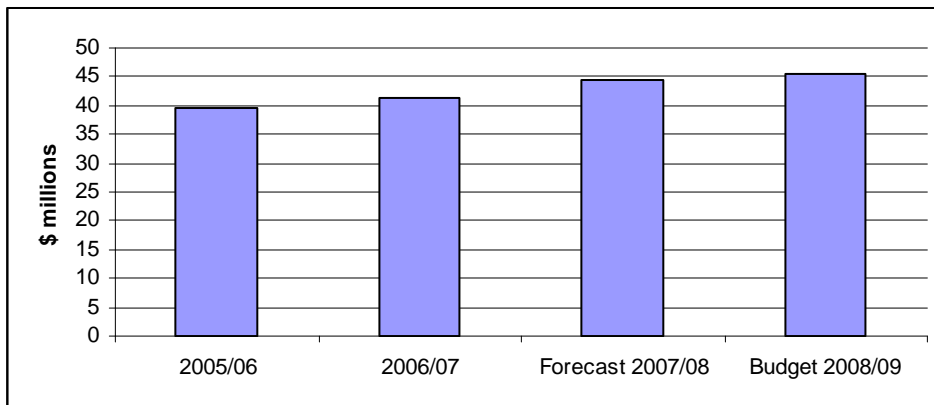
The budget also reflects Council's aim of being financially sustainable into the future and in setting the budget Council has sought to balance the demand for services and infrastructure with the community's capacity to pay.

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

## Executive summary Cont.

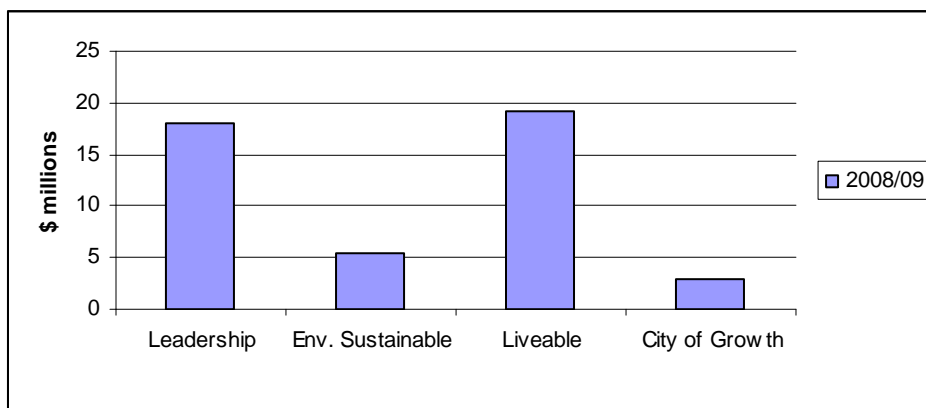
### Service Delivery

Warrnambool City Council fulfils the role of regional service provider and operates 35 business units and delivers over 100 service programs to the Warrnambool and district community. These services include meals on wheels, home care, family day care, centre based child care, performing arts, leisure activities, parks and gardens, roads and infrastructure, asset maintenance, waste management and planning and regulatory services.



The cost of services delivered to the community for the 2008/09 year is expected to be just over \$45 million which is an increase of 2.5% over 2007/08. The key driver of expenditure for services delivered is wages movements and the renegotiation of Council's Enterprise Agreement has contributed minimum wage increases of 4.2%. For the 2008/09 year, service levels have been maintained and a number of new activities and initiatives proposed.

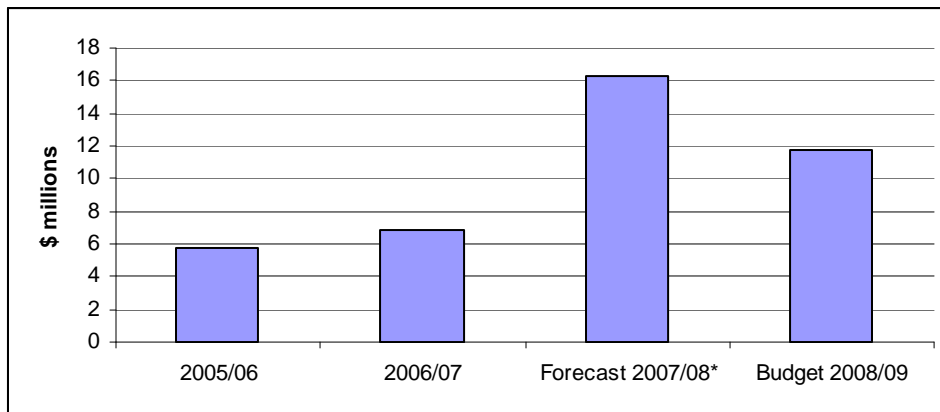
### Strategic Themes



The Annual Budget includes a range of activities and initiatives to be funded that will contribute to achieving the strategic themes specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2008/09 year.

## Executive summary Cont.

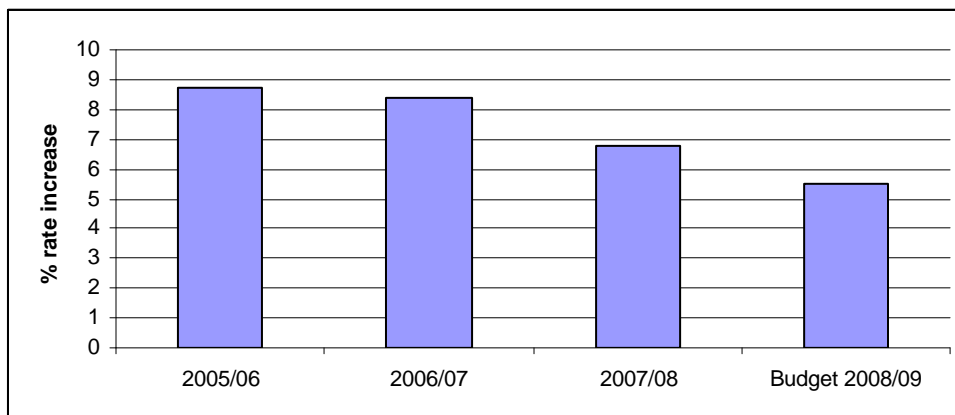
### Capital Works



\* Includes rollovers from previous year

The capital works program for the 2008/09 year is expected to be \$11.80 million. Of the total allocation, \$6.12 million is committed to infrastructure asset renewal while \$5.68 million has been allocated to new capital works and the upgrading of existing facilities. 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.

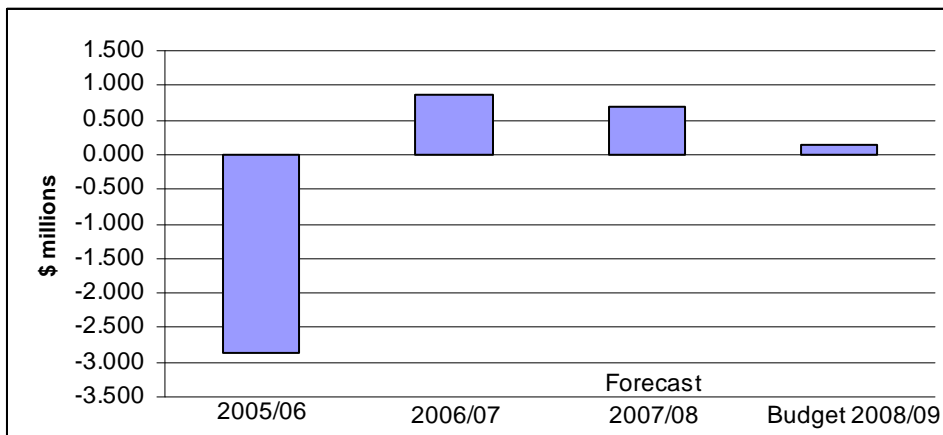
### Rates



It is proposed that rates and charges be increased by 5.5% for the 2008/09 year, raising total rates of \$20.65 million. The rate increase is in line with Council's rating strategy. (The rate increase for the 2007/08 year was 6.8%).

## Executive summary Cont.

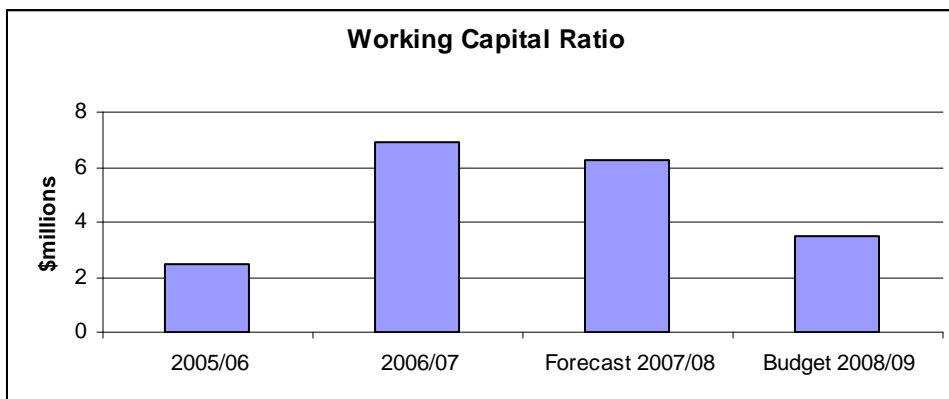
### Underlying Operating Result & Financial Sustainability



The expected underlying operating result for the 2008/09 year is a surplus of \$0.142 million, which is in line with Council's aim to achieve at least a breakeven underlying result. This underlying result excludes items such as capital grants and subdivider gifted assets.

A high level Strategic Resource Plan for the years 2008/09 to 2011/12 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. Producing a positive underlying result is a key indicator of financial sustainability.

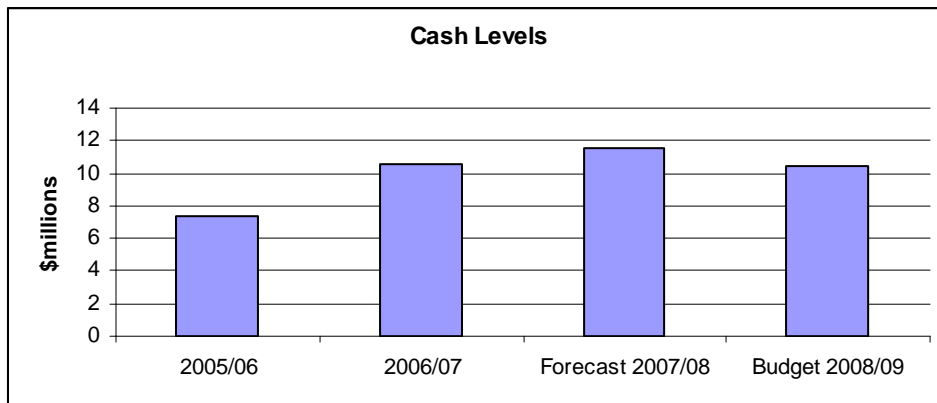
### Working Capital Position



This is a measure which compares Council's current assets to its current liabilities, referred to as the Working Capital ratio. In the past Council's financial position has been inflated by a higher than normal level of cash reserves due to components of the Capital Works program being carried forward.

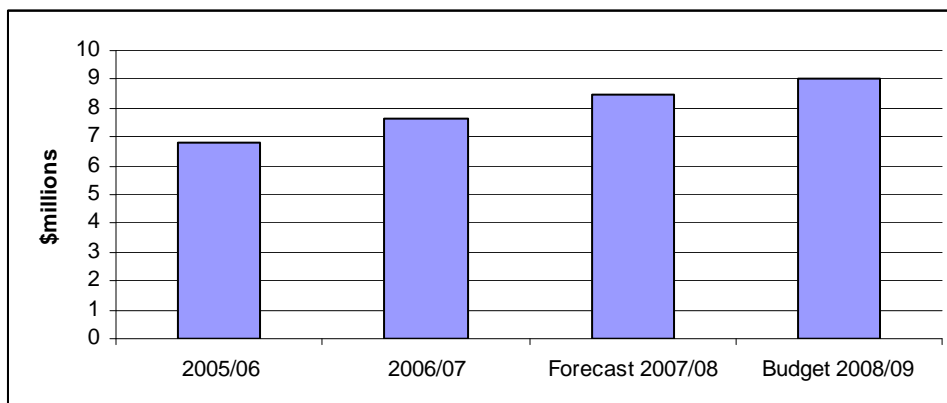
## Executive summary Cont.

### Cash



It is a high priority of the Council to deliver the Capital Works program and accordingly it is anticipated that cash reserves will reduce over the upcoming four years. The level of cash is a major driver in the working capital ratio of Council, which is illustrated in the above graph.

### Borrowings



In accordance with Council's borrowings strategy, contained within the Strategic Resource Plan, new borrowings of \$2 million per annum will continue until the end of the 2009/10 financial year. At the same time Council is repaying over \$1 million of loan principal each year. This strategy ensures Council's loan liability is well under the maximum prudential limit as stipulated by Local Government Victoria.

**Bruce A Anson**  
Chief Executive

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## Budget preparation

The preparation of the budget begins with Officers preparing the annual budget in accordance with the Local Government Act and Regulations. The Draft Budget is submitted to Council for in-principle approval. Council is then required to give public notice that it intends to adopt the budget. It must give 14 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted and a copy submitted to the Minister by 31 August each year. The Council however has an internal timeline of 30 June each year, as this is the date for which the Strategic Resource Plan must be completed.

The key dates for the budget process are summarised below:

Budget process	Timing
1. Draft budget submitted to Council for approval	29/05/08
2. Public notice advising intention to adopt budget	31/05/08
3. Budget available for public inspection and comment	2/06/08
4. Submissions period closes	17/06/08
5. Submissions considered by Council	18/06/08
6. Budget and submissions presented to Council for adoption	23/06/08
7. Copy of adopted budget submitted to the Minister	30/06/08

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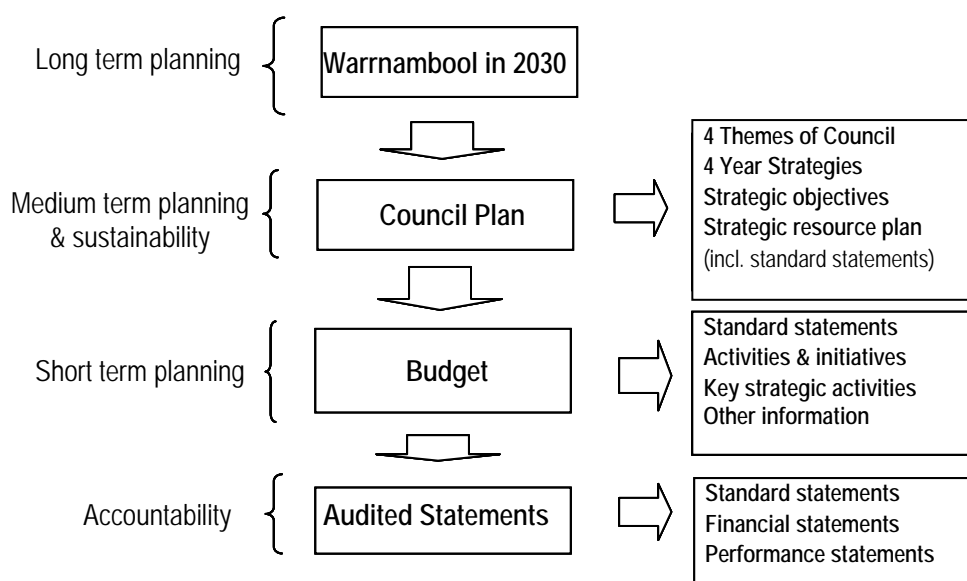


## 1. Linkage to the Council Plan

### 1.1 Strategic planning framework

The Annual Budget has been developed within an overall planning framework, which guides the Warrnambool City Council in identifying community needs and aspirations over the long term (Warrnambool in 2030) converting these into medium term (Council Plan) and short term (Annual Budget) activities and initiatives. The audited financial statements then provide the necessary accountability.

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



The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is to be largely prepared (or reviewed) by April each year to ensure that there is sufficient time for development of Activities and Initiatives in draft form prior to the commencement of the Annual Budget process in May.

### 1.2 Our purpose

To benefit the people of Warrnambool by providing:

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

#### Our vision for Warrnambool

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

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

## 1. Linkage to the Council Plan Cont.

### Our values

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

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

### 1.3 Themes

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 2008-12 years. The following table lists these four as described in the Council Plan.

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

## 2. Themes, 4 Year Strategies, Activities and Initiatives

### 2.1 Theme 1: A City of Strong Leadership

To achieve our theme of a city of strong leadership, we will:

- Govern as a well planned and strategic Council.
- Advocate for the City and the South West community and cooperate with regional partnerships.
- Continue to enhance community engagement and information programs and processes.
- Provide excellent customer service.
- Provide quality information and communication technology services.
- Continue the Council Business Improvement Program.
- Embed risk management practices throughout Council.
- Be a preferred employer in the region.
- Implement a sustainable budget and financial strategy.
- Ensure adequate resources are provided to appropriately maintain and expand Council's buildings and infrastructure assets.

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

Service Category	Description	2007/08	2008/09
		Budget Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Elected Council	Elected Council governs our City in partnership with and on behalf of our community, and encourages and facilitates participation of all people in civic life.	461 (17) <b>444</b>	599 (11) <b>588</b>
Executive Services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements.	520 <b>520</b>	533 <b>533</b>
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.	916 <b>916</b>	952 <b>952</b>
Information Services	Enables Council staff to have access to the information they require to efficiently perform their functions.	1,336 (22) <b>1,314</b>	1,316 (21) <b>1,295</b>
Organisation Development	Aims to increase individual and organisational effectiveness through a commitment to quality, equity and safety. This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time be highly productive in delivering Council's services to the community.	434 (30) <b>404</b>	450 (35) <b>415</b>

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

Service Category	Description	2007/08	2008/09
		Budget Expenditure (Revenue) <b>Net Cost</b> \$'000	Budget Expenditure (Revenue) <b>Net Cost</b> \$'000
Corporate & Financial Services	Provides financial assistance to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions.	2,111 (2,847) <b>(736)</b>	2,141 (3,171) <b>(1,030)</b>
Asset Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include municipal buildings, pavilions and other community buildings.	1,797 (324) <b>1,473</b>	1,872 (314) <b>1,558</b>
Infrastructure Maintenance	This service prepares conducts capital works 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.	3,145 <b>3,145</b>	3,093 <b>3,093</b>
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	6,500 <b>6,500</b>	6,750 <b>6,750</b>

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

The Key Strategic Activities are described below.

### Key strategic activities

Activities & Initiatives	How Data is Reported	Performance Target
Complete the Council election in November 2008.	Council Report	New Council appointed.
Review and refine the Warrnambool MAV STEP Asset Renewal Model to determine an accurate level of funding required for infrastructure asset renewal, the Gap and the methodology in reducing the gap over time. Model to inform the budget process and reported to and formally adopted by Council.	Council Report	Warrnambool MAV STEP Asset Renewal Model adopted by Council.

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

### 2.2 Theme 2: An Environmentally Sustainable City

To facilitate an environmentally sustainable city, environmental considerations will underpin all future planning and development:

- Become an environmentally sustainable city that is a leader in greenhouse abatement measures.
- Develop a position on carbon trading and climate change.
- Set an example to the community and the region by reducing Council's reliance on carbon emitting fuel.
- Incorporate sustainable design principles in new residential and commercial buildings.
- Develop a world class foreshore area integrated with Lake Pertobe and the City Centre.
- Develop new transport systems and linkages that respect our environment.
- Take responsibility to recognise water as a precious community asset.
- Create natural and open space environments in Warrnambool that are linked and encourage residents and visitors to use them.

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

Service Category	Description	2007/08 Budget Expenditure (Revenue) Net Cost \$'000	2008/09 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.	135 (98) <b>37</b>	205 (109) <b>96</b>
Waste Management Street Cleaning	This service provides kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties in Council. It also provides street cleaning, leaf collection and street litter bins throughout Council.	2,565 <b>2,565</b>	2,742 <b>2,742</b>
Parks and Gardens	This service covers a range of areas such as tree pruning, planting, removal, planning and street tree strategies, management of conservation and parkland areas, creeks and other areas of environmental significance. Parks Management provides management and implementation of open space strategies and maintenance programs.	2,207 (147) <b>2,060</b>	2,312 (145) <b>2,167</b>

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

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## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

The Key Strategic Activities are described below.

### Key strategic activities

Activities & Initiatives	How Data is Reported	Performance Target
Undertake and complete the Warrnambool Sustainability Strategy including extensive community consultation/ involvement.	Council Report.	Plan adopted by Council.
Finalise planning and commence construction of the Harbour Pavilion.	Council Report.	Harbour Pavilion construction commenced.

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## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

### 2.3 Theme 3: A Liveable City

To achieve our objective of a liveable city, we will:

- Develop and deliver quality services for key cultural and recreation facilities and programs to encourage participation and promote healthy lifestyles and community wellbeing.
- Implement key priority improvements and actions as recommended in the Warrnambool Recreation Plan 2007-2017.
- Finalise planning and implementation of Warrnambool Entertainment Centre redevelopment.
- Review opportunities to improve the provision of public library services in Warrnambool.
- Provide leadership in the provision of early childhood services and programs that meet the care, health, education and developmental needs of children and young families.
- Develop the Children's Services Centre as a regional hub to provide information and support regarding early childhood services, activities and programs.
- Increase equitable access to child and family services, through inclusive planning and partnership arrangements.
- Strengthen community involvement responding to health and safety issues affecting young children.
- Develop policies and implement strategies that meet the needs of Warrnambool's growing culturally diverse community.
- Increase equitable access to public and community services, information and facilities, through inclusive planning and partnership arrangements.
- Promote positive and active ageing, and provide services which meet the contemporary needs of older people.
- Strengthen and increase volunteer participation.
- Promote affordable housing in Warrnambool.
- Review the effective implementation of the Municipal Fire Prevention Plan and Municipal Road Safety Plan.
- Provide direction for public health and community safety.
- Support major events that grow the economy and positive profile of the City by attracting visitors to the City.
- Maintain and grow the Fun4Kids Festival's position as Australia's premier children's Festival.

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

Service Category	Description	2007/08	2008/09
		Budget Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Community Support Services	Government funded programs aimed at improving community participation; facilitation of migration to the South West and volunteer programs.	275 (226) <b>49</b>	301 (253) <b>48</b>
Aged Services	This area provides a range of services including meals on wheels, personal care, respite, home maintenance, home care and senior citizens groups.	2,795 (2,568) <b>227</b>	2,870 (2,612) <b>258</b>
Family Services	This service provides family oriented support services including pre-schools, maternal & child health, pre-school, counselling & support, youth services, immunization, family day care and health & safety.	5,394 (5,186) <b>208</b>	5,664 (5,424) <b>240</b>

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

Service Category	Description	2007/08 Budget Expenditure (Revenue) Net Cost \$'000	2008/09 Budget Expenditure (Revenue) Net Cost \$'000
Art and Culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events.	1,391 (978) <b>413</b>	1,504 (1,065) <b>439</b>
Library Services	Provision of quality library and information services to the community.	416 <b>416</b>	533 <b>533</b>
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.	281 (57) <b>224</b>	311 (46) <b>265</b>
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.	2,508 (2,163) <b>345</b>	2,526 (2,161) <b>365</b>
Regulatory Services	Local law and public safety and traffic control.	567 (1,390) <b>(823)</b>	608 (1,452) <b>(844)</b>
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food.	344 (186) <b>158</b>	403 (192) <b>211</b>
Festivals and Events Group	Delivers a range of promotions, festivals and events.	1,402 (677) <b>725</b>	1,680 (849) <b>831</b>
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	977 (1,519) <b>(542)</b>	1,065 (1,698) <b>(633)</b>
Flagstaff Hill Maritime Village	A major regional tourist attraction that includes a recreated heritage village that displays the maritime history of the region.	1,482 (1,282) <b>200</b>	1,584 (1,369) <b>215</b>

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



## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

The Key Strategic Activities are described below.

### Key strategic activities

Activities & Initiatives	How Data is Reported	Performance Target
Continue Warrnambool Entertainment Centre project development including confirmation of project scope and project funding partners.	Council Report.	Project Development Plan adopted by Council.
Undertake a comprehensive review of the library service.	Council Report.	Review adopted by Council.
Evaluate Council's Municipal Early Years Plan 2004-2008 and develop a new 4 year plan for Warrnambool.	Council Report.	Plan adopted by Council.
Complete refurbishment of Children's Services Centre at Swan Reserve.	Council Report.	Children's Services Centre opened.

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

### 2.4 Theme 4: A City of Growth

To achieve this objective, planned and sustainable development will direct our city's growth:

- Promote quality urban design with consideration to environmental sustainability.
- Ensure the drainage network is renewed/upgraded and extended in accordance with adopted risk management and environmental criteria.
- Facilitate a planning and sustainable supply and development of Warrnambool's high quality residential, industrial and commercial land.
- Develop the Warrnambool Floodplain Management Plan and implement adopted works and measures.
- Establish an updated improvement plan relating to operations and infrastructure at Warrnambool Airport.
- Establish and promote Warrnambool as an event/conference destination and strengthen our capacity to host and produce high quality events.
- Continue to develop Warrnambool as a dynamic and sustainable tourism destination.
- Maintain a positive visitor experience for guests to the City.
- Provide strong support and encouragement to the key industries of Warrnambool and the Great South Coast Region.
- Ensure that Warrnambool has access to skilled workforce to facilitate sustainable growth of the City's economy.
- Ensure that the City's transport linkages are capable of supporting the needs of the growing industries of Warrnambool and the Great South Coast Region.
- Foster growth, excellence and innovation in the City's business community.
- Maintain a viable port facility.
- Ensure integrity of Warrnambool's planning on and around the municipal boundary.
- Maintain an equitable, fair and effective planning approvals system.

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

Service Category	Description	2007/08	2008/09
		Budget Expenditure (Revenue) <b>Net Cost</b> \$'000	Budget Expenditure (Revenue) <b>Net Cost</b> \$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits and planning services.	157 (117) <b>40</b>	194 (129) <b>65</b>
Strategic Planning	This service prepares and processes amendments to the Council Planning Scheme and carries out research on demographic, urban development, economic and social issues affecting Council.	30 <b>30</b>	343 <b>343</b>
Drainage	Provides drainage maintenance and capital works in a coordinated and efficient manner.	200 <b>200</b>	221 <b>221</b>
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	642 (978) <b>(336)</b>	733 (1,024) <b>(291)</b>

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

Service Category	Description	2007/08 Budget Expenditure (Revenue) <b>Net Cost</b> \$'000	2008/09 Budget Expenditure (Revenue) <b>Net Cost</b> \$'000
Warrnambool Development	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	522 (35) <b>487</b>	589 (90) <b>499</b>
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.	145 (77) <b>68</b>	159 (88) <b>71</b>
Port of Warrnambool	This service aims to maintain a viable port facility.	86 (87) <b>(1)</b>	88 (82) <b>6</b>
Statutory Planning	This service processes all 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 as well as the preparing major policy documents shaping the future of the City. It also prepares and processes amendments to the Council Planning Scheme and carries out research on demographic, urban development, economic and social issues affecting Council.	615 (229) <b>386</b>	537 (230) <b>307</b>

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

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

The Key Strategic Activities are described below.

### Key strategic activities

Activities & Initiatives	How Data is Reported	Performance Target
Review the City Centre urban design priority works in conjunction with the City Centre Structure Plan and report to Council with a prioritised works program to inform the budget process.	Council Report.	Prioritised works plan adopted by Council.
Complete Planning Scheme Amendment to include structure plans, development contribution plans and rezoning for North East Warrnambool and Dennington North residential growth areas.	Council Report.	Structure plan incorporated into Planning Scheme.
Establish the Allansford Industrial Business Park.	Council Report	Land rezoning completed.
Review the long term future development potential of the Warrnambool Airport and its effects on the surrounding area and the local economy.	Council Report	Plan adopted by Council.
Provision of advice on the existing and future economic contribution of the Warrnambool Livestock Exchange to the local economy.	Council Report	Policy adopted by Council.
Complete and implement the Warrnambool Retail Strategy (2007).	Council Report	Planning amendment completed.

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

### 2.7 Performance statement

The Key Strategic Activities (KSA) detailed in the preceding pages, are summarised again in Appendix D. The KSA's their performance measures, targets and results are audited at the end of the year and are included in the Performance Statement as required by the section 132 of the Act. The Annual Report for 2007/08 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

### 2.8 Reconciliation with budgeted operating result

	Net Cost		Revenue \$'000
	(Revenue) \$'000	Expenditure \$'000	
A City of Strong Leadership	13,668	17,220	3,552
An Environmentally Sustainable City	5,005	5,259	254
A Liveable City	1,928	19,049	17,121
A City of Growth	1,221	2,864	1,643
<b>Total activities &amp; initiatives</b>	<b>21,822</b>	<b>44,392</b>	<b>22,570</b>
Other non-attributable	(3,980)		
<b>Deficit before funding sources</b>	<b>17,842</b>		
Rates & charges	(20,645)		
Capital grants	(1,733)		
<b>Total funding sources</b>	<b>(22,378)</b>		
<b>Surplus for the year</b>	<b>(4,536)</b>		

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### 3. Budget influences

#### 3.1 Snapshot of Warrnambool City Council

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

Currently our city has 31,000 people, a total budget of \$57 million and total assets of \$375 million.

In the past 5 years the amount spent on major projects in the city totals \$116 million. This includes the development of The Homemaker Centre, Lady Bay Resort and Mantra Deep Blue, as well as the redevelopment of Lyndoch and the Courthouse. In the next 5 years major projects to the value of \$317 million will be developed. This will include the expansion of the Hospital, Warrnambool Cheese and Butter and South West TAFE.

There are currently a number of residential developments underway in the city to the value of around \$43 million. These developments will result in the construction of 4,150 new homes in the next 15 years.

Only 2.3% of our population is from non-English speaking backgrounds. Arabic is the most common language spoken other than English followed by Mandarin and Greek. The majority of migrants in Warrnambool were born in the United Kingdom or New Zealand, with the next largest population coming from The Netherlands.

The City is the major source of employment for its residents, as well as other areas in the South-West of Victoria, most notably Moyne Shire. About 25 per cent of Warrnambool's workforce is employed in wholesale and retail trade, with a further 30 per cent employed in education, health, community and business services. Jobs in Warrnambool's manufacturing sector are on the increase. Large investments to dairying plants in the area have resulted in overall employment gains in this sector. Tourism is also a notable employer in Warrnambool with the city attracting many people to its beaches during the warmer months. Whale spotting in winter has also been a big drawcard for tourists. Our tourism industry generates \$147 million for our City annually and attracts 703,000 per year to Warrnambool.

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

Our City will indirectly support almost \$6.1 billion worth of projects of state and national significance in coming years. These projects include the Woodside Otway Gas worth \$800 million, Macarthur Windfarm (\$800 million), Mortlake Gas Power Generation Plant (\$1000 million), Heywood Pulp Mill (\$650 million), Illuka Mineral Sands (\$270 million). These projects are expected to generate 4,400 construction jobs and 800 permanent positions.

#### 3.2 Budget influences

In preparing the 2008/09 budget, a number of external influences have been taken into consideration, because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- Consumer Price Index (CPI) increases on goods and services of 4.2% per annum (ABS release 15 January 2008).
- Wages growth for Council is governed by an Enterprise Agreement (EA). The EA has been recently renegotiated and provides minimum wage increases of \$34.00 per week or 4.2%, whichever is the greater.

### 3. Budget influences Cont.

- The 'Road Maintenance and Construction' Index prepared by the Bureau of Transport and Regional Services and the 'ABS Non-Residential Building' Index have been running at 5.0% and 4.0% respectively (MAV Local Government Cost Index Report, May 2007)
- Projected increases in utility costs of 17% for electricity and 14% for water and sewerage charges.
- Further increases in fuel costs due to continued increases in world oil prices.

#### 3.4 Budget principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

- Existing fees and charges to be increased in line with CPI or market levels
- Grants to be based on confirmed funding levels
- New revenue sources to be identified where possible
- Service levels to be maintained at 2007/08 levels with the aim to use less resources with an emphasis on innovation and efficiency
- Salaries and wages to be increased in line with the Enterprise Agreement
- Construction and material costs to increase in line with the Road Maintenance and Construction Index
- New initiatives or new employee proposals which are not cost neutral to be justified through a business case
- Real savings in expenditure and increases in revenue identified in 2007/08 to be preserved
- Operating revenues and expenses arising from completed 2007/08 capital projects to be included.

#### 3.5 Legislative requirements

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

The 2008/09 budget, which is included in this report, is for the year 1 July 2008 to 30 June 2009 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ended 30 June 2009 in accordance with Australian Accounting Standards including AAS27, "Financial Reporting by Local Governments", and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

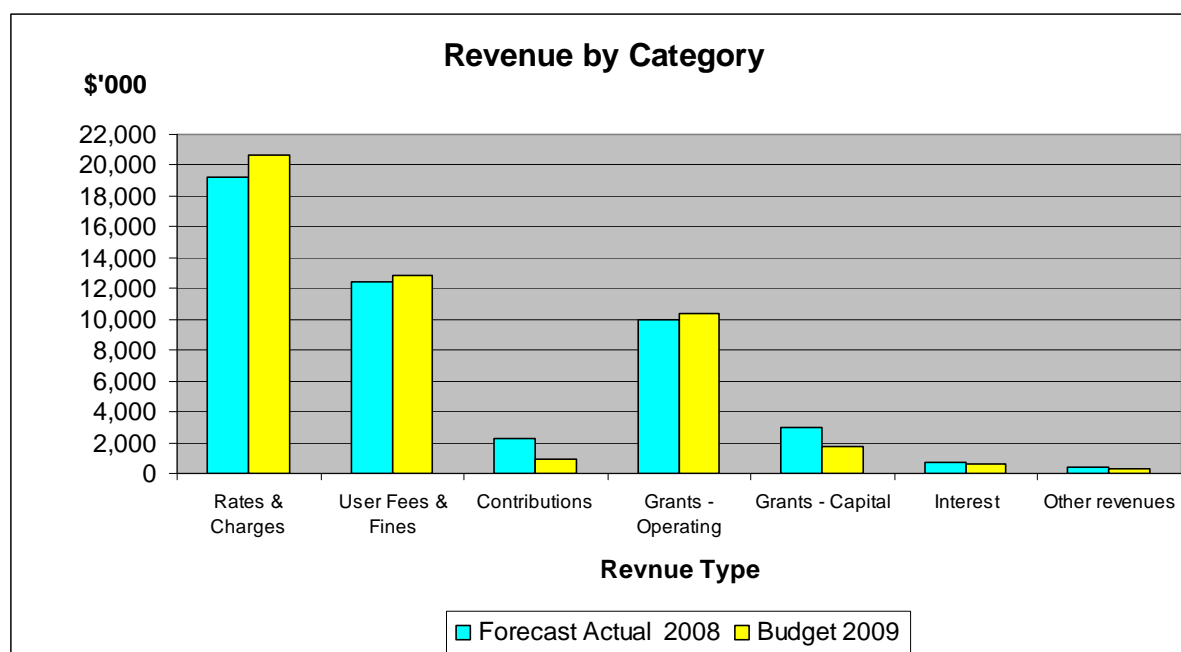
The budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a Strategic Resource Plan for the years 2008/09 to 2011/12 (section 8.), Rating Strategy (section 9.) and Borrowings Strategy (section 10.).

## 4. Analysis of operating budget

### 4.1 Operating revenue

Revenue Types	Ref	Forecast	Budget	Variance
		Actual 2007/08 \$'000	2008/09 \$'000	\$'000
Rates and charges	4.1.1	19,260	20,645	1,385
User charges, fees and fines	4.1.2	12,438	12,836	398
Contributions	4.1.3	2,239	876	(1,363)
Grants - Operating	4.1.4	9,964	10,388	424
Grants - Capital	4.1.5	2,990	1,733	(1,257)
Interest	4.1.6	767	621	(146)
Other revenue	4.1.7	419	263	(156)
<b>Total operating revenue</b>		<b>48,077</b>	<b>47,362</b>	<b>(715)</b>
Net gain on sale of assets	4.1.8	962	660	(302)
Granted Assets		2,000	2,000	0

Source: Appendix A



#### 4.1.1 Rates and charges (\$1.39 million increase)

It is proposed that income from rates and charges will increase by \$1.39m to a total of \$20.64 million in 2008/09. The increase in revenue is generated by the proposed 5.5% increase applied to the level of rates and charges and from supplementary rate income generated by growth in Council's rating base. Section 9. "Rating Strategy" includes a more detailed analysis of the rates and charges to be levied for 2008/09.

#### 4.1.2 User charges, fees and fines (\$0.4 million increase)

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



## 4. Analysis of operating budget cont.

Fees and charges income is predicted to increase by 3.2%, slightly less than forecast CPI, or \$0.4 million compared to 2007/08. Council is conscious of the need to restrict fee increases for those feeling the financial pressure from interest rate, fuel and food price increases.

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

### 4.1.3 Contributions (\$1.36 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.

This income can swing considerably between years as it is dependent on development activity.

It is anticipated that this income will reduce to \$0.87 million in 2008/09 from a forecast of \$2.24 million in 2007/08.

### 4.1.4 Grants - Operating (\$0.42 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to the community. Overall, the level of operating grants has increased by 4.2% or \$0.42 million compared to 2007/08 however with the completion of some grant funded programs and the commencement of others, it is difficult to make a meaningful comparison. A number of specific grant funded services are struggling to receive funding increases that equate to the movement in CPI. Significant movements in grant funding are summarised below:

Grant Funding Types	Forecast		
	Actual	Budget	Variance
	2007/08	2008/09	
	\$'000	\$'000	\$'000
Family Day Care	746	770	24
General Home Care	651	673	22
Pre Schools	764	838	74
Victorian Grants Commission	2,947	3,062	115

### 4.1.5 Grants - Capital (\$1.26 million decrease)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. The movement in capital grants income reflects the movement in major capital works that are grant funded. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2008/09 year.

### 4.1.6 Interest – (\$0.15 million decrease)

Interest income is budgeted to decrease as Council completes a large amount of capital works using up the cash reserves it has built up.

### 4.1.7 Other revenue (\$0.16 million decrease)

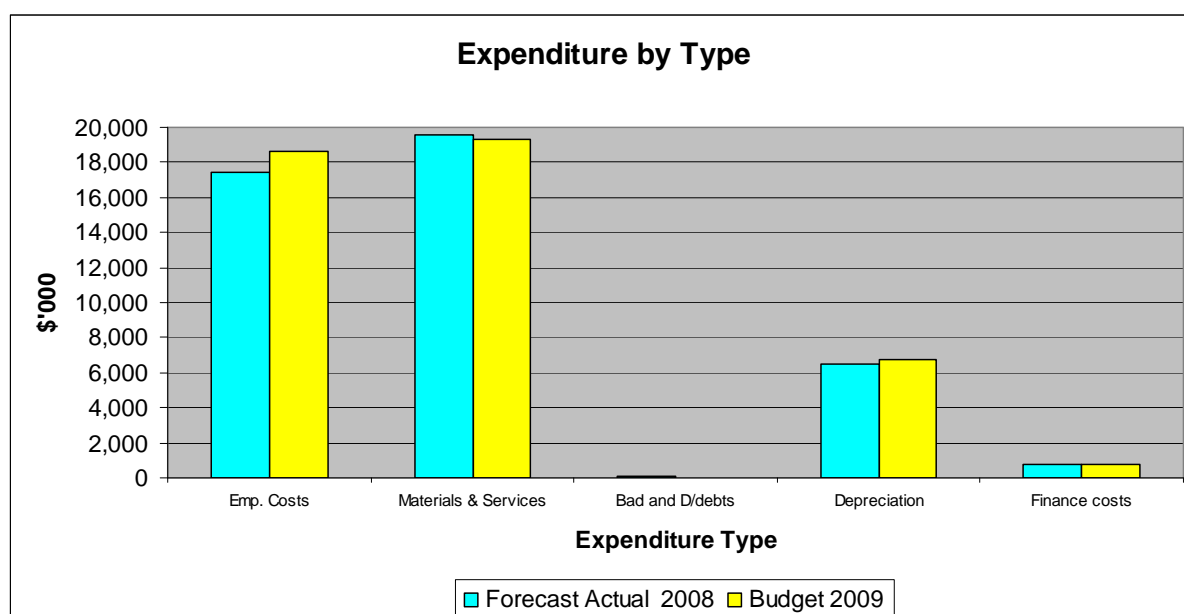
Other revenue relates to a range of items such as private works, cost recoups and other miscellaneous income items. It is predicted that income from these sources will reduce by \$0.3 million in 2008/09.

## 4. Analysis of operating budget cont.

### 4.2 Operating expenditure

Expenditure Types	Ref	Forecast	Budget	Variance
		Actual 2007/08 \$'000	2008/09 \$'000	\$'000
Employee benefits	4.2.1	17,463	18,616	1,153
Materials and services	4.2.2	19,585	19,295	(290)
Bad and doubtful debts	4.2.3	63	14	(49)
Depreciation and amortisation	4.2.4	6,500	6,750	250
Finance costs	4.2.5	774	811	37
<b>Total operating expenditure</b>		<b>44,385</b>	<b>45,486</b>	<b>1,101</b>

Source: Appendix A



#### 4.2.1 Employee benefits (\$1.15 million increase)

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

Employee costs are forecast to increase by \$1.15 million compared to 2007/08. The major driver of labour cost movements is Council's Enterprise Agreement (EA). The EA was recently renegotiated and provides wage increases of \$34/week or 4.2%, whichever is the lesser.

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

Type of employment	Forecast Actual 2007/08 EFT's	Budget 2008/09 EFT's
Permanent	190	192
Casual	153	154
<b>Total</b>	<b>343</b>	<b>346</b>

## 4. Analysis of operating budget cont.

### 4.2.2 Materials & services (\$0.29 million decrease)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by \$0.29 million compared to 2007/08 due to a number of one-off projects from 2007/08 being completed.

Utility costs include electricity, water, sewer, gas and telecommunications. Electricity costs are forecast to increase by 17.0% and water and sewer charges by 14% which equates to a combined cost increase of \$0.16 million compared to 2007/08.

### 4.2.3 Bad and doubtful debts (\$0.05 million decrease)

Bad debt write-offs are expected to return to normal levels in 2008/09 after a major write-off in 2007/08.

### 4.2.4 Depreciation and amortisation (\$0.25 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 \$0.25 million for 2008/09 is due mainly to the full year effect of depreciation on the 2007/08 capital works program. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2008/09 year.

### 4.2.5 Finance costs (\$0.04 million increase)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The increase in borrowing costs results from the planned additional borrowings in accordance with Council's Loan Strategy. Section 10 "Borrowing strategies" provides detail of the borrowing program and debt analysis.

## 4.3 Underlying result

	Forecast		
	Actual	Budget	Variance
	2007/08	2008/09	
	\$'000	\$'000	\$'000
<b>Surplus/(Deficit) for the year</b>	6,654	4,535	2,119
Less: Net gain/(loss) on asset disposals	962	660	(302)
Less: Capital Grants	2,990	1,733	(1,257)
Less: Granted assets	2,000	2,000	0
<b>Underlying surplus/(deficit)</b>	<b>702</b>	<b>142</b>	<b>(560)</b>

The underlying result is the net surplus or deficit for the year adjusted for capital contributions, gains or losses on disposal of non-operating assets sold and other once-off adjustments. It is a measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result.

The underlying result for the 2008/09 year is a small surplus of \$0.142 million which is consistent with Council's aim of achieving financial sustainability.

#### 4. Analysis of operating budget cont.

##### Reconciliation of Operating Result to Budgeted Cash Requirements

This table reconciles the Operating Result to the cash required to balance Council's rate setting budget with non-cash and capital items being the major reconciling items.

	Budget 2008/09 \$'000
<b>Surplus/(Deficit) for the year</b>	<b>4,536</b>
Add: Depreciation	6,750
Less: Capital Expenditure	(11,805)
Add: Internal Transfers	380
Add: Net Borrowings	570
Less: Granted Assets	(2,000)
Add: Written Down Value of Assets Sold	1,620
<b>Budgeted Cash Requirements</b>	<b>51</b>

## 5. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2008/09 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

### 5.1 Budgeted cash flow statement

	Ref	Forecast		Variance \$'000
		Actual 2007/08 \$'000	Budget 2008/09 \$'000	
<b>Cash flows from operating activities</b>	5.1.1			
<i>Receipts</i>				
General rates		19,067	20,439	1,372
Grants & Contributions - Operating		10,291	10,804	513
Grants & Contributions - Capital		4,061	2,193	(1,868)
Interest		767	621	(146)
User charges & fees		12,264	14,038	1,773
Other revenue		419	263	(156)
<i>Payments</i>				
Employee costs		(16,926)	(18,441)	(1,515)
Materials & consumables		(19,147)	(19,295)	(148)
Finance costs		(774)	(811)	(37)
<b>Net cash provided by operating activities</b>		<b>10,022</b>	<b>9,810</b>	(212)
<b>Cash flows from investing activities</b>	5.1.2			
Proceeds from sales of property, plant & equipment		2,505	2,280	(225)
Payments for property, plant and equipment		(12,288)	(13,805)	(1,517)
<b>Net cash used in investing activities</b>		<b>(9,783)</b>	<b>(11,525)</b>	(1,742)
<b>Cash flows from financing activities</b>	5.1.3			
Proceeds from borrowings		2,000	2,000	0
Repayment of borrowings		(1,202)	(1,430)	(227)
<b>Net cash used in financing activities</b>		<b>798</b>	<b>570</b>	(227)
<b>Net decrease in cash and cash equivalents</b>		<b>1,037</b>	<b>(1,146)</b>	(2,182)
Cash and cash equivalents at the beginning of the period		10,536	11,573	1,037
<b>Cash and cash equivalents at end of the year</b>	5.1.4	<b>11,573</b>	<b>10,428</b>	(1,145)

## 5. Analysis of budgeted cash position cont.

### 5.1.1 Operating activities (\$0.21 million decrease)

The reduction in cash generated from operating activities is largely due to the lower level of capital contributions from landowners/developers to capital works associated with development projects.

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 2007/08 \$'000	Budget 2008/09 \$'000	Variance \$'000
<b>Surplus (deficit) for the year</b>	<b>6,654</b>	<b>4,536</b>	<b>(2,218)</b>
Depreciation	6,500	6,750	250
Loss (gain) on sale of assets	(962)	(660)	302
Granted Assets	(2,000)	(2,000)	0
Net movement in current assets and liabilities	(170)	1,184	1,014
<b>Cash flows available from operating activities</b>	<b>10,022</b>	<b>9,810</b>	<b>(212)</b>

### 5.1.2 Investing activities (\$1.74 million increase)

The increase in payments for investing activities represents the planned rollover of a number of capital works projects from 2007/08 to 2008/09. Proceeds from sale of assets are forecast to decrease slightly by \$0.22 million as property sales will be less than the proceeds from the sale of the Fletcher Jones property in 2007/08.

### 5.1.3 Financing activities (\$0.23 million decrease)

New loan borrowings remain at \$2.0 million dollars however principal repayments increase from \$1.20 million in 2007/08 to \$1.43 million in 2008/09.

### 5.1.4 Cash and cash equivalents at end of the year (\$1.45 million decrease)

Overall, total cash and investments is forecast to decrease by \$1.45 million to \$10.42 million as at 30 June 2009, reflecting the rollover of 2007/08 funded capital works to 2008/09.

## 5.2 Restricted funds and working capital

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June, 2009 it will have cash and investments of \$10.42 million, which has been restricted as shown in the following table.

		Forecast Actual 2008 \$'000	Budget 2009 \$'000	Variance \$'000
<b>Total cash and investments</b>		<b>11,573</b>	<b>10,428</b>	<b>1,145</b>
Restricted cash and investments				
- Statutory reserves	5.2.1	(81)	(120)	39
- Discretionary reserves	5.2.2	(6,561)	(5,300)	(1,261)
- Long service leave	5.2.3	(1,900)	(2,000)	100
<b>Unrestricted cash and investments</b>	5.2.4	<b>3,031</b>	<b>3,008</b>	<b>23</b>

## **5. Analysis of budgeted cash position cont.**

### **5.2.1 Statutory reserves (\$0.12 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.

### **5.2.2 Discretionary reserves (\$5.30 million)**

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

### **5.2.3 Long service leave (\$2.0 million)**

These funds are separately identified as restricted to ensure there are sufficient funds to meet Council's obligations as set out in the Local Government (Long Service Leave) Regulations 2002.

### **5.2.4 Unrestricted cash and investments (\$3.01 million)**

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

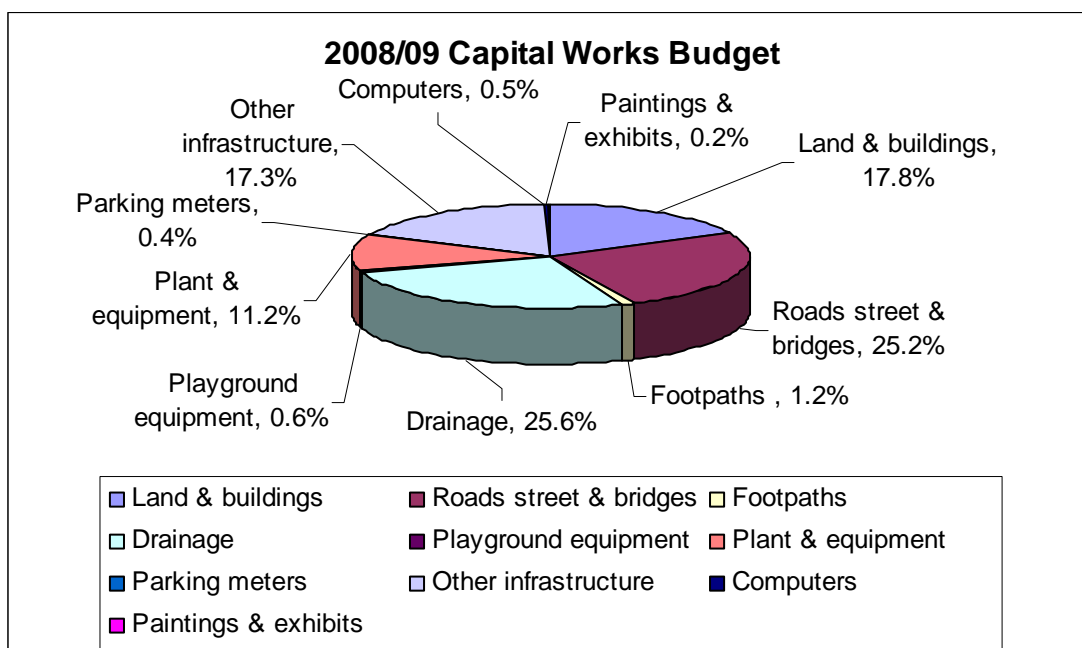
## 6. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2008/09 year and the sources of funding for the capital budget.

### 6.1 Capital works

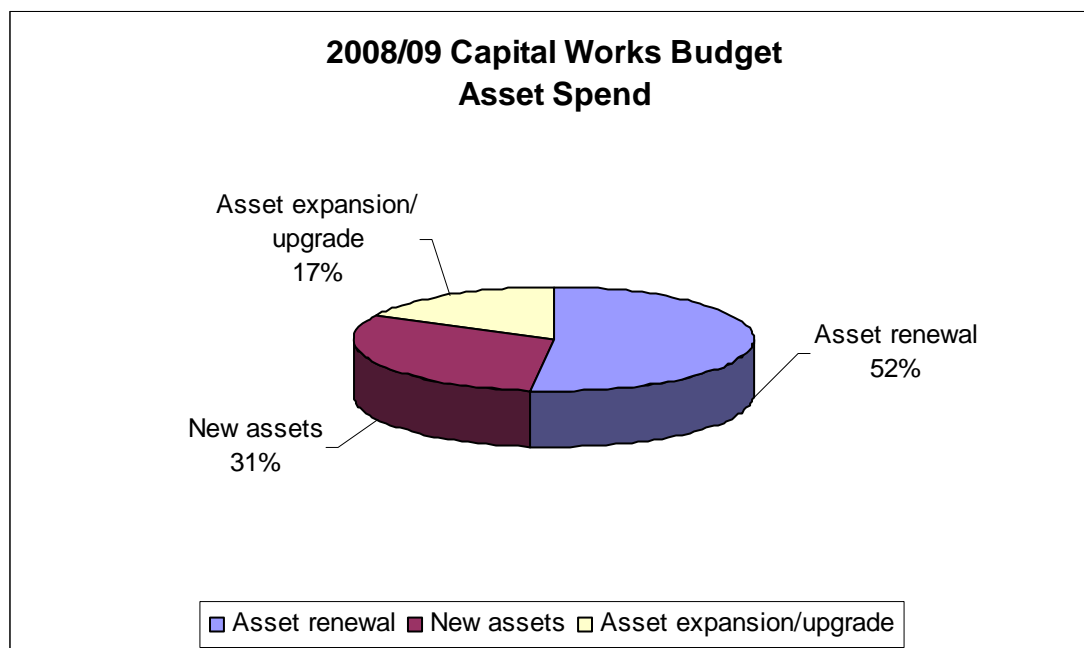
Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2007/08 \$'000	2008/09 \$'000	\$'000
<b>Estimated Works carried forward from 2007/08</b>	6.1.1		4,000	4,000
<b>New works for 2008/09</b>				
Roads	6.1.2	4,097	3,231	(866)
Drainage	6.1.3	3,074	1,708	(1,366)
Land & Buildings	6.1.4	894	2,817	1,923
Plant and equipment	6.1.5	1,428	1,735	307
Other	6.1.6	2,795	2,314	(481)
<b>Total New Works for 2008/09</b>		<b>12,288</b>	<b>11,805</b>	<b>(483)</b>
<b>Represented by:</b>				
Asset renewal	6.1.7	5,064	6,121	1,057
New assets	6.1.7	5,020	3,658	(1,362)
Asset expansion/upgrade	6.1.7	2,204	2,026	(178)
<b>Total capital works</b>		<b>12,288</b>	<b>11,805</b>	<b>(483)</b>

Source: Appendix A





## 6. Analysis of capital budget cont.



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

### 6.1.1 Carried forward works (\$4.0 million)

It is estimated that approximately \$4 million of capital works are to be carried forward from 2007/08 to the 2008/09 financial year due to delays in grant funding and land negotiations.

### 6.1.2 Roads (\$3.23 million)

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

For the 2008/09 year, \$3.23 million will be expended on road projects which is an increase of \$0.34 million over the 2007/08 allocation for local roads rehabilitation, resealing, re-sheeting and major patching works. The construction of the \$1.0 million developer funded Gateway road was completed in 2007/08.

### 6.1.3 Drainage (\$1.71 million)

Drains include all drains and pits which comprise Council's extensive stormwater drainage network.

For the 2008/09 year, \$1.71 million will be expended on drainage projects. The more significant projects include the Harrington Road retarding Basin, Grace Avenue Drainage project and stage one of the Allansford Drainage works.

### 6.1.4 Land & Buildings (\$2.82 million)

Council has over 240 major buildings which require renewal investment in addition to the new scheduled building projects and for the 2008/09 year \$2.82 million will be invested in buildings.

The major project for 2008/09 is the construction of the new Harbour Pavilion facility which has an allocation of \$1.20 million in 2008/09 towards the total project cost of \$2.30 million which is spread across two financial years.

### 6.1.5 Plant & equipment (\$1.73 million)

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

For the 2008/09 year, \$1.73 million will be expended on plant, equipment and other items.

## **6. Analysis of capital budget cont.**

### **6.1.6 Other (\$2.31 million)**

For the 2008/09 year, \$3.21 million will be expended on other capital projects with the major allocation being \$1.00 million for development works at the Allansford Industrial Estate. This project will run for a number of years.

### **6.1.7 Asset renewal (\$6.12 million), new assets (\$3.66 million), and expansion/upgrade (\$2.03 million)**

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

The major projects included in the above categories, which constitute expenditure on new assets, are the Harbour Pavilion (\$1.20 million), whilst the renewal of roads and fleet constitutes the major expenditure on asset renewal.

## 7. Analysis of budgeted financial position

### 7.1 Budgeted balance sheet

	Ref	Forecast		
		Actual	Budget	Variance
		2007/08	2008/09	
		\$'000	\$'000	\$'000
<b>Current assets</b>	7.1.1			
Cash and cash equivalents		11,573	10,428	(1,145)
Trade and other receivables		3,092	1,900	(1,192)
Other financial assets		400	400	0
<b>Total current assets</b>		<b>15,065</b>	<b>12,728</b>	<b>(2,337)</b>
<b>Non-current assets</b>	7.1.3			
Trade and other receivables		175	165	(10)
Investments in associates		683	683	0
Property, infrastructure, plant and equipment		342,772	361,274	18,502
<b>Total non-current assets</b>		<b>343,630</b>	<b>362,122</b>	<b>18,492</b>
<b>Total assets</b>		<b>358,695</b>	<b>374,850</b>	<b>16,154</b>
<b>Current liabilities</b>	7.1.2			
Trade and other payables		2,800	2,800	0
Trust funds		1,000	1,000	0
Interest-bearing loans and borrowings		1,430	1,663	(233)
Provisions		3,600	3,750	(150)
<b>Total current liabilities</b>		<b>8,830</b>	<b>9,213</b>	<b>(383)</b>
<b>Non-current liabilities</b>	7.1.4			
Interest-bearing loans and borrowings		7,039	7,376	(337)
Provisions		600	625	(25)
<b>Total non-current liabilities</b>		<b>7,639</b>	<b>8,001</b>	<b>(362)</b>
<b>Total liabilities</b>		<b>16,469</b>	<b>17,214</b>	<b>(745)</b>
<b>Net assets</b>		<b>342,226</b>	<b>357,636</b>	<b>(15,409)</b>
<b>Equity</b>	7.1.5			
Accumulated surplus		141,372	145,908	4,535
Asset revaluation reserve		194,852	205,430	10,578
Other reserves		6,002	6,298	296
<b>Total equity</b>		<b>342,226</b>	<b>357,636</b>	<b>15,409</b>

Source: Appendix A

#### 7.1.1 Current assets (\$2.34 million decrease) and Non-Current Assets (\$18.49 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$1.15 million during the year mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to reduce over the 2008/09 year as some high value one-off type debts are extinguished. Long term debtors (non current) relating generally to loans to community organisations are not expected to change significantly.

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

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## 7. Analysis of budgeted financial position cont.

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

### 7.1.2 Current liabilities (\$0.38 million increase) and Non-Current Liabilities (\$0.36 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2007/08 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 \$1.43 million over the year and drawdown new loan funds of \$2.00 million in accordance with the Loan Strategy.

### 7.1.3 Net Assets (\$15.41 million increase)

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

The increase in net assets of \$15.41 million results from the operating surplus and asset revaluations.

### 7.1.4 Equity (\$15.41 million increase)

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

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

## 7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2009 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 2008/09 year
- Trade creditors to remain consistent with 2007/08 other debtors and creditors to remain consistent with 2007/08 levels
- Debtors to reduce as major one-off debts are repaid in 2008/09.
- Proceeds from the sale of property in 2008/09 of \$1.75 million will be received in full prior to 30 June 2009
- 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 \$1.43 million and new borrowings to be \$2.00 million
- Total capital expenditure to be \$11.80 million and asset revaluation increments to be almost \$24.00 million.

## 8. Strategic resource plan & key financial indicators

### 8.1 Plan development

Council has prepared Strategic Resource Plan (SRP) for the four years 2008/09 to 2010/11 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
- Maintain a capital expenditure program of at least \$10 million per annum
- Achieve a balanced budget on a cash basis.

In preparing the SRP, the Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

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

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

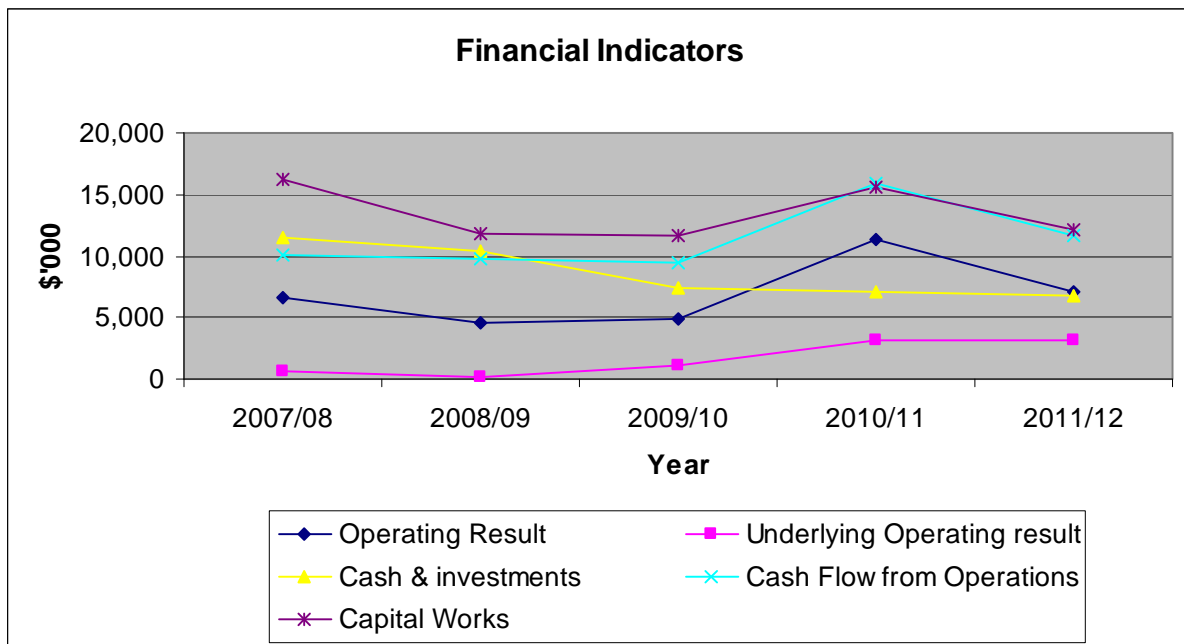
### 8.2 Financial resources

The following table summaries the key financial results for the next four years as set out in the SRP for years 2008/09 to 2011/12. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2007/08	2008/09	2009/10	2010/11	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating result	6,654	4,536	4,948	11,347	7,056
Underlying operating result	701	142	1,053	3,116	3,112
Cash and investments	11,573	10,428	7,448	7,154	6,720
Cash flow from operations	10,023	9,810	9,524	15,866	11,612
Capital works	16,287	11,805	11,593	15,514	12,087

## 8. Strategic resource plan & key financial indicators cont.

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



The key outcomes of the SRP are as follows:

- **Financial sustainability (section 5)** – Cash and investments is forecast to decrease over the next two years from \$11.57 million to \$7.45 million, as Council completes some major capital works and before returning its cash levels to around \$7 million for future years when balanced budgets will be achieved.
- **Rating strategy (section 9)** – A 5.5% rate increase has been built into the 2008/09 budget and then are forecast to remain at similar levels and with additional growth in the rate base this will ensure necessary funds are generated to meet Council's budgetary requirements.
- **Borrowing strategy (section 10)** – Borrowings are forecast to reduce from a high of \$9.38 million to \$6.40 million over the four year period. This includes new borrowings of \$2.00 million in 2008/09 and 2009/10.

## 8. Strategic resource plan & key financial indicators cont.

### 8.3 Key financial indicators

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

Indicator	Notes	Fcst	Budget	Strategic Resource Plan		
		Actual		Projections		
		2007/08	2008/09	2009/10	2010/11	2011/12
<b>Financial performance</b>						
Underlying result/Underlying rev	1	1.56%	0.31%	2.21%	6.04%	5.85%
Operating expenses/Assessment		\$3,010	\$3,030	\$3,052	\$3,128	\$3,192
Rate revenue/Underlying revenue	2	42.7%	45.2%	46.8%	46.7%	48.7%
Rate revenue/Assessment		\$1,306	\$1,375	\$1,462	\$1,554	\$1,651
Debt servicing/Total revenue		0.97%	1.11%	1.15%	1.06%	0.91%
Grants/Total revenue		26.9%	25.6%	25.4%	29.4%	23.5%
Fees & charges/Total revenue		25.9%	27.1%	26.8%	24.1%	26.3%
<b>Financial position</b>						
Indebtedness/Rate revenue	3	85.5%	83.4%	69.2%	58.7%	50.5%
Underlying result/Total assets		0.20%	0.04%	0.27%	0.76%	0.73%
Current assets/Current liabilities	4	170.6%	138.2%	110.4%	111.4%	108.4%
Total liabilities/Assessment		\$1,117	\$1,147	\$1,012	\$912	\$834
<b>Capital expenditure</b>						
Capital works		\$12,288	\$11,805	\$11,593	\$15,514	\$12,088
- Asset renewals		\$5,064	\$6,121	\$5,819	\$11,382	\$6,983
- New assets		\$5,020	\$3,658	\$5,139	\$3,180	\$2,363
- Asset expansion/upgrade		\$2,204	\$2,026	\$635	\$952	\$2,742
Cash op act./Net capital outlays		81.6%	71.1%	70.1%	102.3%	96.1%
Capital works/Rate revenue		63.8%	57.2%	52.0%	64.4%	46.5%
Capital renewals/Total deprec'n	5	77.9%	90.7%	83.1%	101.8%	93.1%

#### Notes to indicators

**1 Underlying operating result** – Council has budgeted to return a small underlying surplus each year over the next four years.

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

**3 Indebtedness/Rate revenue** – Trend indicates Council's reducing reliance on debt against its rate revenue through redemption of long term debt.

**4 Current assets/Current Liabilities** - Council's has built up its cash reserves resulting in high cash balances in the past 2 years to complete major capital works before returning to more consistent levels in 2010/11 and 2011/12.

**5 Capital renewals/Total depreciation** – depreciation is used as a measure to assess if a council is funding the renewal of its asset. The trend highlights Council's focus to increase funding to reduce the renewal gap.

## 8. Strategic resource plan & key financial indicators cont.

### 8.4 Non-financial resources

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

Indicator	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2007/08	2008/09	2009/10	2010/11	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs	17,463	18,616	19,387	20,190	21,029
Employee numbers	343	346	346	347	348



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## 9. Rating strategy

### 9.1 Strategy development

In developing the Strategic Resource Plan (referred to in Section 9), rates and charges was identified as an important source of revenue, accounting for 42% of the total revenue received by Council annually. Planning for future rate increases has therefore has been an important component of the Strategic Resource Planning process.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly given the change to bi-annual general revaluations and recent significant increases in valuations and subsequently rates for some properties in the municipality.

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. And are detailed below

#### 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. The rating strategy through the application of higher differentials recognises the ability of some ratepayers to obtain concessions from tax deductibility of rates.
7. 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.
8. 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.
9. The rating strategy must ensure that there is sufficient funding to meet the cost of providing and maintaining infrastructure assets, for the benefit of current and future communities.

### 9.2 Current year rate increase

In order to maintain existing service levels and to fund the capital works program, general rates will increase by 5.5% in 2008/09 raising a total rate of \$20.64 million, including \$0.12 million generated from supplementary rates.

## 9. Rating strategy cont.

### 9.3 Rating structure

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

- Property values, which reflect capacity to pay
- User pays component to reflect usage of services provided by 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 advalorem 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.

## 9. Rating strategy cont.

The following table summarises the rates to be levied for the 2008/09 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2007/08	2008/09
Other land rates	Cents in \$ of CIV	.002742	.002650
Farm land rates	Cents in \$ of CIV	.002391	.001509
Commercial land rates	Cents in \$ of CIV	.004486	.004341
Industrial land rates	Cents in \$ of CIV	.006487	.005129
Vacant land rates	Cents in \$ of CIV	.005409	.004275
Industrial 2 land rates	Cents in \$ of CIV	.003702	.003435
Recreational land Cat 1	\$ per property	\$ 15,568.59	\$ 15,259.20
Recreational land Cat 2	Cents in \$ of CIV	.002681	.002576
Municipal charge	\$ per property	\$ 150.60	\$ 158.80
Waste Management charge	\$ per property	\$ 213.60	\$ 220.00

### 9.4 General revaluation of properties

During the 2007/08 year, as required by legislation, a revaluation of all properties within the municipality was carried out with a revaluation date of 1 January 2008 to apply from 1 July 2008 for the 2008/09 year. The outcome of the general revaluation has seen property values maintain steady growth albeit not at the high levels experienced during the 2004 and to a lesser extent the 2006 General Revaluations. Overall, property valuations across the municipal district have increased by 14.50%.

The following table summarises the valuation changes between the 2006 and 2008 general revaluations for properties by category, together with the rating changes between the 2007/08 and 2008/09 years based on a 5.5% average rate increase and the valuation movements listed.

Suburb	Valuation Change % (Increase)
Residential	10.38
Commercial	17.75
Industrial	40.12
Rural	104.81
Rural Living	14.65
Units & Townhouses	4.05
Investment Units	2.08

## 10. Borrowing strategies

In developing the Strategic Resource Plan SRP (see Section 8), borrowings was identified as an important funding source for capital works programs. In the past, Council has borrowed strongly to finance large infrastructure projects and since then has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but the provision of drainage infrastructure to facilitate new development in the city was identified as a priority by Council and the decision to borrow \$2.00 million dollars each year for four years was made.

The SRP includes the results of an analysis of Council's debt position against both State averages and large Council averages over a number of different indicators. It also shows the results of prudential ratios used by the Victorian State Government to assess the loan capacity of local governments. The outcome of the analysis highlighted that a debt of \$9.38 million could be comfortably accommodated.

For the 2008/09 year, Council continues the new borrowings of \$2.00 million and makes loan repayments of \$1.43 million, which will see total debt rise to \$9.04 million as at 30 June 2009. The following table sets out future proposed borrowings and loan repayments based on the forecast financial position of Council as at 30 June 2008.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2007/08	2,000	1,202	466	8,469
2008/09	2,000	1,430	525	9,039
2009/10	2,000	1,663	566	9,376
2010/11	0	1,618	608	7,758
2011/12	0	1,355	494	6,403

## Appendices

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

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budgeted standard statements	46
B	Statutory disclosures	51
C	Capital works program	60
D	Key strategic activities	62
E	Fees and Charges	63
F	Activities and Initiatives	80

## **Appendix A**

### **Budgeted standard statements**

The appendix includes the following budgeted information:

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

**Budgeted Standard Income Statement**

For the four years ending 30 June 2012

	Forecast	<b>Budget</b>	Strategic Resource Plan		
	Actual		Projections		
	2007/08	<b>2008/09</b>	2009/10	2010/11	2011/12
	\$'000	<b>\$'000</b>	\$'000	\$'000	\$'000
<b>Revenues from ordinary activities</b>					
Rates charges	19,260	<b>20,645</b>	22,297	24,080	26,007
User charges, fees and fines	12,438	<b>12,836</b>	13,266	13,796	14,350
Contributions	2,239	<b>876</b>	422	1,550	348
Grants - Operating	9,964	<b>10,388</b>	10,699	11,220	11,691
Grants - Capital	2,990	<b>1,733</b>	1,845	5,581	1,084
Interest	767	<b>621</b>	646	672	699
Other revenue	419	<b>263</b>	273	284	296
<b>Total revenues</b>	<b>48,077</b>	<b>47,362</b>	49,448	57,183	54,475
<b>Expenses from ordinary activities</b>					
Employee benefits	17,463	<b>18,616</b>	19,387	20,190	21,029
Materials, services and contracts	19,585	<b>19,295</b>	19,284	20,115	20,909
Bad and doubtful debts	63	<b>14</b>	14	15	15
Depreciation	6,500	<b>6,750</b>	7,000	7,250	7,500
Finance costs	774	<b>811</b>	864	917	816
<b>Total expenses</b>	<b>44,385</b>	<b>45,486</b>	46,549	48,487	50,269
Net gain on disposal of property, infrastructure, plant and equipment	962	<b>660</b>	50	150	350
Granted Assets	2,000	<b>2,000</b>	2,000	2,500	2,500
<b>Surplus (deficit) for the year</b>	<b>6,654</b>	<b>4,536</b>	4,949	11,346	7,056

**Budgeted Standard Balance Sheet**

For the four years ending 30 June 2012

	Forecast	<b>Budget</b>	Strategic Resource Plan		
	Actual 2008 \$'000		Projections		
		<b>2009</b> <b>\$'000</b>	2010 \$'000	2011 \$'000	2012 \$'000
<b>Current assets</b>					
Cash and cash equivalents	11,573	<b>10,428</b>	7,448	7,154	6,720
Trade and other receivables	3,092	<b>1,900</b>	1,950	2,000	2,050
Inventories	100	<b>100</b>	100	100	100
Assets held for resale	0	<b>0</b>	0	200	400
Other financial assets	300	<b>300</b>	300	300	300
<b>Total current assets</b>	<b>15,065</b>	<b>12,728</b>	<b>9,798</b>	<b>9,754</b>	<b>9,570</b>
<b>Non-current assets</b>					
Trade and other receivables	175	<b>165</b>	155	145	135
Investments in associates & joint ventures	683	<b>683</b>	683	683	683
Property, infrastructure, plant & equipment	342,772	<b>361,275</b>	379,947	400,931	418,944
<b>Total non-current assets</b>	<b>343,630</b>	<b>362,123</b>	<b>380,785</b>	<b>401,759</b>	<b>419,762</b>
<b>Total assets</b>	<b>358,695</b>	<b>374,851</b>	<b>390,582</b>	<b>411,513</b>	<b>429,332</b>
<b>Current liabilities</b>					
Payables	2,800	<b>2,800</b>	2,500	2,500	2,500
Trust funds	1,000	<b>1,000</b>	1,000	1,000	1,000
Provisions	3,600	<b>3,750</b>	3,900	4,060	4,225
Interest-bearing liabilities	1,430	<b>1,663</b>	1,473	1,200	1,100
<b>Total current liabilities</b>	<b>8,830</b>	<b>9,213</b>	<b>8,873</b>	<b>8,760</b>	<b>8,825</b>
<b>Non-current liabilities</b>					
Provisions	600	<b>625</b>	650	675	700
Interest-bearing loans and borrowings	7,039	<b>7,376</b>	7,903	6,703	5,603
<b>Total non-current liabilities</b>	<b>7,639</b>	<b>8,001</b>	<b>8,553</b>	<b>7,378</b>	<b>6,303</b>
<b>Total liabilities</b>	<b>16,469</b>	<b>17,214</b>	<b>17,426</b>	<b>16,138</b>	<b>15,128</b>
<b>Net assets</b>	<b>342,226</b>	<b>357,637</b>	<b>373,156</b>	<b>395,375</b>	<b>414,204</b>
<b>Equity</b>					
Accumulated surplus	141,372	<b>145,908</b>	150,856	162,202	169,259
Asset revaluation reserve	194,852	<b>205,430</b>	217,351	228,073	239,545
Other reserves	6,002	<b>6,299</b>	4,949	5,100	5,399
<b>Total equity</b>	<b>342,226</b>	<b>357,637</b>	<b>373,156</b>	<b>395,375</b>	<b>414,204</b>



## Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2012

	Forecast	<b>Budget</b>	Strategic Resource Plan		
	Actual		Projections		
	2007/08	<b>2008/09</b>	2009/10	2010/11	2011/12
	\$'000	<b>\$'000</b>	\$'000	\$'000	\$'000
	Inflows	<b>Inflows</b>	Inflows	Inflows	Inflows
	(Outflows)	<b>(Outflows)</b>	(Outflows)	(Outflows)	(Outflows)
<b>Cash flows from operating activities</b>					
<i>Receipts</i>					
General rates	19,067	<b>20,439</b>	22,074	23,840	25,747
Operating grants and contributions	10,291	<b>10,804</b>	11,021	11,670	12,039
Capital grants and contributions	4,061	<b>2,193</b>	2,787	6,681	1,084
Interest	767	<b>621</b>	646	672	699
User charges & fees	12,264	<b>14,038</b>	12,384	13,756	14,310
Other revenue	419	<b>263</b>	273	284	296
	<u>46,869</u>	<b><u>48,356</u></b>	<u>49,184</u>	<u>56,903</u>	<u>54,175</u>
<i>Payments</i>					
Employee costs	(16,926)	<b>(18,441)</b>	(19,212)	(20,005)	(20,838)
Materials, consumables & contracts	(19,147)	<b>(19,295)</b>	(19,584)	(20,115)	(20,909)
Finance costs	(774)	<b>(811)</b>	(864)	(917)	(816)
	<u>(36,847)</u>	<b><u>(38,547)</u></b>	<u>(39,660)</u>	<u>(41,037)</u>	<u>(42,563)</u>
Net cash provided by operating activities	<u>10,022</u>	<b><u>9,810</u></b>	<u>9,524</u>	<u>15,866</u>	<u>11,612</u>
<b>Cash flows from investing activities</b>					
Proceeds from sales of property, plant and equipment	2,505	<b>2,280</b>	751	973	1,396
Payments for property, plant and equipment	(12,288)	<b>(13,805)</b>	(13,593)	(15,514)	(12,087)
Net cash used in investing activities	<u>(9,783)</u>	<b><u>(11,525)</u></b>	<u>(12,841)</u>	<u>(14,541)</u>	<u>(10,691)</u>
<b>Cash flows from financing activities</b>					
Proceeds from borrowings	2,000	<b>2,000</b>	2,000	0	0
Repayment of borrowings	(1,202)	<b>(1,430)</b>	(1,663)	(1,618)	(1,355)
Net cash provided by (used in) financing activities	<u>798</u>	<b><u>570</u></b>	<u>337</u>	<u>(1,618)</u>	<u>(1,355)</u>
<b>Net decrease in cash &amp; cash equivalents</b>	<u>1,037</u>	<b><u>(1,146)</u></b>	<u>(2,980)</u>	<u>(293)</u>	<u>(434)</u>
Cash & cash equivalents at beginning of year	<u>10,536</u>	<b><u>11,573</u></b>	<u>10,428</u>	<u>7,448</u>	<u>7,154</u>
<b>Cash &amp; cash equivalents at end of year</b>	<u><u>11,573</u></u>	<b><u><u>10,428</u></u></b>	<u><u>7,448</u></u>	<u><u>7,154</u></u>	<u><u>6,720</u></u>

## Budgeted Standard Capital Works Statement

For the four years ending 30 June 2012

	Forecast	<b>Budget</b>	Strategic Resource Plan		
	Actual		Projections		
	2007/08	<b>2008/09</b>	2009/10	2010/11	2011/12
	\$'000	<b>\$'000</b>	\$'000	\$'000	\$'000
<b>Capital works areas</b>					
Land & buildings	2,894	<b>2,817</b>	4,088	7,865	2,417
Roads, streets & bridges	4,097	<b>3,231</b>	2,456	2,547	2,593
Footpaths	195	<b>458</b>	270	274	144
Drainage	4,174	<b>1,708</b>	0	0	3,030
Playground equipment	98	<b>134</b>	139	145	151
Plant & equipment	1,828	<b>1,495</b>	1,545	1,607	1,671
Parking meters	66	<b>25</b>	25	0	0
Other infrastructure	2,823	<b>1,841</b>	2,972	2,975	1,975
Computers	83	<b>81</b>	84	87	91
Paintings & exhibits	30	<b>15</b>	15	15	15
<b>Total capital works</b>	<b>16,288</b>	<b>11,805</b>	<b>11,593</b>	<b>15,514</b>	<b>12,087</b>
<b>Represented by:</b>					
Renewal	6,064	<b>6,121</b>	5,819	11,382	6,983
New assets	8,020	<b>3,658</b>	5,139	3,180	2,363
Asset expansion/upgrade	2,204	<b>2,026</b>	635	952	2,742
<b>Total capital works</b>	<b>16,288</b>	<b>11,805</b>	<b>11,593</b>	<b>15,514</b>	<b>12,087</b>

## **Appendix B**

### **Statutory disclosures**

The appendix includes the following budgeted information:

- Borrowings
- Rates and charges
- Differential rates.

**Statutory disclosures****1. Borrowings**

	2007/08	2008/09
	\$	\$
New borrowings (other than refinancing)	2,000,000	2,000,000
Debt redemption	1,202,500	1,430,000

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

Type of Property	2007/08	2008/09
	cents/\$CIV	cents/\$CIV
General rate for rateable other land properties	0.002742	0.002650
General rate for rateable farm land properties	0.002391	0.001509
General rate for rateable commercial land properties	0.004486	0.004341
General rate for rateable industrial land properties	0.006487	0.005129
General rate for rateable vacant land properties	0.005409	0.004275
General rate for rateable industrial 2 land properties	0.003702	0.003435
Recreational land category 1 properties #	\$15,568.59	\$15,259.20
Recreational land category 2 properties	0.002681	0.002576

# Charge is \$ per property.

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

Type of Property	2007/08	2008/09
	\$	\$
Other land	9,348,736	10,173,751
Farm land	270,881	234,345
Commercial land	2,609,246	2,892,334
Industrial land	680,555	749,959
Vacant land	717,722	818,387
Industrial 2 land	73,823	85,841
Recreational land category 1	15,569	15,259
Recreational land category 2	22,896	26,110

**2.3 The estimated total amount to be raised by rates**

	2007/08	2008/09
	\$	\$
Total rates to be raised	13,739,426	14,995,986

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

Type of Property	2007/08	2008/09
	Change	Change
	%	%
Other land	6.8	- 3.4
Farm land	6.8	- 36.92
Commercial land	6.8	- 11.2
Industrial land	6.8	- 20.9
Vacant land	6.8	-21.0
Industrial 2 land	6.8	-7.2
Recreational land category 1	6.8	-2.0
Recreational land category 2	6.8	-3.9

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

Type of Property	2007/08 \$	2008/09 \$
Other land	12,732	12,926
Farm land	214	173
Commercial land	823	865
Industrial land	306	315
Vacant land	658	723
Industrial 2 land	1	1
Recreational land category 1	1	1
Recreational land category 2	9	9
<b>Total number of assessments</b>	<b>14,744</b>	<b>15,013</b>

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

Type of Property	2007/08 \$	2008/09 \$
Other land	3,410,011,000	3,839,357,000
Farm land	113,280,000	155,347,000
Commercial land	534,014,000	666,335,000
Industrial land	104,910,000	146,216,000
Vacant land	132,680,000	191,450,000
Industrial 2 land	19,943,000	24,993,000
Recreational land category 1	n/a	n/a
Recreational land category 2	8,541,000	10,136,000
<b>Total</b>	<b>4,323,379,000</b>	<b>5,033,834,000</b>

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

Type of Charge	Per Rateable Property 2007/08 \$	Per Rateable Property 2008/08 \$
Municipal	150.60	158.80
Waste Management	213.60	220.00
<b>Total</b>	<b>364.20</b>	<b>378.80</b>

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

Type of Charge	2007/08 \$	2008/09 \$
Municipal	2,214,246	2,377,924
Waste Management	3,012,187	3,151,720
<b>Total</b>	<b>5,226,433</b>	<b>5,529,644</b>

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

	2007/08	2008/09
	\$	\$
Rates and charges	18,965,859	<b>20,525,630</b>
Supplementary rates	197,140	<b>120,000</b>
<b>Total</b>	<b>19,163,000</b>	<b>20,645,630</b>

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

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

**3. Differential rates****3.1 Rates to be levied**

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

- A general rate of 0.2560% (0.002560 cents in the dollar of CIV) for all rateable other land properties
- A general rate of 0.1509% (0.001509 cents in the dollar of CIV) for all rateable farm land properties.
- A general rate of 0.4341% (0.004341 cents in the dollar of CIV) for all rateable commercial properties.
- A general rate of 0.5129% (0.005129 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.4275% (0.004275 cents in the dollar of CIV) for all rateable vacant land properties.
- A general rate of 0.3435% (0.003435 cents in the dollar of CIV) for all rateable industrial 2 properties.

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

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

**3.2 Commercial land**

Commercial land is any land, which is:

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

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

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services

- Economic development and planning services, having direct benefit to the use of Commercial Land.
- Provision of general support services.

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2008/09 financial year.

### 3.3 Farm land

Farm land is any land, which is:

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2008/09 financial year.

### 3.4 Industrial land

Industrial land is any land, which is:

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

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

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

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

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

- (a) The manufacture of goods, food and beverage which are generally not sold or consumed on site (but does preclude some warehouse sales);
- (b) The storage of goods;
- (c) The provision of services for the repair of goods;
- (d) The storage of plant and machinery;



- (e) The production of raw materials in the extractive and timber industries;
- (f) The treatment and storage of industrial waste materials.

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2008/09 financial year.

### **3.5 Vacant land**

Vacant land is any land, which is:

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

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

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

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

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

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

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

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

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

### 3.6 Industrial 2 land

Industrial 2 land is any land, which is:

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

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2008/09 financial year.

### 3.7 Other land

Other land is any land, which is:

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2008/09 financial year.

## Appendix C

### Capital works program

#### Capital Works Program

##### For the year ending 30 June 2009

	Capital Expenditure	Capital Income	Net Project Cost
<b>Roads</b>			
Local Roads Construction	955,000	(256,630)	698,370
Reseal Programs	569,292		569,292
Major Patching Works	400,000		400,000
Traffic Management McMeekin Rd/Koroit St intersection	713,639	(440,300)	273,339
Local Roads Asphalt Resheets	209,708		209,708
Street Lighting Upgrade	50,000		50,000
Railway Level Crossings Safety Improvements	30,000		30,000
Parking Meters Replacements	25,000		25,000
Carpark Reseals	13,764		13,764
<b>Total Roads</b>	<b>2,966,403</b>	<b>(696,930)</b>	<b>2,269,473</b>
<b>Footpaths</b>			
Concrete Footpath Replacements	115,000		115,000
Allansford Township Footpath	180,000	(100,000)	80,000
General Footpath Construction	70,000		70,000
<b>Total Footpaths</b>	<b>365,000</b>	<b>(100,000)</b>	<b>265,000</b>
<b>Drainage</b>			
Drainage Works Central	800,000		800,000
Drainage Works Allansford	700,000		700,000
Priority Backworks Drainage Works	208,270		208,270
<b>Total Drainage</b>	<b>1,708,270</b>		<b>1,708,270</b>
<b>Environment</b>			
Fishing Platform & Jetty upgrades	193,367	(51,415)	141,952
CMA Projects - Russells Creek Wetland Mitigation	40,000		40,000
Harbour Dredging & improvements	242,800	(209,200)	33,600
CMA Projects - Wetland Developments	30,000		30,000
Bore Water Investigation	30,000		30,000
<b>Total Environment</b>	<b>536,167</b>	<b>(260,615)</b>	<b>275,552</b>
<b>Open Space</b>			
CBD Improvement Program	300,000	(150,000)	150,000
Albert Park Walking Tracks	190,000	(60,000)	130,000
Playground Improvements	128,833	(50,000)	78,833
Small Township Improvements	100,000		100,000
Upgrade/Replace BBQ Shelters	50,000		50,000
Parks & Gardens - Litter Bin Replacement	30,000		30,000
Parks & Gardens - Highway Planting/Beautification	30,000		30,000
Public Signage	25,000		25,000
Upgrade Litter Bins - Botanic Gardens	20,000		20,000
Disability Access Picnic Tables - Lake Pertobe	20,000		20,000
Public Art Initiatives	10,000		10,000

<b>Total Open Space</b>	<b>903,833</b>	<b>(260,000)</b>	<b>643,833</b>
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**Capital Works Program Cont.**  
**For the year ending 30 June 2009**

	<b>Capital Expenditure</b>	<b>Capital Income</b>	<b>Net Project Cost</b>
<b>Land &amp; Buildings</b>			
Warrnambool Harbour Pavilion Project	1,200,000	(296,000)	904,000
Allansford Industrial Estate	1,210,000	(500,000)	710,000
Flagstaff Hill upgrades	247,500		247,500
General Building Upgrades	79,000		79,000
Aquazone Improvements	120,000		120,000
Holiday Park Improvements	100,000		100,000
Childrens Hub Upgrade	90,000		90,000
South Warrnambool Pre-school Refurbishment	60,000		60,000
Warrnambool Entertainment Centre Minor Works	57,000		57,000
Sporting Programs	30,000		30,000
Theatre Group Relocation	30,000		30,000
Aerodrome upgrade	27,000		27,000
Art Gallery Improvements	26,000		26,000
Multi Purpose Stadium Minor Works	12,000		12,000
Former Queens Rd Stadium Rehabilitation	480,000	(650,000)	(170,000)
Land Sales	50,000	(1,100,000)	(1,050,000)
<b>Total Land &amp; Buildings</b>	<b>3,818,500</b>	<b>(2,546,000)</b>	<b>1,272,500</b>
<b>Plant Equipment &amp; Other</b>			
Fleet Purchases	1,386,450	(529,700)	856,750
IT & Other Equipment	120,700	(500)	120,200
<b>Total Plant Equipment &amp; Other</b>	<b>1,507,150</b>	<b>(530,200)</b>	<b>976,950</b>
<b>Total New Capital Works 2008/09</b>	<b>11,805,323</b>	<b>(4,393,745)</b>	<b>7,411,578</b>

## Appendix D Key Strategic Activities

For the year ending 30 June 2009

Activities & Initiatives	How Data is Reported	Performance Target
<b>Leadership</b>		
Complete the Council election in November 2008.	Council Report	New Council appointed.
Review and refine the Warrnambool MAV STEP Asset Renewal Model to determine an accurate level of funding required for infrastructure asset renewal, the Gap and the methodology in reducing the gap over time. Model to inform the budget process and reported to and formally adopted by Council.	Council Report	Warrnambool MAV STEP Asset Renewal Model adopted by Council.
<b>Environment</b>		
Undertake and complete the Warrnambool Sustainability Strategy including extensive community consultation/ involvement.	Council Report.	Plan adopted by Council.
Finalise planning and commence construction of the Harbour Pavilion.	Council Report.	Harbour Pavilion construction commenced.
<b>Liveability</b>		
Continue Warrnambool Entertainment Centre project development including confirmation of project scope and project funding partners.	Council Report.	Project Development Plan adopted by Council.
Undertake a comprehensive review of the library service.	Council Report.	Review adopted by Council.
Evaluate Council's Municipal Early Years Plan 2004-2008 and develop a new 4 year plan for Warrnambool.	Council Report.	Plan adopted by Council.
Complete refurbishment of Children's Services Centre at Swan Reserve.	Council Report.	Children's Services Centre opened.
<b>Growth</b>		
Review the City Centre urban design priority works in conjunction with the City Centre Structure Plan and report to Council with a prioritised works program to inform the budget process.	Council Report.	Prioritised works plan adopted by Council.
Complete Planning Scheme Amendment to include structure plans, development contribution plans and rezoning for North East Warrnambool and Dennington North residential growth areas.	Council Report.	Structure plan incorporated into Planning Scheme.
Establish the Allansford Industrial Business Park.	Council Report	Land rezoning completed.
Review the long term future development potential of the Warrnambool Airport and its effects on the surrounding area and the local economy.	Council Report	Plan adopted by Council.
Provision of advice on the existing and future economic contribution of the Warrnambool Livestock Exchange to the local economy.	Council Report	Policy adopted by Council.
Complete and implement the Warrnambool Retail Strategy (2007).	Council Report	Planning amendment completed.

## Appendix E

### 2008/09 Fees and Charges

# ENVIRONMENT

## Coast & Rivers

New fees to apply from 1 August 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
<b>Mooring Fees</b>			
Boat less than 10m (½yearly)	\$85.00	\$90.00	\$95.00
Boat 10.1m to 15m (½yearly)	\$115.00	\$120.00	\$125.00
Boat 15.1 – 20m (½yearly)	\$135.00	\$140.00	\$145.00
Boat 20.1 – 25m (½yearly)	\$165.00	\$175.00	\$185.00
Jetty Fees – pa Permit for breakwater and Hopkins River	\$120.00	\$130.00	\$140.00
<b>Annual Parking Permit Fees</b>			
Breakwater (per vehicle)	\$25.00	\$30.00	\$35.00

## Development Services

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:

Class	Type of Permit Application	2006/2007	2007/2008	2008/2009
1	Use Only	\$451.00	\$462.00	\$462.00
2	Single Dwelling (\$10,000 - \$100,000)	\$215.00	\$220.00	\$220.00
3	Single Dwelling (More than \$100,001)	\$440.00	\$451.00	\$451.00
	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)	\$92.00	\$94.00	\$94.00
5	Other Developments (\$10,000 - \$250,000)	\$543.00	\$556.00	\$556.00
6	Other Developments (\$250,000 - \$500,000)	\$635.00	\$650.00	\$650.00
7	Other Developments (\$500,000 - \$1 Million)	\$732.00	\$750.00	\$750.00
8	Other Developments (\$1,000,001 Million - \$7 Million)	\$1,035.00	\$1,060.00	\$1,060.00
9	Other Developments (\$7,000,001 - \$10 Million)	\$4,340.00	\$4,448.00	\$4,448.00
10	Other Developments (\$10,000,001 - \$50 Million)	\$7,236.00	\$7,416	\$7,416
11	Other Developments (More than \$50,000,000)	\$14,473.00	\$14,834.00	\$14,834.00

**Development Services (Cont.)**

<b>Class</b>	<b>Type of Permit Application</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
12	To Subdivide an Existing Building	\$348.00	\$356.00	\$356.00
13	To Subdivide land into two lots	\$348.00	\$356.00	\$356.00
14	To effect a realignment of a common boundary between lots or to consolidate two or more lots	\$348.00	\$356.00	\$356.00
15	All other Subdivisions than Class 12, 13, 14	\$702.00	\$719.00	\$719.00
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	\$225.00	\$230.00	\$230.00
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.	\$486.00	\$498.00	\$498.00
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	\$363.00	\$372.00	\$372.00
<b>Subdivision of Land</b>				
	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
	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
	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
	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



## Development Services Planning Scheme Amendment Fees

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

Class	Type of Permit Application	2006/2007	2007/2008	2008/2009
1.	Considering a Request for an Amendment	\$717.00	\$734.00	\$734.00
2.	Independent Panel (considering submissions which seek a change to an amendment)	\$717.00	\$734.00	\$734.00
3.	Adoption of Amendment by Responsible Authority	\$471.00	\$482.00	\$482.00
4.	Consideration of a Request to Approve an Amendment (by the Minister for Planning)	\$717.00	\$734.00	\$734.00
<b>Satisfaction Matters</b>				
	The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of the Responsible Authority	\$92.00	\$94.00	\$94.00
	Planning Certificates	\$16.40	\$16.80	\$16.80
	Certificates of Compliance	\$133.00	\$136.00	\$136.00

## Development Services - Planning Fees

User Fees & Charges	2006/2007	2007/2008	2008/2009
<b>Planning</b>			
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	N/A	\$70	\$75.00
Extension of time for Planning Permits:			
First extension	\$70.00	\$75.00	\$80.00
Second extension	\$200.00	\$210.00	\$220.00
Additional extensions	\$250.00	\$280.00	\$300.00
Approval of Development Plans to the satisfaction of the Responsible Authority	\$485.00	\$500.00	\$520.00
Approval of 173 Agreements (plus cost of legal advice if required)	\$110.00	\$115.00	\$120.00
Liquor License requests	\$100.00	\$110.00	\$120.00
Notification of Planning Applications:			
Up to 10 letters/notices	\$65.00	\$65.00	\$70.00
Additional letters/notices	\$5.00	\$5.00	\$5.00
Property Inquiry relating to planning history	\$50.00	\$50.00	\$60.00

## Building Services - Building Fees

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

Item	Class	Description	Value of Work	Fee*
1.	1B & 2-9	Residential and commercial works other than Class 1A	Value >\$500,000	$4 \left( \frac{\text{value}}{2000} + \sqrt{\text{value}} \right)$ Minimum Fee: \$600.00
2.	1A	All dwellings – single detached houses or attached multi-units development.	Up to \$150,000 \$150,001-\$200,000 \$200,000-\$250,000 \$250,000-\$300,000 >\$300,000	\$1,250.00 \$1,560.00 \$2,100.00 Value ÷ 100 Large projects negotiable
3.	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	\$420.00 \$525.00 \$735.00 \$1,000.00 \$1,250.00 Value ÷ 125
4.	1A	Dwellings – internal alterations/minor works	Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 >\$100,000	\$300.00 \$400.00 \$600.00 \$800.00 Value ÷ 125
5.	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	\$310.00 \$420.00 \$525.00 \$625.00 \$830.00 Value ÷ 125
6.	10B	Pool fence (without pool)	N/A	\$150.00
7.	Sundry	Any additional inspection	Domestic Commercial	\$125.00 (min) \$160.00 (min)

## Building Services - Building Fees (Additional Fees)

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

Item	Description	Proposed Fee*
8.	Regulation 326(1) or 326(2) or 326(3) or 326(4) advice (property information)	\$41.00 each
9.	Amendment and/or extension of building permits Amendment of approved plans	\$155.00
10.	Dispensation for siting of single dwellings	\$155.00
11.	Application for demolition consents (Section 29A) (GST not applicable)	\$50.00
12.	Building notice	\$155.00
13.	Building order	\$210.00
14.	Temporary structure siting approval	\$275.00
15.	Places of public entertainment occupancy permit	\$425.00
16.	Subdivision statements for buildings - Regulation 503(2)	\$155.00
17.	Pool safety fence inspections	\$100.00
18.	Dispensation of building regulations (modifications)	\$255.00
19.	Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$30.00
20.	Provide copy of Building Permit including plans (with owners consent)	\$50.00

\* All above charges are subject to GST. Above costs are GST exclusive.

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

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

1. A State Government levy of \$1.28 per \$1,000.00 construction value must be paid before the permit can be issued. This applies to all building works exceeding a construction value of \$10,000 (GST exempt)
2. A HIH Levy of \$0.32 per \$1,000 domestic construction works value must be paid before the permit can be issued. This applies to all domestic building works exceeding a construction value of \$10,000 (GST exempt)
3. A lodgement fee of \$30.75 must be paid before the permit can be issued for all works with a project cost >\$5,000 (GST exempt).
4. The fee schedule is based on structural design certification being provided where applicable in accordance with BCC Practice Note 3.
5. 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.
6. Statutory fees incurred relating to property requisitions, lodgement of permit documents, etc are charged on a cost recovery basis.
7. Domestic Special performance based assessments, applications for reporting authority consents (Councils and heritage approvals), modification applications, preparation or protection works notices or any other necessary Building Notices or Orders are at an hourly rate of \$80 (plus GST) per hour – minimum payable - \$100 (plus GST).
8. Commercial Special assessments, applications for reporting authority consents (Council and Fire Brigade), modification applications, preparation of protection works notices or any other necessary Building Notices or Orders are at an hourly rate of \$120 (plus GST) per hour – minimum payable of \$180 (plus GST).

## Infrastructure Services

User Fees & Charges	2006/2007	2007/2008	2008/2009
Road reserve works permit fee	\$50.00	\$60.00	\$65.00
Road reserve works additional inspection	\$30.00	\$35.00	\$40.00
Road reserve works – crossover fee	\$50.00	\$60.00	\$65.00
Fine – failure to obtain road reserve works permit or work in road reserve without permit	\$500.00	\$500.00	\$500.00
Stormwater connection permit:			
Single dwelling development	\$55.00	\$60.00	\$65.00
Multi – dwelling development	\$65.00	\$70.00	\$75.00
Commercial premises	\$65.00	\$70.00	\$75.00
Industrial premises	\$65.00	\$70.00	\$75.00
Information only	\$30.00	\$35.00	\$40.00
Short notice fee	\$70.00	\$80.00	\$85.00

# LIVEABILITY

## Warrnambool Entertainment Centre

New fees to apply from 1 July 2008

User Fees and Charges	2006/2007	2007/2008	2008/2009
<b>Theatre</b>			
<b>Amateur (local)</b>			
Hire rate plus 5% of gross takings (includes technician for first 4 hours)	\$412.00	\$429.00	\$445.00
Front of house staff – per hour	\$33.00	\$25.00	\$30.00
Technician per hour thereafter		\$35.00	\$36.00
<b>Amateur (non local)</b>			
Hire rate plus 5% of gross takings (includes technician for first 4 hours)	\$505.00	\$525.00	\$550.00
Front of house staff – per hour	\$38.00	\$25.00	\$30.00
Technician per hour thereafter		\$40.00	\$42.00
<b>Professional (subsidised)</b>			
Hire rate plus 5% of gross takings (includes technician for first 4 hours)	\$780.00	\$810.00	\$840.00
Front of house staff per hour		\$30.00	\$35.00
Technician per hour thereafter	\$44.00	\$45.00	\$47.00
<b>Commercial</b>			
Hire rate plus 5% or 10% of gross takings (whichever the greater)	\$820.00	\$850.00	\$885.00
Front of house staff – per hour	\$25.00	\$30.00	\$35.00
Technician per hour	\$44.00	\$45.00	\$47.00
<b>Equipment &amp; Consumable Items (Community)</b>			
Gel and bubble fee		\$40.00	\$42.00
Gaffer tape		\$22.00	\$24.00
9V batteries	\$5.95	\$5.95	\$5.95
Specific lighting gels			As ordered
Steinway grand piano	\$63.00	\$66.00	\$69.00
Radio mics			\$33.00
Stage extension	\$100.00	\$105.00	\$110.00
<b>Equipment &amp; Consumable Items (Professional)</b>			
Gel and bubble fee		\$80.00	\$85.00
Gaffer tape		\$22.00	\$24.00
9V batteries		\$5.95	\$5.95
Specific lighting gels			As ordered
Steinway grand piano	\$124.00	\$130.00	\$135.00
Radio mics			\$99.00
Stage extension	\$200.00	\$210.00	\$220.00

**Warrnambool Entertainment Centre (Cont.)**

New fees to apply from 1 July 2008

<b>User Fees and Charges</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
<b>Film Screenings</b>			
Hire rate plus 5% of gross takings	\$498.00	\$520.00	\$550.00
Technician per hour	\$44.20	\$45.00	\$47.00
Additional screenings	\$231.00	\$240.00	\$250.00
<b>Conferences, Seminars</b>			
½ day and evening 1.00pm – 11.00pm	\$820.00	\$850.00	\$885.00
Full day 9.00am – 5.00pm	\$560.00	\$600.00	\$630.00
9.00am – 7.00pm	\$660.00	\$850.00	\$885.00
Day and evening 9.00am – 11.00pm	\$950.00	\$990.00	\$1030.00
<b>Graduation Ceremonies/ Speech Nights</b>			
Includes Civic Hall plus one rehearsal	\$680.00	\$710.00	\$740.00
<b>Rehearsals</b>			
Weekdays and bump-in (no lights) per hour	\$42.00	\$43.50	\$45.00
Evenings and weekends (no lights/technician) per hour	\$54.00	\$60.00	\$63.00
Evenings and weekends (includes lights & technician) per hour	\$73.00	\$76.00	\$80.00
<b>Other Hires</b>			
Less than 4 hours weekdays per hour	\$123.00	\$130.00	\$140.00
Technician – per hour	\$44.00	\$45.00	\$47.00
<b>Pass 2 Ticketing</b>			
Commercial Tix under \$20.00	\$2.85	\$2.85	\$2.85
Tix \$20.00 - \$40.00	\$3.70	\$3.70	\$3.70
Tix \$40.00 plus	\$4.00	\$4.00	\$4.20
Credit card fees	2.00%	2.00%	3.00%
Amateur (local) Tix under \$11.00		\$1.20	\$1.20
Tix \$11.00 - \$40.00	\$2.10	\$2.20	\$2.25
Tix \$40.00 plus		\$3.00	\$3.10
Credit card fees	2.00%	2.00%	3.00%
<b>Advertising</b>			
Newspaper - commercial	\$9.00	\$9.40	On application
Newspaper - local	\$7.00	\$7.30	On application
Radio - commercial	\$63.00	\$65.00	On application
Poster delivery	\$77.00	\$80.00	\$85.00
<b>Civic Hall</b>			
Weddings - room hire	\$546.00	\$565.00	\$585.00
Dinners and luncheons	\$396.00	\$412.00	\$429.00
Picnic cabarets	\$396.00	\$412.00	\$429.00
Discos	\$396.00	\$412.00	\$429.00
Ball/debutante ball	\$396.00	\$412.00	\$429.00
Conference/Meetings/Seminar			
Used in conjunction with theatre Day and evening	\$405.00	\$425.00	\$440.00
Used in conjunction with theatre Weekdays 9.00am – 5.00pm	\$310.00	\$325.00	\$340.00
Used in conjunction with theatre Evening or weekend	\$360.00	\$375.00	\$400.00

**Warrnambool Entertainment Centre (Cont.)**

New fees to apply from 1 July 2008

<b>User Fees and Charges</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
Used separately from theatre Day and evening	\$670.00	\$700.00	\$725.00
Used separately from theatre Weekdays 9.00am – 5.00pm	\$340.00	\$350.00	\$365.00
Used separately from theatre Evening or weekend	\$410.00	\$425.00	\$440.00
Graduation/speech nights	As per theatre	As per theatre	As per theatre
<b>Examinations</b>			
Day & evening	\$370.00	\$425.00	\$440.00
Weekdays – 9.00am – 5.00pm	\$340.00	\$350.00	\$365.00
Evening or weekends	\$340.00	\$425.00	\$440.00
<b>Performance</b>			
Educational	\$412.00	\$429.00	\$445.00
Other	\$412.00	\$429.00	\$445.00
Film night	As per theatre	As per theatre	As per theatre
Fashion parade	\$412.00	\$429.00	\$445.00
Cat walk	As per theatre	As per theatre	As per theatre
<b>Exhibition</b>			
Day and evening	\$412.00	\$429.00	\$445.00
Weekdays – 9.00am – 5.00pm	\$412.00	\$429.00	\$445.00
Evening	\$412.00	\$429.00	\$445.00
Weekend	\$412.00	\$429.00	\$445.00
Other hires/rehearsals	As per theatre	As per theatre	As per theatre
Full setting crockery/cutlery	\$2.00	\$2.00	\$2.00
Morning/afternoon tea/supper setting	\$0.75	\$1.00	\$1.00
Glasses: beer, wine, sherry per dozen	\$1.85	\$2.00	\$2.00
Jugs and carafes	\$0.95	\$1.00	\$1.00
Tablecloths	\$7.50	\$8.00	\$8.00
Table settings (per 10 people)	\$36.00	\$38.00	\$38.00
Conference co-ordination	Negotiated	Negotiated	Negotiated
In-house caterers	Negotiated	Negotiated	Negotiated
<b>Green Room Long-Term Hire</b>			
Weekdays – 9.00am – 5.00pm per hour	\$30.00	\$31.00	\$32.00
Evenings and weekends – per hour	\$37.00	\$40.00	\$42.00
<b>Green Room Other Hires</b>			
Minimum 2 hours	\$63.00	\$65.00	\$65.00
Thereafter per hour	\$24.00	\$25.00	\$25.00
9.00am – 5.00pm	\$118.00	\$125.00	\$135.00
Day and evening	\$170.00	\$180.00	\$190.00
Staff rate for access & security out of hours (per hour)		\$30.00	\$35.00
<b>Foyers</b>			
Used in conjunction with theatre	No charge	No charge	No charge
Hired separately – per hour	\$40.00	\$39.00	As for Green Room
Exhibition openings	\$93.00	\$89.00	\$90.00

**AquaZone**

New fees to apply from 1 July 2008

<b>User Fees and Charges</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
<b>Day Admissions - Aquatics</b>			
Adult swim	\$4.40	\$4.60	\$4.90
Child swim (3-15 years)	\$3.20	\$3.30	\$3.50
Concession swim	\$3.80	\$4.00	\$4.20
Family swim (unlimited family members/same residence)	\$13.80	\$14.40	\$15.30
School student entry (in school hours)	\$2.85	\$3.00	\$3.20
<b>Day Admissions – Health &amp; Fitness</b>			
Gymnasium	\$12.50	\$13.00	\$13.80
Fitness class	\$9.70	\$10.10	\$10.70
Older adult exercise class	\$7.20	\$7.50	\$8.00
Reactivate for life	\$4.10	\$4.30	\$4.60
Teen class	\$7.20	\$7.50	\$8.00
School aerobics	\$5.10	\$5.20	\$5.50
<b>Creche</b>			
Per child per hour	\$4.10	\$4.30	\$4.30
<b>Occasional Care</b>			
Per child per hour	\$6.20	\$6.40	\$6.40
<b>Learn to Swim (includes pool entry and assessment)</b>			
Per class 2 <sup>nd</sup> child and 3 <sup>rd</sup> child discounts apply	\$9.95	\$10.30	\$10.90
Private lessons ½ hour lesson	\$30.20	\$31.40	\$33.30
1 hour lesson	\$48.40	\$50.40	\$53.40
School swim no instruction	\$2.85	\$3.00	\$3.20
School swim with instruction	\$5.50	\$5.70	\$5.90
<b>Group Entry</b>			
Adult Swim	\$3.80	\$4.15	\$4.40
Gym	\$9.70	\$11.70	\$12.40
Fitness class	\$9.20	\$9.50	\$9.70
<b>Child Swim</b>	\$2.85	\$3.00	\$3.15
<b>Other</b>			
General entry	\$2.00	\$2.10	\$2.10
Locker hire	\$2.00	\$2.00	\$2.10
Instructor hire - all areas	\$40.00	\$41.60	\$50.00
<b>Multi Pass – Health &amp; Fitness</b>			
Fitness class – 20 pass	\$174.00	\$181.60	\$192.50
<b>Multi Pass – Aquatics</b>			
Adult 20 Pass	\$79.40	\$82.40	\$87.30
50 Pass	\$198.50	\$205.90	\$218.30
Child 20 Pass	\$56.70	\$59.90	\$63.50
50 Pass	\$141.80	\$149.80	\$158.80
Concession 20 Pass	\$68.00	\$71.10	\$75.40
50 Pass	\$170.10	\$177.80	\$188.50

**AquaZone (Cont.)**

New fees to apply from 1 July 2008

<b>User Fees and Charges</b>		<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
<b>Facility Hire</b>				
Indoor 25m pool	Half day	\$344.40	\$358.20	\$379.70
	Full day	\$581.80	\$605.10	\$641.40
	Lane hourly commercial	\$23.60	\$24.50	\$26.00
	Lane hourly community	\$0.60	\$0.70	\$0.80
Outdoor 50m pool	Half day	\$284.80	\$296.20	\$314.00
	Full day	\$522.20	\$543.10	\$575.70
	Lane hourly commercial	\$17.80	\$18.50	\$19.60
	Lane hourly community	No charge	No charge	No charge
Crèche – per hour		\$23.60	\$24.50	\$26.00
Multi purpose room – per hour		\$23.60	\$24.50	\$26.00
<b>Memberships</b>				
Gold	12 months	\$750.40	\$780.00	\$826.80
	3 months	\$300.20	\$312.00	\$330.70
	Direct debit	\$93.80/\$62.50	\$97.50/\$65.00	\$103.40/\$68.90
Gym & Swim	12 months	\$580.00	\$636.00	\$674.20
	3 months	\$232.00	\$254.40	\$269.70
	Direct debit	\$72.50/\$50.00	\$76.90/\$53.00	\$81.50/\$56.20
Fitness & Swim	12 months	\$580.00	\$636.00	\$674.20
	3 months	\$232.00	\$254.40	\$269.70
	Direct debit	\$72.50/\$50.00	\$76.90/\$53.00	\$81.50/\$56.20
Swim Only	12 months	\$515.00	\$561.60	\$595.30
	3 months	\$206.00	\$224.60	238.10
	Direct debit	\$64.40/\$45.00	\$67.00/\$46.80	\$71.00/\$49.60
Family Swim	12 months	\$1156.50	\$1202.80	\$1,275.00
	3 months	\$380.00	\$395.20	\$418.00
	Direct debit	\$97.70/\$96.40	\$101.60/\$100.30	\$107.70/\$106.30
Corporate (must have 4 new members to qualify)				New organisations
4 – 10 people		10% off term 30% off debit	10% off term 10% off debit	10% off term 10% off debit
11 - 20 people		15% off term 50% off debit	15% off term 15% off debit	12.5% off term 12.5% off debit
21 + people			20% off term 20% off debit	15% off term 15% off debit
Summer Pass (6 weeks over the Summer holidays)				
Adult		\$61.70	\$64.20	\$68.10
Concession		\$51.40	\$53.50	\$56.70
Child		\$41.10	\$42.70	\$45.30
Elementary Squad - per week		\$17.00	\$17.80	\$18.80



**Warrnambool Art Gallery**

New fees to apply from 1 July 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
Admission to special exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event
<b>Annual Subscription</b>			
Family	\$50.00	\$50.00	\$55.00
Individual	\$30.00	\$30.00	\$33.00
Individual concession	\$20.00	\$20.00	\$22.00
Life	\$550.00	\$550.00	\$650.00
Corporate	\$250.00	\$250.00	\$300.00
Student*	\$20.00	\$20.00	\$20.00
School	\$100.00	\$100.00	\$150
<b>Rental</b>			
Exhibition by artist in Alan Lane Community Gallery (3 weeks)	\$440.00	\$450.00	\$495.00
Exhibition by organisation or agency in Alan Lane Community Gallery (1 week)	\$500.00	\$550.00	\$575.00
Exhibition in George Lance Gallery.	By negotiation	By negotiation	By negotiation
Exhibition in Temporary Exhibition Gallery	By negotiation	By negotiation	By negotiation
Commission on art sales	33%	33%	33%
Commission on shop sales	100%	100%	100%
Meetings/functions etc – per hour	\$67.50	\$75.00	\$95.00
Weddings	\$228.00	\$238.00	\$250.00
Piano – per hour	\$52.00	\$60.00	\$75.00
Transparency/digital image (for reproduction)	\$165.00	\$165.00	\$185.00
Exhibition equipment	By negotiation	By negotiation	By negotiation
Advertising in Artpage	By Negotiation	By negotiation	By negotiation

**Warrnambool Stadium**

New fees to apply from 1 July 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
<b>Player Fees</b>			
Adult	\$8.30	\$8.50	\$8.80
Junior	\$5.70	\$5.90	\$6.00
Senior training	\$6.00	\$6.00	\$6.80
Junior training	\$3.50	\$3.50	\$4.00
School	\$3.00	\$3.10	\$3.40
<b>Stadium Hire</b>			
Three courts up to 12 hours	\$680.00	\$710.00	\$1000.00
Hourly rate without lights – commercial		\$120.00	\$125.00
Hourly rate without lights – community/school		\$90.00	\$95.00
Hourly rate with lights – commercial		\$135.00	\$140.00
Hourly rate with lights – community/school		\$105.00	\$110.00
School use between 9.00am - 3.00pm		\$300.00	\$360.00
Highball court up to 12 hours	\$325.00	\$340.00	\$355.00
Hourly rate without lights – commercial		\$40.00	\$40.00
Hourly rate without lights – community/school		\$30.00	\$32.00
Hourly rate with lights – commercial		\$45.00	\$45.00
Hourly rate with lights – community/school		\$35.00	\$37.00
School use between 9.00am - 3.00pm		\$200.00	\$210.00

**Warrnambool Stadium (Cont.)**

New fees to apply from 1 July 2008

<b>User Fees &amp; Charges</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
Show court up to 12 hours	\$435.00	\$455	\$475.00
School use between 9.00am -3.00pm		\$100	\$120.00
Multi-purpose room			
Up to 12 hours (with other hires)	\$130.00	\$135.00	\$140
Up to 12 hours (room only)		\$200.00	\$210
Per hour		\$20.00	\$20
User groups up to 12 hours	\$88.00	\$92.00	\$96
User groups per hour		\$10.00	\$10
Meeting room up to 12 hours	\$40.00	\$42.00	\$45
per hour		\$10.00	\$10
Kitchen facilities	\$100.00	\$105.00	\$110
User group sports hire up to 12 hours		\$800.00	\$835
Commercial users up to 12 hours	\$1,100.00	\$1,300.00	\$1350
<b>Program Fees</b>			
Gymnastics			
1 hour recreational class fee - per hour	\$7.50	\$8.00	\$8.30
2 hour classes class fee - per hour		\$7.00	\$7.30
3 hour class fee - per hour		\$5.50	\$5.75
School gymnastics			
No instruction	\$3.00	\$4.00	\$4.15
With instruction	\$5.00	\$5.00	\$5.20
Ed gym 1 hour class		\$6.00	\$6.50
Vacation care daily rate	\$35.00	\$36.50	\$39.00
After school care casual rate per session	\$11.00	\$12.00	\$13
After school care permanent rate per session	\$10.00	\$11.00	\$12

**Pre Schools**

New fee to apply from 1 January 2008

<b>User Fees &amp; Charges</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
Annual fee	\$495.00	\$495.00	\$500.00

**Centre Based Care**

New fees to apply from 1 July 2008

<b>User Fees &amp; Charges</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
Weekly fee	\$220.00	\$225.00	\$230.00
Daily fee	\$50.00	\$52.00	\$54.00
Sessional fee - morning	\$32.00	\$35.00	\$35.00
Sessional fee - afternoon	\$30.00	\$32.00	\$32.00

## Family Day Care

New fees to apply from 1 July 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
8.00am to 6.00pm – per hour	\$4.50	\$4.50	\$4.75
After hours – per hour	\$5.50	\$5.50	\$5.75
Public holidays – per hour	\$5.50	\$5.50	\$5.75
Breakfast	\$1.40	\$1.40	\$1.50
Lunch	\$2.70	\$2.70	\$2.80
Dinner	\$3.20	\$3.20	\$3.30
Snacks	\$1.40	\$1.40	\$1.50
Trips	\$3.00	\$3.00	\$4.00
Service fee	\$6.00	\$6.00	\$6.75
In home care:			
One child in a family per hour	\$9.30	\$9.30	\$9.50
Each for two or more children in a family	\$5.50	\$5.50	\$5.70
Trips	\$3.00	\$3.00	\$4.00
Service Fee	\$6.00	\$6.00	\$6.75

## Home Care

New fees to apply from 1 July 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
<b>Single Pension Rate</b>			
Home care	\$6.50	\$6.60	\$6.80
Personal care	\$5.50	\$5.50	\$5.70
Respite care – adult	\$5.50	\$5.50	\$5.70
Respite care – children	\$4.00	\$4.00	\$4.20
<b>Double Pension Rate</b>			
Home care	\$10.50	\$11.00	\$12.00
Non pension rate	\$22.00	\$23.00	\$26.00
Full cost hours			
Linkages/CACPS (GST inc.)	\$32.50	\$33.00	\$34.00
PAC (GST inc.)	\$35.50	\$36.00	\$36.50

## Home Maintenance

New fee to apply from 1 July 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
Hourly fee	\$11.00	\$11.10	\$11.50
Full cost hours (inc. GST)	\$47.00	\$47.00	N/A

## Adult Day Care

New fees to apply from 1 July 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
Daily fee	\$5.00	\$5.50	\$6.00
Meal	\$5.00	\$5.50	\$6.00

## Food Services

New fees to apply from 1 July 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
Main meal	\$5.00	\$5.20	\$5.40
Sweets	\$0.80	\$0.90	\$1.00
Soup	\$0.80	\$0.90	\$0.90
Full cost meals	\$11.00	\$12.00	\$12.50

**Archie Graham Community Centre**

New fees to apply from 1 July 2008

<b>User Fees &amp; Charges</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
Hydro pools casual admission	\$3.50	\$3.70	\$3.80
Commercial pool use	\$25.00	\$26.00	\$27.00
Community pool use	\$15.50	\$16.00	\$17.00
Commercial rate per hour per room	\$18.00	\$20.00	\$21.00
Casual community rate per hour per room		\$15.00	\$15.00
Annual regular community rate (less than 10 bookings per year) per hour per room		\$16.00	\$17.00
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room		\$8.00	\$8.00
Monthly and weekly regular community booking (with more than 10 bookings per year) over 20 people per hour per room		\$13.00	\$13.00
Bus hire day rate – 1	\$35.00	\$36.00	\$38.00
Bus hire day rate – 2	\$80.00	\$84.00	\$88.00
Bus hire day rate – 3	\$110.00	\$115.00	\$120.00
Bus hire km rate	\$0.50 - \$0.60	\$0.55 – \$0.65	\$0.60 – \$0.70
Podiatry	\$24.00	\$25.00	\$26.00
Meals - main	\$5.00	\$5.20	\$5.40
Meals - sweet	\$1.00	\$1.30	\$1.40
Tai Chi - members	\$4.00	N/A	\$3.00
Tai Chi - non members	\$4.50	N/A	\$4.00
Health promotion programs	\$4.50	\$4.70	\$4.80
Health promotion programs – Warrnambool Senior Club Members	N/A	N/A	\$4.00

**Health**

New fees to apply from 1 August 2008

<b>User Fees &amp; Charges</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
<b>Food Premises</b>			
Where not more than five full-time persons are employed	\$265.00	\$275.00	\$286.00
Where more that five such full-time persons are employed, additional fee for each person in excess of five (total fee not to exceed \$1,500)	\$15.00	\$16.00	\$17.00
Food vehicles	\$255.00	\$270.00	\$286.00
Hairdressers, beauty salons	\$65.00	\$70.00	\$75.00
Skin penetration establishments	\$65.00	\$70.00	\$75.00
Accommodation premises (motels)	\$140.00	\$150.00	\$156.00
Additional fee for microbiological testing of swimming pools and spas	\$80.00	\$85.00	\$90.00
Premises operated by non-profit religious, charitable or sporting organisation and school canteens (when operated by the school)	\$65.00	\$70.00	\$75.00
Bed and Breakfast (register as a food)	\$130.00	\$135.00	\$140.00
Domestic kitchens and premises with packaged low-risk food sales (for community markets)	\$130.00	\$135.00	\$140.00
Premises with limited low-risk food sales (eg newsagents)	\$65.00	\$70.00	\$75.00

## Health (Cont.)

New fees to apply from 1 August 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
New registrations		Annual fee + 50% of scheduled fee	Annual fee + 50% of scheduled fee
Transfer fee and late payment fee		50% of scheduled fee	50% of scheduled fee
Inspection request fee (prior to transfers)	\$75.00	\$85.00	\$90.00
Septic tank applications	\$160.00	\$170.00	\$180.00

## Local Laws

New fees to apply from 1 August 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
Derelict vehicle release	\$220.00	\$230.00	\$240.00
Tables and chairs	\$120.00	\$125.00	\$130.00
Goods on footpath	\$80.00	\$85.00	\$130.00
A/Frames permit	\$80.00	\$85.00	\$90.00
Fire hazard penalty	\$220.00	\$230.00	\$240.00
Impounded trolley release fee	\$50.00	\$55.00	\$57.00
Permit to burn	\$35.00	\$38.00	\$40.00
Horses on beach permit	\$120.00	\$130.00	\$135.00

## Parking Fees and Fines

New fees to apply from 1 August 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
<b>Charge Per/Hour</b>			
Area A	\$0.70	\$0.70	\$0.80
Area B	\$0.50	\$0.50	\$0.60
<b>Off-street carparks</b>			
Variable Zone 1	\$0.50/hr	\$0.50/hr	\$0.50/hr
Variable Zone 2	\$2.00/day	\$2.50/day	\$2.50/day
Variable Zone 3	\$2.00/day	\$2.50/day	\$2.50/day
<b>Carparking Fines</b>			
Period longer	\$50.00	\$50.00	\$55.00

## Animal Registrations

New fees to apply from 1 August 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
Unsterilised dog	\$70.00	\$75.00	\$78.00
Sterilised dog	\$24.00	\$25.00	\$26.00
Unsterilised dog (pensioner)	\$35.00	\$37.50	\$39.00
Sterilised dog (pensioner)	\$16.00	\$17.00	\$18.00
Unsterilised cat	\$50.00	\$55.00	\$57.00
Sterilised cat	\$17.00	\$18.00	\$19.00
Unsterilised cat (pensioner)	\$25.00	\$27.50	\$29.00
Sterilised cat (pensioner)	\$8.00	\$9.00	\$10.00
Replacement registration tag	\$6.00	\$7.00	\$8.00
Grazing permit	\$120.00	\$130.00	\$135.00
Registered animal businesses	\$110.00	\$120.00	\$125.00

# GROWTH

## Flagstaff Hill Maritime Museum

New fees apply from 1 April 2008 – 31 March 2009 in accordance with Tourism Industry Standards

User Fees & Charges	2006/2007	2007/2008	2008/2009
<b>Admission Fees</b>			
Adults	\$15.50	\$15.95	\$15.95
Concession	\$12.00	\$12.50	\$12.50
Child	\$6.00	\$6.50	\$6.50
Family	\$36.00	\$39.00	\$39.00
<b>"Shipwrecked" Sound &amp; Light Show Admissions</b>			
Adults	\$25.00	\$25.50	\$25.50
Concession	\$22.00	\$22.50	\$22.50
Child	\$13.50	\$13.95	\$13.95
Family	\$63.50	\$64.95	\$64.95

## Warrnambool Livestock Exchange

New fees to apply from 1 September 2008

User Fees & Charges	2006/2007	2007/2008	2008/2009
Calves	\$2.80	\$2.90	\$3.00
Bulls	\$12.80	\$13.30	\$13.80
Cattle	\$6.80	\$7.10	\$7.60
Sheep	\$0.42	\$0.44	\$0.46
Store - cattle	\$5.80	\$6.05	\$6.50
Dairy - cattle	\$8.10	\$8.40	\$8.75
Hire of dairy ring	<100 head \$5.60 per head >100 head 560.00 >200 head \$810.00 >300 head \$1,045.00 >400 head \$1,285.00 >500 head \$1,535.000	<100 head \$5.85 per head >100 head \$585.00 >200 head \$845.00 >300 head \$1,090.00 >400 head \$1,340.00 >500 head \$1,600.00	<100 head \$6.00 per head >100 head \$600.00 >200 head \$880.00 >300 head \$1,130.00 >400 head \$1,390.00 >500 head \$1,660.00
Agents fees	\$56,000	\$58,300	\$60,600
Office rental	\$18,600	\$19,300	\$20,000
Truck wash fees (per minute)	\$0.70	\$0.70	\$0.90
Weigh fees average	\$1.10	\$1.10	\$1.14
Scanner fee hire/day	\$60.00	\$70.00	\$72.00
Scanner transfer fee/head	\$1.20	\$1.30	\$1.35
Private weighs	\$4.20	\$4.40	\$4.60

## Holiday Parks

New fees to apply from 1 September 2008

<b>User Fees &amp; Charges</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
<b>Peak</b>			
Site fees – weekly powered	\$245.00	\$280.00	\$280.00
Site fees – daily powered	\$35.00	\$40.00	\$42.00
Additional adult – daily	\$8.00	\$9.00	\$9.00
Additional adult – weekly	\$56.00	\$63.00	\$63.00
Additional child – daily	-	-	-
Additional child – weekly	-	-	-
Second car – daily	\$7.00	\$10.00	\$10.00
Second car – weekly	\$25.00	\$70.00	\$70.00
Cedar cottages – daily	\$128.00	\$133.00	\$135.00
Cedar cottages – weekly	\$896.00	\$931.00	\$931.00
Mariners cottages – daily	\$123.00	\$128.00	\$130.00
Mariners cottages – weekly	\$861.00	\$896.00	\$896.00
Cabins – daily	\$107.00	\$111.00	\$113.00
Cabins – weekly	\$749.00	\$777.00	\$777.00
Extra tent – daily	\$7.00	-	-
Extra tent – weekly	\$25.00	-	-
Storage – daily	\$4.00	\$4.00	\$4.00
Storage – weekly	\$20.00	\$20.00	\$20.00
<b>Public Holidays &amp; School Holidays</b>			
Cedar cottages – daily	\$103.00	\$107.00	\$109.00
Cedar cottages – weekly	\$693.00	\$749.00	\$749.00
Mariners – daily	\$87.00	\$90.00	\$92.00
Mariners – weekly	\$581.00	\$630.00	\$630.00
Cabins – daily	\$81.00	\$84.00	\$86.00
Cabins – weekly	\$539.00	\$588.00	\$588.00
<b>Off Season</b>			
Site fees – weekly	\$175.00	\$189.00	\$189.00
Site fees – night	\$25.00	\$27.00	\$28.00
Additional adults – weekly	\$56.00	\$63.00	\$63.00
Additional adults – daily	\$8.00	\$9.00	\$9.00
Cedar cottages – daily	\$97.00	\$101.00	\$103.00
Cedar cottages – weekly	\$679.00	\$707.00	\$707.00
Mariners cottages – daily	\$76.00	\$79.00	\$81.00
Mariners cottages – weekly	\$532.00	\$553.00	\$553.00
Cabins – daily	\$69.00	\$72.00	\$74.00
Cabins – weekly	\$483.00	\$504.00	\$504.00
<b>Miscellaneous</b>			
Washing machines	\$2.00	\$2.00	\$3.00
Dryers	\$1.00	\$1.00	\$1.00

### 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, at 8.5%.

## Appendix F Activities and Initiatives

### 1. LEADERSHIP

<b>4 YEAR STRATEGY:</b>		
<b>1.01 Govern as a well planned and strategic Council.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Complete the Council election in November 2008.	November 2008	DCS
Update the Council Plan 2009-2013 and review annually.	June 2009	DCS
Produce quarterly reports for monitoring implementation of Budget Activities and Initiatives and adopted strategic plans.	June 2009	DCS
Evaluate 2008 Community Satisfaction Survey conducted by the Department of Planning and Community Development and establish an improvement plan based on the survey results.	June 2009	DCS
Prepare Annual Report for the 2007/08 financial year.	September 2008	DCS
Review Councillors Code of Conduct.	July 2008	DCS
Provide support to develop skills and knowledge of elected members and community representatives.	June 2009	DCS
Provide opportunities for young people to develop capacities in leadership.	June 2009	DCD
Complete second stage of the regional Our Place youth leadership program, and investigate opportunities to secure resources to ensure program sustainability.	April 2009	DCD
Support Youth Council to undertake its annual program of activities and projects.	June 2009	DCD
Plan and implement a Councillor Induction Program.	December 2008	DCS
Complete a review of the Instrument of Delegations.	June 2009	DCS
<b>4 YEAR STRATEGY:</b>		
<b>1.02 Advocate for the City and the South West community and cooperate with regional partnerships.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Develop an advocacy plan for identified major issues.	June 2009	DCS
Investigate potential for shared services with regional councils.	June 2009	DCS
Participate in processes to enhance regional advocacy on key issues.	June 2009	DCS
<b>4 YEAR STRATEGY:</b>		
<b>1.03 Continue to enhance community engagement and information programs and processes.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Ensure an effective and equitable city-wide approach in liaison and assistance for community-based groups.	May 2009	DCS
Undertake an annual review of Council's community information program.	December 2008	DCS
Undertake a comprehensive review of Council web pages, including related organisational processes.	June 2009	DCS
Develop a Media and Marketing plan.	September 2008	DCS
Continue regular community forums.	June 2008	DCS
<b>4 YEAR STRATEGY:</b>		
<b>1.04 Provide excellent customer service.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Continue to develop and implement regular organisation-wide customer focused training.	June 2009	DCS
Continue to conduct independent audits of Council's activities.	June 2009	DCS
Continue to review and implement the Customer Charter.	June 2009	DCS



## Appendix F Activities and Initiatives Cont.

### 4 YEAR STRATEGY:

#### 1.05 Provide quality information and communication technology services.

Activities and Initiatives 2008-2009	Timing	Resp.
Review and update the Information Technology Strategic Plan.	August 2008	DCS
Review the records system, document management and subject based system.	June 2009	DCS
Secure business continuity and disaster recovery.	March 2009	DCS
Review fixed telephone, mobile and data options.	August 2008	DCS

### 4 YEAR STRATEGY:

#### 1.06 Continue the Council Business Improvement Program.

Activities and Initiatives 2008-2009	Timing	Resp.
Establish a policy framework and policy review system.	June 2009	DCS
Commence a new business improvement program.	June 2009	DCS
Investigate business improvement process, opportunities and initiatives.	June 2009	DCS
Undertake 4 continuous improvement programs.	June 2009	DCS

### 4 YEAR STRATEGY:

#### 1.07 Embed risk management practices throughout Council.

Activities and Initiatives 2008-2009	Timing	Resp.
Review Risk Management strategy, policy and procedures annually.	December 2008	DCS
Review and report on the implementation of appropriate occupational health and safety systems and procedures.	June 2009	DCS
Develop a Code of Conduct for staff.	August 2008	DCS
Ensure risks are regularly assessed and reviewed and status of risk controls are reported to the Council Audit Committee.	June 2009	DCS
Implement a broad range of risk and OH&S training programs throughout Council.	June 2009	DCS

### 4 YEAR STRATEGY:

#### 1.08 Be a preferred employer in the region.

Activities and Initiatives 2008-2009	Timing	Resp.
Review Council's suite of employee attraction, retention and development initiatives.	June 2009	DCS
Establish a framework for documentation and review of employment policies.	September 2008	DCS
Continue to deliver a comprehensive range of compliance and development training opportunities for Council staff.	June 2009	DCS
Support the take-up of traineeships, cadetships and other development opportunities.	June 2009	DCS

## Appendix F

### Activities and Initiatives Cont.

<b>4 YEAR STRATEGY:</b>		
<b>1.09 Implement a sustainable budget and financial strategy.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Ensure that the 2009/10 Budget and Strategic Resource Plan are prepared and adopted by Council in accordance with the Local Government Act 1989.	June 2009	DCS
Prepare and lodge Annual Financial Statements and Standard Statements in accordance with the Local Government Act 1989.	September 2008	DCS
Continue the Strategic Internal Audit Program.	June 2009	DCS
Implement Investment Logic Mapping processes for all major projects.	June 2009	DCS
Formulate a 10 Year Financial Plan.	June 2009	DCS
Establish financial sustainability indicators and targets.	June 2009	DCS
Establish a Capital Works evaluation process.	June 2009	DCS

<b>4 YEAR STRATEGY:</b>		
<b>1.10 Ensure adequate resources are provided to appropriately maintain and expand Council's buildings and infrastructure assets.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Establish and Report service standards for all Council buildings which include prioritisation of building maintenance, utilisation of Council buildings and condition assessment of buildings.	June 2009	DCI
Review Asset Management Policy and Report to Council for formal adoption.	December 2008	DCI
Review and refine the Warrnambool MAV STEP Asset Renewal Model to determine an accurate level of funding required for infrastructure asset renewal, the Gap and the methodology in reducing the gap over time. Model to inform the budget process and reported to and formally adopted by Council.	February 2009	DCI
Review and update current Asset Management Plans and develop new plans for buildings and drainage and formally report to Council Asset Steering Committee.	February 2009	DCI
Detailed asset management plans be developed or updated for all major infrastructure asset classes. Asset management plans should be linked to the Council long term strategy.	February 2009	DCS
Provide clear links to Council services standards and asset classes with the Council Asset Maintenance and renewal budgets and report STEP Program to Council Asset Steering Committee.	May 2009	DCI
Review current Asset Management Plans and up-date to reflect budgets and objectives and annual renewal funding levels required for the next 10 years.	June 2009	DCI
Provide training for asset inspection staff in road pavement condition, surface condition and footpath condition assessment.	June 2009	DCI
Undertake adopted 2008-09 backlog/rehabilitation drainage works in accordance with Consultants recommendations and Capital Works Program.	May 2009	DCI

## Appendix F Activities and Initiatives Cont.

### 2. ENVIRONMENT

<b>4 YEAR STRATEGY:</b>		
<b>2.01 Become an environmentally sustainable city that is a leader in greenhouse abatement measures.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Undertake and complete the Warrnambool Sustainability Strategy including extensive community consultation/ involvement.	December 2008	DCG
Formulate Council facilitated community initiatives to consider ways to reduce our environmental footprint.	October 2008	DCG
Investigate and consider sustainable development methods in response to latest climate change projections.	June 2009	DCG
Continue appropriate annual chemical waste disposal through the Detox Your Home Chemical Disposal Service.	May 2008	DCI
Maintain community recycling rate in the top quartile of Victorian local governments.	June 2009	DCI
Finalise Council's response to the Regional Waste Management Plan and report to Council for formal adoption	March 2009	DCI
<b>4 YEAR STRATEGY:</b>		
<b>2.02 Develop a position on carbon trading and climate change.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Report to Council and the community on the likely impact of carbon trading and climate change on Warrnambool and surrounds.	June 2009	DCS
Develop a climate change action plan for Council.	June 2009	DCS
Establish a framework for use of indigenous plants and trees.	June 2009	DCS
Replace four passenger vehicles with vehicles that have improved fuel efficiency.	June 2009	DCI
<b>4 YEAR STRATEGY:</b>		
<b>2.03 Set an example to the community and the region by reducing Council's reliance on carbon emitting fuel.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Progressive retro fit Council Civic Centre Office building with energy efficient lighting.	May 2008	DCI
Increase Green energy consumption/use in the Council by 10%.	June 2008	DCI
Investigate and report to Council on alternative fuel options for the vehicle fleet.	March 2009	DCI
<b>4 YEAR STRATEGY:</b>		
<b>2.04 Incorporate sustainable design principles in new residential and commercial buildings.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Include a segment in design workshops for environmental sustainability in buildings to increase focus and ideas throughout the development community.	June 2009	DCG
Provide community information relating to design and building principles to improve energy efficiency of housing	June 2009	DCG

## Appendix F

### Activities and Initiatives Cont.

<b>4 YEAR STRATEGY:</b>		
<b>2.05 Develop a world class foreshore area integrated with Lake Pertobe and the City Centre.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Finalise planning and commence construction of the Harbour Pavilion.	June 2009	DCI
Apply for funds to implement various improvements in the Point Ritchie /Logan/Shelly/Levy's Point beach area.	May 2009	DCI
Review coastal design controls in accordance with Coastal Spaces and Great Ocean Road Strategy including review of Logans Beach use and design controls.	June 2009	DCG
Establish a plan for McGennans Carpark.	December 2008	DCG
<b>4 YEAR STRATEGY:</b>		
<b>2.06 Develop new transport systems and linkages that respect our environment.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Report to Council a strategy for a cycling/walking path network which outlines the potential to enhance safety and useability of the on-road and off-road bike route network.	March 2009	DCI
Report to Council for adoption of a 5 Year prioritised works strategy for Implementation of highest priorities of cycling/walking path networks within the City, including on-road and off road networks.	May 2009	DCI
Develop highest priorities of walking path networks within the City.	June 2009	DCI
Undertake identified enhancement and safety/useability of the on-road bike route network.	June 2009	DCI
Construct Stage 2 of the Port Fairy-Warrnambool Rail Trail (Warrnambool section).	June 2009	DCI
In conjunction with the City Centre Structure Plan process, identify the issues concerning the "barriers and enablers" in relation to active and public transport in Warrnambool.	June 2009	DCG
Form a joint internal working group between departments to cross fertilise and implement ideas and issues forthcoming from ongoing structure plans.	December 2008	DCG
Investigate funding sources to assist in the development of the transport network.	June 2009	DCG
Identify key infrastructure requirements and prepare a staging plan for implementation to coordinate budget and funding requirements.	June 2009	DCG
<b>4 YEAR STRATEGY:</b>		
<b>2.07 Take responsibility to recognise water as a precious community asset.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Prepare sustainable water use guidelines for Council.	March 2009	DCG
Further develop priorities from the Municipal Sustainable Water Use Plan to ensure a 75% compliance with the Priority 1 actions identified for Council in the plan.	June 2009	DCI
Comply with the long term objectives of the Municipal Sustainable Water Use Plan to reduce water usage by 20% by 2012 with a proposed 5% water usage reduction in 2008/09.	June 2009	DCI

## Appendix F

### Activities and Initiatives Cont.

#### 4 YEAR STRATEGY:

**2.08 Create natural and open space environments in Warrnambool that are linked and encourage residents and visitors to use them.**

<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Commence Stage 1 of the Open Space Strategy (scoping and community engagement).	December 2008	DCG
Plant approximately 15,000 native plants throughout the municipality annually.	May 2009	DCI
Develop and report to Council a "Suitable Tree Species Policy and Locality Plan" of suitable tree species in streets, reserves and open spaces within the City.	May 2009	DCI
Prepare a strategic policy document for future tree planting within the City.	May 2009	DCI
Develop a detailed long term tree removal and replacement plan for the City.	June 2009	DCI
Develop a detailed long term tree removal and replacement plan in accordance with the Botanic Gardens Management Plan.	May 2009	DCI

## Appendix F Activities and Initiatives Cont.

### 3. LIVEABILITY

<b>4 YEAR STRATEGY:</b>		
<b>3.01 Develop and deliver quality services for key cultural and recreation facilities and programs to encourage participation and promote healthy lifestyles and community wellbeing.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Complete priority minor capital works at key cultural and recreation facilities.	June 2009	DCD
Secure recurrent funding to support on-going operation of arts education program at Warrnambool Entertainment Centre.	June 2009	DCD
Complete construction and commission operation of Spin Studio at AquaZone.	December 2008	DCD
Undertake a further assessment of infrastructure and plant requirements for the outdoor 50m pool at AquaZone.	December 2008.	DCD
Investigate opportunities for commercial sponsorship at Council's cultural and recreation facilities in accordance with sponsorship policy framework.	June 2009	DCD
Undertake an audience Development Strategy to identify opportunities to optimise community use of the Warrnambool Art Gallery.	June 2009	DCD
Complete and implement arrangements for the development of the new Warrnambool Art Gallery Foundation.	June 2009	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.02 Implement key priority improvements and actions as recommended in the Warrnambool Recreation Plan 2007 – 2017.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Undertake planning projects including regional soccer feasibility study, BMX/mountain bike riding investigation, and sports ground management plans.	June 2009	DCD
Facilitate the relocation of the Warrnambool Gun Club.	December 2008	DCD
Implement priority walking/cycling pathway projects including Albert Park Stage 1.	June 2009	DCD
Optimise opportunities to improve outdoor sports grounds through strategic applications to targeted funding programs.	June 2009	DCD
Develop and implement updated policies to support consistent and equitable provision of Council's recreation services.	June 2009	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.03 Finalise planning and implementation of Warrnambool Entertainment Centre redevelopment.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Continue Warrnambool Entertainment Centre project development including confirmation of project scope and project funding partners.	June 2009	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.04 Review opportunities to improve the provision of public library services in Warrnambool.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Negotiate service delivery arrangements for Warrnambool Library under the current Regional Library Agreement 2008 – 2011.	September 2008	DCD
Undertake a comprehensive review of the library service.	June 2009	DCD

## Appendix F Activities and Initiatives Cont.

<b>4 YEAR STRATEGY:</b>		
<b>3.05 Provide leadership in the provision of early childhood services and programs that meet the care, health, education and developmental needs of children and young families.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Participate in the development of the Early Years Educational Framework with the State Government.	December 2008	DCD
Implement recommendations from the Department of Human Services Strategic framework in promoting outcomes for vulnerable children and families.	June 2009	DCD
Coordinate National and State standards and accreditation systems across childcare, kindergartens, family day care, specialist family services, outside school hours care and vacation care.	June 2009	DCD
Evaluate Council's Municipal Early Years Plan 2004-2008 and develop a new 4 year plan for Warrnambool.	March 2009	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.06 Develop the Children's Services Centre as a regional hub to provide information and support regarding early childhood services, activities and programs.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Complete refurbishment of Children's Services Centre at Swan Reserve.	June 2009	DCD
Register with UNICEF to be recognised as a Child Friendly City.	December 2008	DCD
Develop the Regional Early Years Alliance Network to become the leading platform for children and young families in South West Victoria.	December 2008	DCD
Develop effective partnerships with other agencies and stakeholders in early childhood service delivery in Warrnambool and the region.	December 2008	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.07 Increase equitable access to child and family services, through inclusive planning and partnership arrangements.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Lead and promote the provision of inclusive and equitable practices within children's services.	March 2009	DCD
Develop a common assessment tool for family services to strengthen capacities to manage complex and high risk families and young children.	March 2009	DCD
Develop effective partnerships between professionals, parents, families and children to assist children reach their full potential.	June 2009	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.08 Strengthen community involvement responding to health and safety issues affecting young children.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Implement relevant early years strategies in collaboration with South West Primary Care Partnership's social model of health strategic plan.	December 2008	DCD
Commence a community education program for implementation of the House and Environment Safety Assessment Plan.	June 2009	DCD
Implement recommendations from Maternal and Child Health Family Services Strategic Framework.	December 2008	DCD

## Appendix F

### Activities and Initiatives Cont.

<b>4 YEAR STRATEGY:</b>		
<b>3.09 Develop policies and implement strategies that meet the needs of Warrnambool's growing culturally diverse community.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Implement recommendations of the review of the Cultural Diversity Policy.	June 2009	DCD
Implement and evaluate the Youth In Sport Harmony Project.	March 2009	DCD
Create opportunities to utilise the skills and expertise of culturally and linguistically diverse and indigenous people.	June 2009	DCD
Seek funding to continue to implement the Refugee Brokerage Program.	September 2008	DCD
Deliver the Integrated Humanitarian Settlement Services in partnership with state-wide providers.	June 2009	DCD
Facilitate an integrated settlement services network for public, private and community service providers to develop culturally responsive services.	June 2009	DCD
Develop the capacity of culturally and linguistically diverse groups to successfully settle in Warrnambool.	June 2009	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.10 Increase equitable access to public and community services, information and facilities, through inclusive planning and partnership arrangements.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Continue to implement the Positive Ageing Project and its outcomes.	June 2009	DCD
Investigate funding options for the provision of community support, information and capacity building across Warrnambool.	December 2008	DCD
Work with a community-based reference group to identify priority services and programs to be co-ordinated through the Archie Graham Community Centre.	June 2009	DCD
Develop and implement client participation in program planning for Carer Respite and Adult Activity Programs.	September 2008	DCD
Promote the Arts and Disability DVD resource guide that supports the inclusion of people with disabilities into community based Arts Projects.	December 2008	DCD
Support events and festivals staged in Warrnambool to be inclusive of people with disabilities.	June 2009	DCD
Review the Community Access Plan 2007-2008 and commence a community engagement program for the Community Access Plan 2009 – 2013.	December 2008	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.11 Promote positive and active ageing, and provide services which meet the contemporary needs of older people.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Introduce electronic service delivery into Home Care Service operations.	June 2009	DCD
Implement the revised Home and Community Care Assessment Framework in Warrnambool.	September 2008	DCD
Strengthen partnership arrangements to increase access to community based respite service options.	June 2009	DCD
Develop a quality assurance program for community care and centred based services.	June 2009	DCD
Implement recommendations of the Active Ageing Strategic Plan.	June 2009	DCD



## Appendix F

### Activities and Initiatives Cont.

<b>4 YEAR STRATEGY:</b>		
<b>3.12 Strengthen and increase volunteer participation.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Continue to seek Volunteer Management Program funding.	September 2008	DCD
Develop a strategic plan for the future of Volunteers@Warrnambool Resource Centre and seek appropriate resources for its implementation.	December 2008	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.13 Promote affordable housing in Warrnambool.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Develop an affordable housing strategy for Warrnambool.	June 2009	DCG
Finalise Council's position in relation to community houses.	June 2009	DCG
<b>4 YEAR STRATEGY:</b>		
<b>3.14 Review the effective implementation of the Municipal Fire Prevention Plan and Municipal Road Safety Plan.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Council to adopt the revised Municipal Road Safety Strategy 2008, with a prioritised work list of future road safety actions and initiatives including an indicative cost plan.	December 2008	DCI
Develop a road safety education plan and report to Council for formal adoption.	March 2009	DCI
Implement road safety education plan in accordance with available funding.	June 2009	DCI
Review Municipal Fire Prevention Plan with key stakeholders and report to Council.	November 2008	DCI
Implement recommendations within the Municipal Fire Prevention Plan.	May 2009	DCI
<b>4 YEAR STRATEGY:</b>		
<b>3.15 Provide direction for public health and community safety.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Report back to Council on progress of implementation of the street trading practices trial.	May 2009	DCI
Undertake 95% compliance for inspection of Registered Premises for food sampling/handling. KPI's include 395 registered food premises, 38 health premises (e.g. hairdressers, accommodation places, tattooists), 7 caravan parks, 21 swimming pools/spas and 100 food samples sent for analysis.	June 2009	DCI
Maintain immunisation rates above 90% DHS statistics (above 4,000 injections pa).	May 2009	DCI
Review public toilets and develop a plan for upgrading, renewal of existing or construction of new toilets within the City.	June 2009	DCI

## Appendix F

### Activities and Initiatives Cont.

<b>4 YEAR STRATEGY:</b>		
<b>3.16 Support major events that grow the economy and positive profile of the City by attracting visitors to the City.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Support and maximise the benefits and legacies of iconic Warrnambool events to raise the positive impact for the City.	June 2009	DCD
Attract and support the staging of new major events that have clear economic, social or branding benefits for the City.	June 2009	DCD
Investigate the potential of creating a central database to cross-promote events to prospective patrons.	June 2009	DCD
Host a program of events during the peak summer period to ensure Warrnambool maintains its position as a popular family holiday destination.	February 2009	DCD
Foster a vibrant calendar of events that enhances Warrnambool as a place to live and visit via the establishment of an Event Funding Scheme to provide seeding funds to enable new events to develop.	May 2009	DCD
Ensure the Event Funding scheme supports events which meet the diverse needs of the Warrnambool community and visitors to the City.	June 2009	DCD
Develop an Event Toolkit that meets the needs of the event community and promote its availability to user groups.	December 2008	DCD
Encourage all events to review waste management and uptake of environmentally responsible event planning and management i.e. Waste Wise program.	June 2009	DCD
Maintain and promote the Warrnambool calendar of events.	June 2009	DCD
Staging of the 2009 Australia Day celebration.	January 2009	DCD
Support the Wunta Fiesta Committee to deliver the 2009 Wunta Fiesta.	February 2009	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.17 Maintain and grow the Fun4Kids Festival's position as Australia's premier children's Festival.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Elevate the profile of the Fun4Kids Festival by raising the quality of content (performance, activities, exhibits, catering and site) in order to attract broader, higher yielding, markets.	August 2008	DCD
Continue to implement key recommendations from the Fun4Kids Business Growth Strategy (2006).	August 2008	DCD
Review of Fun4Kids ticket structure and pricing for the 2009 event.	August 2008	DCD
Maintain the Fun4Kids Festival's position as a 'Gold status' Waste Wise event and investigate carbon offset opportunities.	August 2008	DCD
Investigate the potential for a Fun4Kids 'fringe' event(s) to increase the community benefit of the Festival.	February 2009	DCD
Submit a Fun4Kids application to 2008 Victorian Tourism Awards.	September 2008	DCD

## Appendix F Activities and Initiatives Cont.

### 4. GROWTH

<b>4 YEAR STRATEGY:</b>		
<b>4.01 Promote quality urban design with consideration to environmental sustainability.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Adopt Subdivision Design Guidelines to reflect changes in the Planning Scheme and leading practice techniques.	October 2008	DCI
Implement Warrnambool Heritage Gap Study Stage 3A – Precincts and Guidelines via Planning Scheme Amendment.	June 2009	DCG
Finalise Warrnambool Heritage Gap Study 3B – Individual Places and commence Planning Scheme Amendment.	June 2009	DCG
Undertake designer workshops.	June 2009	DCG
Undertake inaugural design awards.	June 2009	DCG
Commence Stage 1 Streetscape Urban Design Strategy including City's gateways and boulevards.	June 2009	DCG
Review the City Centre urban design priority works in conjunction with the City Centre Structure Plan and report to Council with a prioritised works program to inform the budget process.	March 2009	DCI
<b>4 YEAR STRATEGY:</b>		
<b>4.02 Ensure the drainage network is renewed/upgraded and extended in accordance with adopted risk management and environmental criteria.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Establish priorities for the expansion of the drainage network new and developing areas included in the Dennington and Northeast DCPs	June 2009	DCI
Resolve land acquisition for the Harrington Road retention basin.	November 2008	DCI
Developing a special charge drainage scheme for Block 17, and report to Council.	June 2009	DCI
Design Allansford main drain link with central Allansford to Hopkins River.	March 2009	DCI
Review high priority of DCP drainage projects and undertake drainage designs for the 2009/10 financial year.	June 2009	DCI
<b>4 YEAR STRATEGY:</b>		
<b>4.03 Facilitate a planning and sustainable supply and development of Warrnambool's high quality residential, industrial and commercial land.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Develop an infrastructure construction program inclusive which matches the adopted financial model to finance the Dennington and North East Growth Areas projects over the period up to 2019.	August 2008	DCI
Ensure that Council adopts the Dennington and North-East Growth Areas infrastructure program as part of the Council Capital Works budget process.	June 2009	DCI
Commence Stage 2 of the City Centre Structure Plan.	June 2009	DCG
Complete Retail Strategy amendment.	June 2009	DCG
Complete Planning Scheme Amendment to include structure plans, development contribution plans and rezoning for North East Warrnambool and Dennington North residential growth areas.	May 2009	DCG
Seek funding and commence Industrial Land Strategy to 2020.	June 2009	DCG
Establish the Allansford Industrial Business Park.	June 2009	DCG

## Appendix F

### Activities and Initiatives Cont.

<b>4 YEAR STRATEGY:</b>		
<b>4.04 Develop the Warrnambool Floodplain Management Plan and implement adopted works and measures.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Work with the Catchment Management Authority to adopt appropriate flood level indicators with consideration to climate change, for South Warrnambool and Dennington.	June 2009	DCI
Include North Warrnambool Flood Study levels in the planning scheme through a planning scheme amendment from the Catchment Management Authority.	June 2009	DCI
Finalise design and funding for flood mitigation measures along Russells Creek at the Mortlake Road Culvert (Queens Street – Whites road segment).	June 2009	DCI
<b>4 YEAR STRATEGY:</b>		
<b>4.05 Establish an updated improvement plan relating to operations and infrastructure at Warrnambool Airport.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Review the long term future development potential of the Warrnambool Airport and its effects on the surrounding area and the local economy.	February 2009	DCG
Review the user fees and charges at the airport and report back to Council with recommendations.	March 2009	DCI
Review the management structure of the airport.	June 2009	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.06 Establish and promote Warrnambool as an event/conference destination and strengthen our capacity to host and produce high quality events.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Develop a four year event/conference attraction strategy.	December 2008	DCD
Produce a Warrnambool event/conference guide and Warrnambool Visitor Guide as key pieces of collateral to promote Warrnambool as a desirable destination.	February 2009	DCD
Participate in major event/conference expos to promote the City to key event organisers.	June 2009	DCD
Promote Warrnambool in key event/conference publications.	June 2009	DCD
Coordinate and assist local stakeholders in event hosting/attraction.	June 2009	DCD
Develop organisational capacity to ensure future planning and development of infrastructure and services gives consideration to event/conference capacity in the City.	June 2009	DCD
<b>4 YEAR STRATEGY:</b>		
<b>4.07 Continue to develop Warrnambool as a dynamic and sustainable tourism destination.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Implement strategies in line with the approved Navigate 2017 Plan.	December 2008	DCG
Complete the Flagstaff Hill Accommodation Study.	September 2008	DCG
Promote Flagstaff Hill reputation as holder of key shipwreck and maritime collection on the Great Ocean Road.	November 2008	DCG
Complete Economic Impact Assessment of Flagstaff Hill Precinct.	February 2009	DCG
Develop and deliver the Warrnambool Holiday Parks Development Plan 2008-2013.	November 2008	DCG
Further develop opportunities for new water supplies through holiday parks.	November 2008	DCG
Develop increased linkages between holiday parks and general tourism development across Warrnambool.	December 2008	DCG

## Appendix F

### Activities and Initiatives Cont.

<b>4 YEAR STRATEGY:</b>		
<b>4.08 Maintain a positive visitor experience for guests to the City.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Complete bi-annually the Visitor Information Centre VICKit to review performance against benchmarked standards.	January 2009	DCG
Develop new services in the Warrnambool VIC that enhance the tourism yield for Warrnambool.	February 2009	DCG
Improve distribution of Warrnambool tourism information to guests both through preplanning and in journey travel.	February 2009	DCG
Increase integration of VIC services into Flagstaff Hill operations.	December 2008	DCG
Develop Victoria State Tourism Award submissions for 2008/09.	May 2009	DCG
Review Destination Warrnambool Plan and Committee structure.	October 2008	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.09 Provide strong support and encouragement to the key industries of Warrnambool and the Great South Coast Region.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Strong support to the region's dairy industry as the pre-eminent industry in the Great South Coast region.	May 2009	DCG
Active support to the meat processing sector as a key Warrnambool employer.	May 2009	DCG
Provision of advice on the existing and future economic contribution of the Warrnambool Livestock Exchange to the local economy.	May 2009	DCG
Support in niche food processing sector through development of Regional Food & Wine Marketing Plan and Regional Farmers Market Feasibility Plan.	May 2009	DCG
Support the expansion of Warrnambool as a premier location for education and training.	May 2009	DCG
In partnership with Warrnambool's providers of international education hold International Students Welcome 2009.	May 2009	DCG
Ensure that Warrnambool is identified as the "retail" hub of the Great South Coast region through implementation of the Warrnambool Retail Strategy 2007.	May 2009	DCG
Complete and implement Warrnambool City Centre Structure Plan for the City Centre as the principle activity centre and the pre-imminent retail centre in the region.	May 2009	DCG
Work with South West Healthcare to maximise economic benefits to the City flowing from the redevelopment of the Warrnambool campus.	May 2009	DCG
Support Warrnambool's professional services sector as one of the leading sectors of the City's economy.	May 2009	DCG
Provision of business expansion and investment attraction services through quality information, referral and advice.	May 2009	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.10 Ensure that Warrnambool has access to skilled workforce to facilitate sustainable growth of the City's economy.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Promote Warrnambool as the region as a great place to live, work and invest through active participation in the Provincial Victoria marketing campaign and the Great South Coast regional marketing initiative.	May 2009	DCG
Provision of advice on skilled migration and Provincial Victoria campaign to regional businesses on employment related issues.	May 2009	DCG
Work with local businesses and relevant stakeholders to address current and future skill shortages through delivery of the regional skilled migration initiative funded under Global Skills for Provincial Victoria funding.	May 2009	DCG
Work with key stakeholders (industry, education providers, employment agencies etc) to facilitate the development and retention of the right skills sets.	May 2009	DCG
Active participation by Council in a range of employment programs with the delivery of employment assistance to 50 people.	May 2009	DCG

## Appendix F

### Activities and Initiatives Cont.

<b>4 YEAR STRATEGY:</b>		
<b>4.11 Ensure that the City's transport linkages are capable of supporting the needs of the growing industries of Warrnambool and the Great South Coast Region.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Commence implementation of the recommendations and initiatives resulting from the Warrnambool Regional Airport Upgrade Net Benefit and Business Case Assessment.	February 2009	DCG
Provide support and advocacy to rail freight sector in order to cater for the needs of the growing region.	February 2009	DCG
Play a partnership and leadership role in the campaign to upgrade the Princes Highway West, the major inter-regional transport corridor that connects industry and the communities of South West Victoria.	February 2009	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.12 Foster growth, excellence and innovation in the City's business community</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Actively support retail industry in Warrnambool's City Centre as the primary centre for business and cultural services in the Great South Coast region.	May 2009	DCG
Complete and implement the Warrnambool Retail Strategy (2007).	May 2009	DCG
Complete local and regional Business Awards 2009.	May 2009	DCG
Commence the Warrnambool Economic Development and Investment Strategy.	May 2009	DCG
Provide business support across all sectors in the Warrnambool economy, including workshops program, business surveys and business directory.	June 2009	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.13 Maintain a viable port facility.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Dredge Warrnambool Harbour.	December 2008	DCI
Undertake improvement works at the Port of Warrnambool boat ramp and jetties.	May 2009	DCI
<b>4 YEAR STRATEGY:</b>		
<b>4.14 Ensure integrity of Warrnambool's planning on and around the municipal boundary.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Monitor planning or development issues in the sub region which may affect the future interests of the Warrnambool community.	June 2009	DCG
Actively represent the Warrnambool Community in any planning or development issues in the sub region which may affect future interests with particular regard to the future of the Warrnambool Airport.	June 2009	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.15 Maintain an equitable, fair and effective planning approvals system.</b>		
<b>Activities and Initiatives 2008-2009</b>	<b>Timing</b>	<b>Resp.</b>
Maintain a best practice decision making framework through the planning scheme.	June 2009	DCG
Establish reporting and performance measures that ensure Council is maintaining an effective planning approvals system.	June 2009	DCG
Benchmark Warrnambool City Council statutory planning approvals systems against Victorian regional cities.	June 2009	DCG
Establish new communication methods with developers and regular users of statutory services.	June 2009	DCG
Pursue on-line access to statutory planning services for customers.	June 2009	DCG