



WARRNAMBOOL
CITY COUNCIL

WARRNAMBOOL CITY COUNCIL

BUDGET REPORT 2010/2011

Contents	Page
Introduction	2
Executive summary	6
Budget preparation	11
Overview	
1. Linkage to the Council Plan	12
2. Themes, 4 year strategies, activities and initiatives	14
3. Budget influences	24
Budget analysis	
4. Analysis of operating budget	26
5. Analysis of budgeted cash position	30
6. Analysis of capital budget	33
7. Analysis of budgeted financial position	36
Long term strategies	
8. Strategic resource plan and key financial indicators	38
9. Rating strategy	42
10. Borrowing strategies	44
Appendices	
A Budgeted standard statements	47
B Statutory disclosures	52
C Capital works program	59
D Key Strategic Activities	63
E Fees and Charges	64
F Activities and Initiatives	83

Mayor's Introduction

It is with great pleasure that I present the 2010/2011 Annual Budget to the community.

Warrnambool is growing and creating employment opportunities for the region. Our population has increased by an average of 1.8% per annum over the past 4 years which is an increase of around 600 people per annum. At the same time, the number of people employed within our City has grown by approximately 500 per annum.

This growth is placing increased demand on the community infrastructure and services. The Budget has been based upon meeting the demand for new infrastructure together with implementing the Council Plan 2009-2013 which was established following extensive community participation.

This Budget reinforces Council's commitment to providing high quality services to the community as well strong investment in asset maintenance and renewal. Council is determined to sustain Warrnambool's growth that provides employment and investment opportunities. Also contained within the Budget is a continued expansion of expenditure on environmental sustainability matters.

This year Council is proposing a 6.8% increase in rates and charges levied for the 2010/2011 year. This includes a half of one percent increase for the provision of additional parking within the City and a half of one percent to fund infrastructure renewal.

Council provides an extensive range of services to the Warrnambool community and to the region and is the service provider of last choice in many cases as these services are not profit making and therefore not attractive to the private sector or provided by Council under a legislative requirement. The diversity of services provides a significant challenge to ensure that appropriate resources are provided each service unit to allow effective service delivery.

Elected Council	Library Services
Executive Services	Recreation
Revenue and Customer Service	Leisure Centres
Information Services	Regulatory Services
Organisation Development	Health Services
Corporate and Financial Services	Festivals and Events Group
Asset Maintenance	Holiday Parks
Infrastructure Services	Flagstaff Hill Maritime Village
Environmental Management	Statutory Building Services
Waste Management	Strategic Planning
Street Cleaning	Drainage
Parks and Gardens	Warrnambool Livestock Exchange
Community Support Services	Business Development
Aged Services	Warrnambool Airport
Family Services	Port of Warrnambool
Art and Culture	Statutory Planning

The recurrent service budget has been framed on the commitment from council of no change to the high quality of service provided to the community and generally only a net increase of 4% allowed for each service unit despite an increase in service demand and wages pressures above 4%. In addition Council is endeavouring to be ready to provide for future service needs as our community expands.

Council continues to invest into community assets and has prepared a robust capital works program of \$20 million which includes:-

• Completion of Harbour Pavilion (\$2.80m over 2 years)	\$1.0m
• Commencement of Warrnambool Entertainment Centre Redevelopment (\$8.8m over 2years)	\$3.81m
• Infrastructure for New Growth Areas	\$3.78m
• Road Works Program	\$2.30m
• Footpaths, Walkways & Trails	\$0.68m
• Allansford Preschool Upgrade (0.45m over 2 years)	\$0.25m
• Asset Renewal Program	\$0.48m
• Breakwater Lower Jetty	\$0.65m
• Albert Park Sewer Upgrade	\$0.40m
• CBD Car Parking	\$0.23m
• Airport Improvements	\$0.10m

Council is also planning for the future with the following projects proposed.

- \$200,000 for environmental initiatives.
- \$40,000 for a community social plan.
- \$70,000 for a cultural plan.
- \$60,000 to investigate a new learning and library centre.
- \$40,000 to prepare for a new waste management and recycling contract.
- \$150,000 to establishment a City-wide structure plan.

The Council invites submissions to the Budget from the community. Submissions received by 11 June 2010 will be considered as part of the Budget process. Those wishing to be heard in support of their submissions are required to indicate this in their submission.

The Annual Budget is expected to be adopted with or without amendment at the Council meeting on 21 June 2010.

Executive Summary

It is with pleasure that the Council presents this Budget to the Warrnambool community for the 2010/11 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 6.8%, an operating budget of \$57.02 million and a capital works program of \$20.86 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 (\$6.05 million)
- Aged & Disabled services (\$3.14 million)
- Waste Management (\$2.90 million)
- Parks & Gardens (\$2.69 million)
- Roads & Other Infrastructure (\$3.79 million)
- Recreation & Culture (\$4.93 million)
- Promotions & Events (\$2.21 million)
- Planning and Statutory services (\$1.22 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.

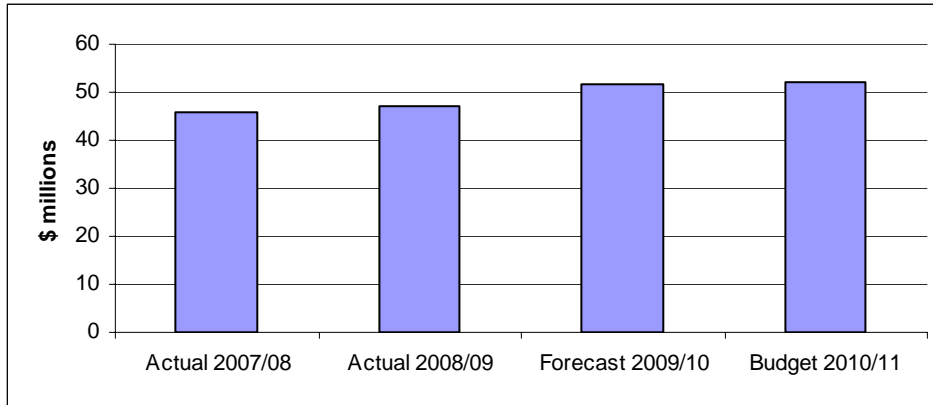
The budget reflects Council's aim of being financially sustainable into the future and in setting the budget Council has sought to balance the demand for services and infrastructure with the community's capacity to pay.

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

Executive Summary Cont.

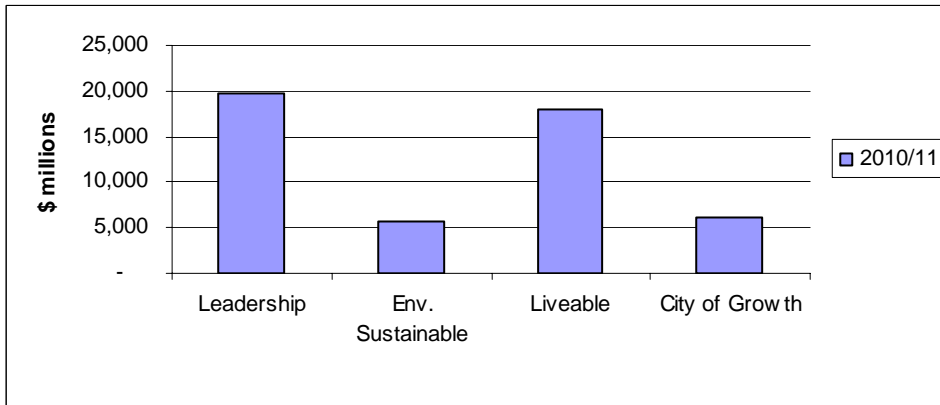
Service Delivery

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 2010/11 year is expected to be \$52.2 million which is a small increase over 2009/10 forecasts. The key driver of expenditure for services delivered is wages movements and the renegotiation of Council's Enterprise Agreement will contribute minimum wage increases and increments of approximately 4.5%. For the 2010/11 year, service levels have been maintained and a number of new activities and initiatives proposed.

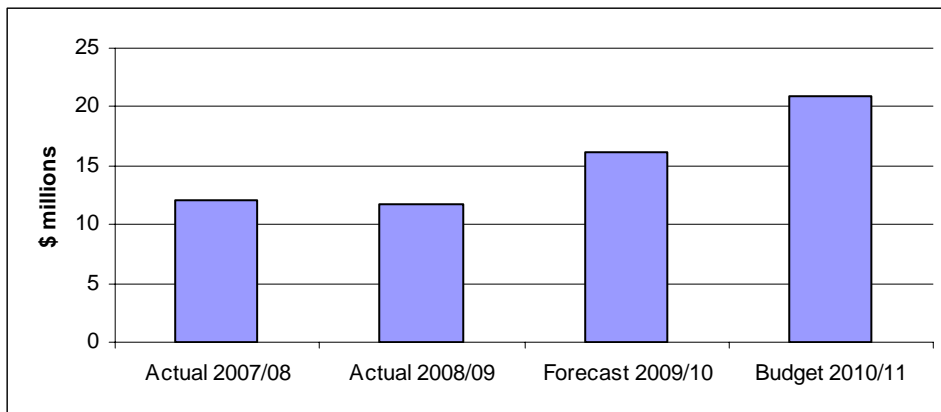
Strategic Themes



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 2010/11 year.

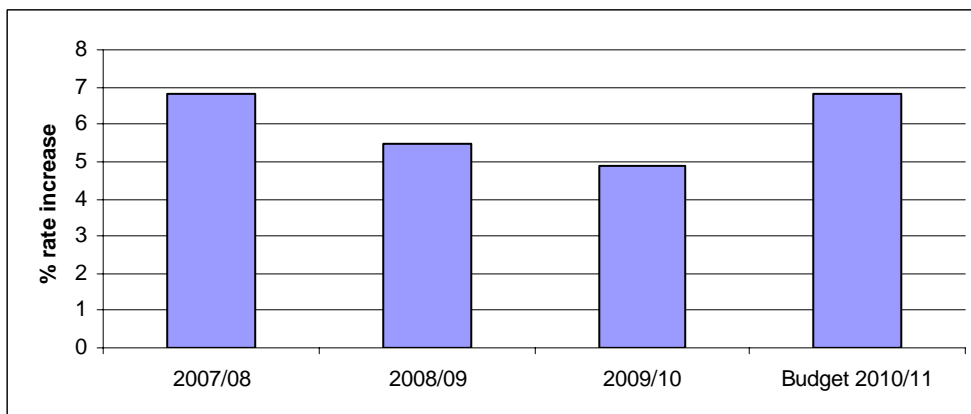
Executive Summary Cont.

Capital Works



The capital works program for the 2010/11 year is expected to be \$20.86 million. Of the total allocation, \$10.26 million is committed to infrastructure asset renewal while \$7.89 million has been allocated to new capital works and the upgrading of existing facilities. Council's renewal spend will be higher in 2010/11 than in previous years with the redevelopment of the Warrnambool Entertainment Centre. New capital works will be higher as a result of expenditure on new roads and drainage works in the cities growth areas. The capital expenditure program has been set and prioritised based on a rigorous process of evaluation that has enabled Council to assess needs and develop sound business cases for each project.

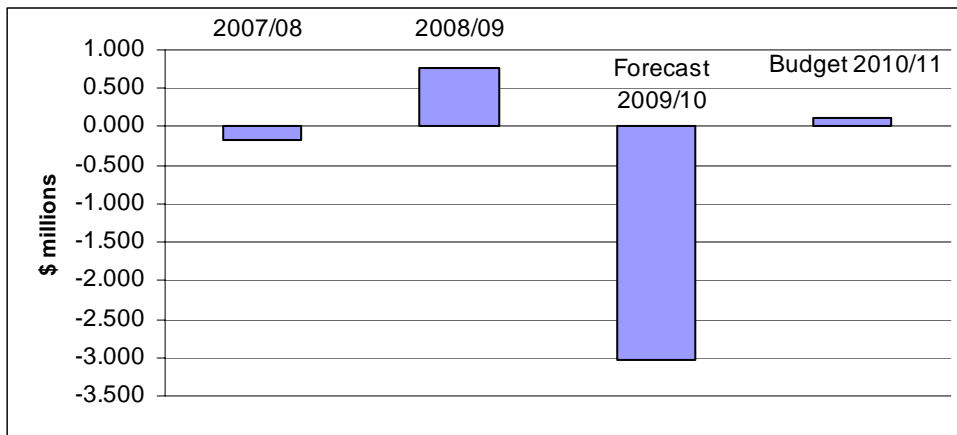
Rates



It is proposed that rates and charges be increased by 6.8% for the 2010/11 year, raising total rates of \$23.989 million. The rate increase is in line with Council's rating strategy. (The rate increase for the 2009/10 year was 4.9%).

Executive Summary Cont.

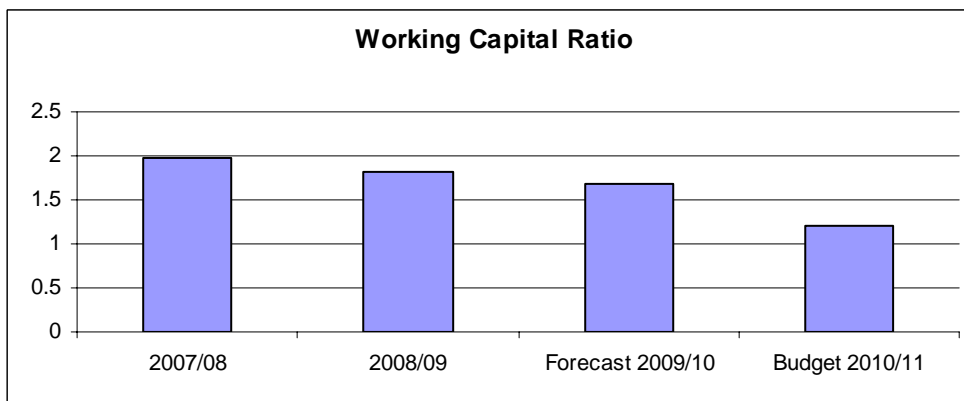
Underlying Operating Result & Financial Sustainability



The expected underlying operating result for the 2010/11 year is a small surplus of \$0.005 million. For the four year budget outlook period positive underlying results are expected in line with Council's aim. This underlying result excludes items such as capital grants and subdivider gifted assets. The forecast underlying deficit for 2009/10 is the result of expensing works (i.e. port dredging) which are funded by capital grants.

A high level Strategic Resource Plan for the years 2011/12 to 2013/14 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.

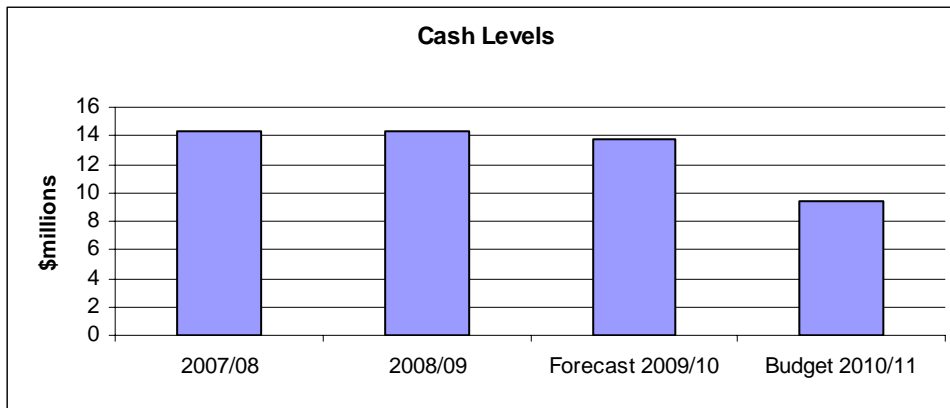
Working Capital Position



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, this is expected to reduce.

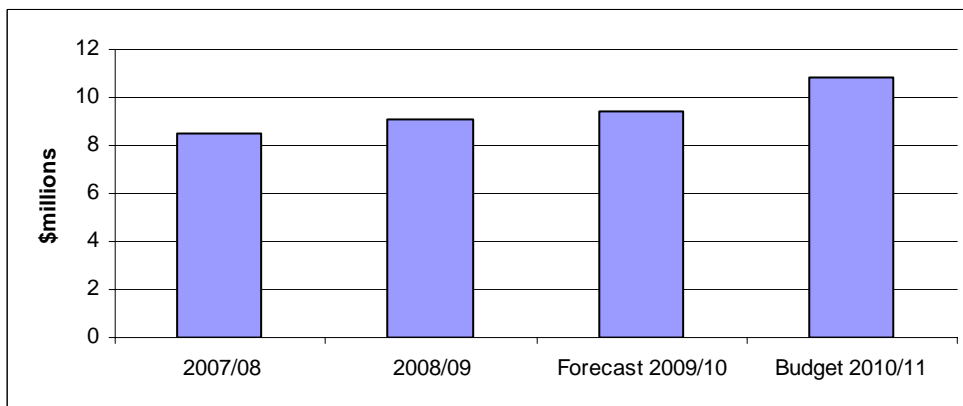
Executive Summary Cont.

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 will increase to \$3 million in 2010/11 to fund infrastructure works in the new growth areas. \$0.5 million and \$2.5 million will be borrowed in 2012/13 and 2013/14 respectively to continue these infrastructure works. At the same time Council is repaying over \$1.6 million of loan principal per year to repay existing debt. This strategy ensures Council's loan liability remains under the maximum prudential limit as stipulated by Local Government Victoria.

BRUCE A. ANSON
CHIEF EXECUTIVE

Budget Preparation

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 28 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 by which the Strategic Resource Plan must be completed and lodged with the Department of Planning & Community Development.

The key dates for the budget process are summarised below:

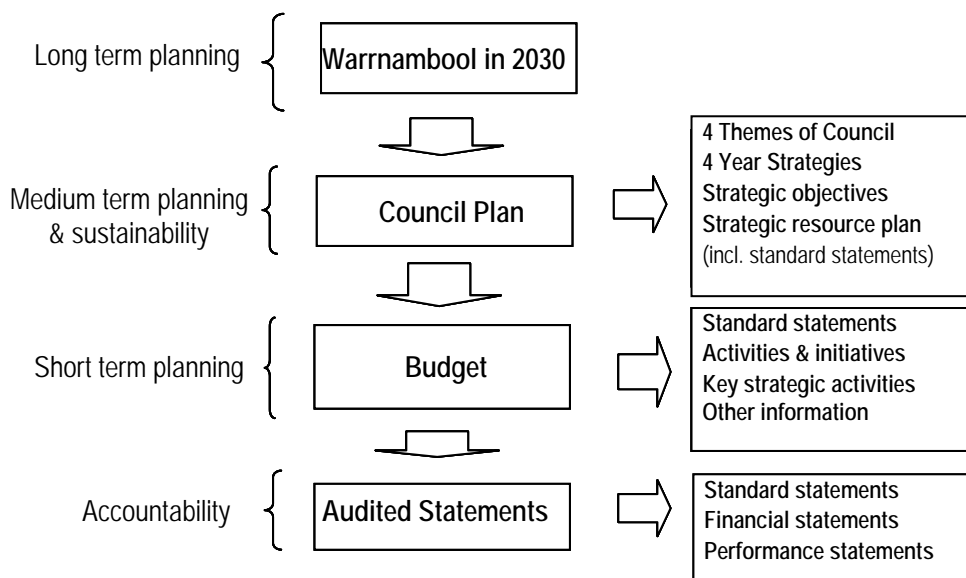
Budget process	Timing
1. Officers prepare operating and capital budgets	19/03/10
2. Council considers draft budgets	28/04/10
3. Draft budget submitted to Council for approval	12/05/10
2. Public notice advising intention to adopt budget	14/05/10
3. Budget available for public inspection and comment	14/05/10
4. Submissions period closes	11/06/10
5. Submissions considered by Council	16/06/10
6. Budget and submissions presented to Council for adoption	21/06/10
7. Copy of adopted budget submitted to the Minister	30/06/10

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 2009-13 years. The following table lists these four as described in the Council Plan.

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

2. Themes, 4 Year Strategies, Activities and Initiatives

2.1 Theme 1: A Leading Regional City

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

- Govern as a well planned, accountable, strategic and sustainable Council.
- Advocate for the City and the South West community.
- Enhance community engagement and transparency in all Council activities.
- Provide excellent customer service.
- Provide quality information and communication technology services.
- Implement new systems for efficiency and productivity savings.
- Embed risk management practices through Council.
- Promote an open and supportive workplace culture.
- Implement an accountable, sustainable budget and financial strategy.
- Ensure adequate resources are provided to appropriately maintain and expand Council's infrastructure.

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

Service Category	Description	2009/10	2010/11
		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. Also includes contributions made to community groups and organisations.	571 (13) 558	618 (43) 575
Executive Services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements. Also includes media & marketing	600 (29) 572	689 (53) 636
Revenue & Customer Service	Provides a complete service in revenue collection, property management and a customer interface for various service units and a wide range of transactions. Includes contract valuation service.	970 970	1,026 1,026
Information Services	Enables Council staff to have access to the information they require to efficiently perform their functions. Includes software support, licensing and lease commitments.	1,384 (21) 1,363	1,539 (21) 1,518
Organisation Development	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time be highly productive in delivering Council's services to the community. Includes recruitment, staff inductions and training.	505 (42) 463	820 (42) 778

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

Service Category	Description	2009/10 Budget Expenditure (Revenue) Net Cost \$'000	2010/11 Budget Expenditure (Revenue) Net Cost \$'000
Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, insurances, overhead costs including utilities.	2,219 (3,389) (1,170)	1,962 (3,545) (1,583)
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.	801 (356) 445	947 (293) 653
Infrastructure Services	This service prepares and conducts capital works and maintenance planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include roads, laneways, car parks, foot/bike paths, drains and bridges.	3,547 (876) 2,671	3,790 (885) 2,905
Drainage	Provides maintenance to the stormwater drainage network in a coordinated and efficient manner.	259 259	282 (9) 273
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	7,250 7,250	8,100 8,100

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
Redesign and upgrade Council's website.	Council Report	New website launched.
Commence replacement of Council's ageing IT software systems.	Council Report	New core systems adopted for implementation.
Ensure that an Essential Safety Measures audit is carried out at all buildings as required under the Act.	Council Report	Audit conducted and reported.

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:

- Aim to be a leading environmentally sustainable organisation.
- Educate and inform our community about sustainability.
- Promote sustainable design principles in new residential and commercial buildings.
- Protect, enhance and improve access to our coastal reserves and waterways.
- Promote sustainable transport systems.
- Create natural and open space environments in Warrnambool.
- Provide and maintain healthy and sustainable parks, gardens and recreation reserves.

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

Service Category	Description	2009/10 Budget Expenditure (Revenue) Net Cost \$'000	2010/11 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.	369 (113) 256	159 (30) 129
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.	2,750 (10) 2,740	2,905 (10) 2,895
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.	2,352 (148) 2,204	2,687 (154) 2,533

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
Implement priority actions in the Environmental Sustainability Strategy 2008-13.	Council Report	Priority actions implemented.
Complete construction of the Warrnambool Foreshore Pavilion.	Council Report	Construction complete.
Develop a Foreshore Vegetation Management Plan.	Council Report	Management plan developed.

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 support sport and recreation activities to promote healthy lifestyles and community wellbeing.
- Develop and support cultural activities that provide opportunities to celebrate, engage and participate in creative and artistic endeavours.
- Provide opportunities for young people to plan, coordinate and participate in activities.
- Review opportunities to improve the provision of public library services in Warrnambool.
- Provide leadership in the provision of early childhood and family services.
- Increase access to early childhood and family services through inclusive planning and partnerships arrangements.
- Implement strategies that support the needs of Warrnambool's culturally diverse community.
- Improve access to services, information and facilities through inclusive planning.
- Promote positive and active ageing.
- Strengthen and increase volunteer participation.
- Facilitate the development of affordable housing policy in Warrnambool.
- Provide direction for public health and community safety.

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

Service Category	Description	2009/10 Budget Expenditure (Revenue) Net Cost \$'000	2010/11 Budget Expenditure (Revenue) Net Cost \$'000
Community Support Services	Government funded programs aimed at improving community participation, rural access programs and facilitation of migration to the South West and volunteer programs.	312 (262) 50	327 (277) 50
Aged Services	This area provides a range of services including meals on wheels, personal care, respite, home maintenance, home care, adult day care and senior citizens programs.	3,008 (2,702) 306	3,140 (2,815) 325
Family Services	This service provides family oriented support services including pre-schools, maternal & child health, child care, counselling & support, youth services, immunization, family day care.	5,451 (5,210) 241	6,048 (5,817) 231

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

Service Category	Description	2009/10 Budget Expenditure (Revenue) Net Cost \$'000	2010/11 Budget Expenditure (Revenue) Net Cost \$'000
Art and Culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Art Gallery and Warrnambool Entertainment Centre.	1,417 (961) 456	1,099 (577) 522
Library Services	Provision of quality library and information services to the community.	553 553	570 570
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.	314 (46) 268	418 (46) 373
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.	2,648 (2,243) 405	2,840 (2,409) 431
Regulatory Services	Local laws enforcement including parking fees and fines, public safety and traffic control.	626 (1,498) (872)	799 (1,833) (1,034)
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food premises.	427 (200) 227	481 (197) 284
Festivals and Events Group	Delivers a range of promotions, festivals and events including the nationally acclaimed Fun4Kids festival and the annual multicultural festival.	1,771 (850) 921	2,211 (1,156) 1,055

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
Implement the Warrnambool Entertainment Centre Redevelopment.	Council Report	Construction commenced.
Prepare a Cultural Development Plan for Warrnambool.	Council Report	Plan developed.
Commence implementation of the library service review, including assessment of review proposals.	Council Report	Review implemented.
Implement key strategies from the Municipal Early Years Plan 2009- 2012.	Council Report	Key strategies implemented.
Develop and implement an Affordable Housing Strategy for Warrnambool.	Council Report	Strategy adopted by Council.

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 that delivers environmental sustainability.
- Ensure the City's infrastructure network meets growth demands.
- Develop a City-wide structure plan.
- Develop the Warrnambool Floodplain Management Plan and implement adopted works and measures.
- Support events that grow the economy and promote the City.
- Deliver projects that develop Warrnambool as a dynamic and sustainable tourism destination.
- Develop and implement an economic development and investment strategy which maximises net economic benefit to the region.
- Provide expert support, guidance and advice to employers and skilled candidates resulting in the attraction of skills necessary to sustain regional growth.
- Advocate to State and Federal Government to ensure retention and improvement to transport infrastructure to support regional growth.
- Maximise business engagement through active promotion of Council's business support services.
- Maintain a viable port facility.
- Ensure Warrnambool's sub regional land use planning is undertaken as a basis for improved planning outcomes.
- Strive to deliver a planning approvals system that meets the expectations of the community.
- Create a thriving and culturally rich City Centre supported by secondary retail precincts.
- Maximise the economic benefit from water resources.

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

Service Category	Description	2009/10	2010/11
		Budget Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	187 (104) 83	226 (120) 106
City Strategy & Development	This service prepares and processes amendments to the Council Planning Scheme 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, prepares major policy documents and processes amendments to the Council Planning Scheme.	994 (294) 700	994 (304) 684
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	793 (1,084) (291)	833 (1,432) (599)
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	1,127 (1,871) (744)	1,280 (2,059) (779)
Flagstaff Hill Maritime Village	A major regional tourist attraction that includes a recreated heritage village that displays the maritime history of the region and features the "Shipwrecked" Sound & Light laser show.	1,789 (1,640) 149	1,822 (1,654) 168

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

Service Category	Description	2009/10	2010/11
		Budget Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Business Support	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	578 (37) 541	647 (27) 620
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.	175 (101) 74	182 (110) 72
Port of Warrnambool	This service aims to maintain a viable port facility.	90 (96) (6)	82 (88) (6)

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
Construct the Harrington Road retention basin, associated rising main and pump station.	Council Report	Drainage project completed.
Finalise the Development Contribution Plans North of the Merri, North East and North Dennington.	Council Report	Plans completed.
Investigate potential growth opportunities for the Warrnambool Regional Airport through the additional use of land, new business opportunities and in the long-term establishment of passenger services.	Council Report	Development funding approved.
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.	Council Report	Princes Highway West improvement announced.

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 2009/10 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
A Regional Leading City	14,882	19,773	(4,891)
An Environmentally Sustainable City	5,557	5,751	(194)
A Liveable City	2,856	17,933	(15,077)
A City of Growth	272	6,066	(5,794)
Total activities & initiatives	23,567	49,523	(25,956)
Other non-attributable	(4,937)		
Deficit before funding sources	18,630		
Rates & charges	(23,989)		
Capital grants	(4,663)		
Total funding sources	(28,652)		
Surplus for the year	(10,022)		

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 in excess of 31,500 people, a total budget in \$77.88 million (\$57.02 million operating and \$20.86 million capital) and total assets of over \$400 million.

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 \$150 million for our City annually and attracts over 700,000 per year to Warrnambool.

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

3.2 Budget Impacts

In preparing the 2010/11 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:

- Wage increases of approximately 4.5% (EA increases, Band increments, etc.)
Based on the annual payroll of \$19m this equates to a wage cost increase of \$850,000 p.a.
- CPI of approximately 3.0% for the year ahead
- Construction and supply cost increases ranging from 4.0% to 8.0%
- Utility cost increases from 8.0% to 17.0%
- Increased landfill levies charges by state government
- Fuel products expected to increase based on global oil prices
- Essential safety measures for all public buildings requiring audit and inspection processes
- Growth rates of 1.7% - population projection of 50,000 by 2030
- Improving investment returns
- Increased bad and doubtful debts – financial hardship
- Increased debt servicing costs – new borrowings
- Increased unemployment – 9% nationally but less impact expected in South West (current national rate 5.7% and current south west rate 3.9%)
- Role of Council's capital works program as local economy stimulus
- Funding of Defined Benefits Superannuation Scheme - 2011

3.4 Budget Principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets and the overriding direction was for Recurrent (day to day operations) Program Budgets to be prepared at a maximum increase of 4% over the 2009/10 Adopted Budget. In the context of wages increasing by at least 4.5% p.a. and given that wages comprise approximately 50% of the recurrent budget, the 4% net Program target is quite challenging and is an efficiency driver of close to 1%.

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

- Operational net budget increases limited to 4%
- Service levels to be maintained at 2009/10 levels with the aim of being efficient and innovative and to maximise resource use
- Retain existing levels of subsidy for user fees in all Community Development programs. All fees and charges to be increased by at least 4% where possible (some legislative restrictions) and depending on market analysis

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

- New revenue sources to be identified where possible
- Grants to be based on confirmed funding levels
- Labour cost movements in accordance with Council's Enterprise Agreement (EA)
- Maintain and renew all existing assets in accordance with Council's Asset Management Policy
- Invest in growth areas infrastructure to facilitate development
- Procurement cost increases in accordance with supplier advice
- Real savings to be identified and preserved wherever possible
- All New Initiatives to be supported by justification documentation (business case)
- All Service Delivery Programs that are in excess of a 4% net increase to be supported by justification documentation
- Focus on advancing the "liveability" of Warrnambool

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 2010/11 budget, which is included in this report, is for the year 1 July 2010 to 30 June 2011 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 2011 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.

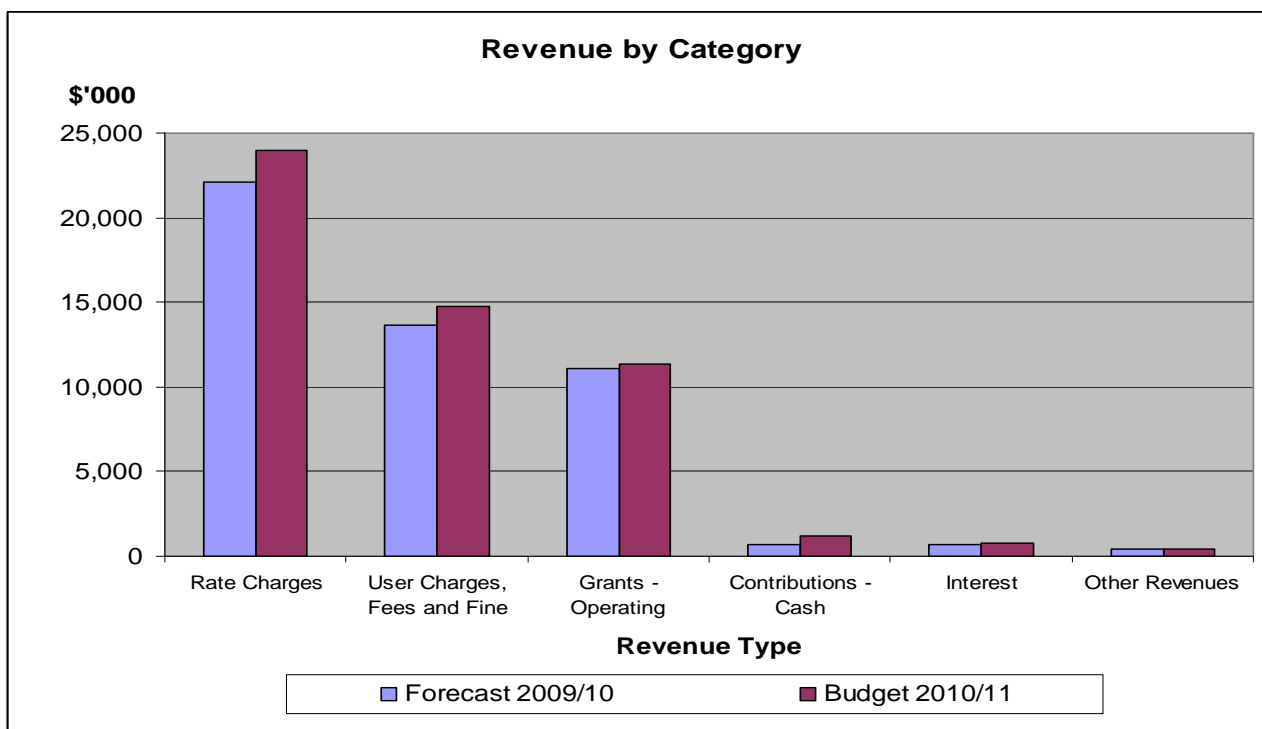
The budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a Strategic Resource Plan for the years 2010/11 to 2013/14 (section 8.), Rating Strategy (section 9.) and Borrowings Strategy (section 10.).

4. Analysis of Operating Budget

4.1 Operating Revenue

Revenue Types	Ref	Forecast		Variance
		Actual 2009/10 \$'000	Budget 2010/11 \$'000	
Rates and charges	4.1.1	22,113	23,989	1,876
User charges, fees and fines	4.1.2	13,626	14,722	1,096
Grants - Operating	4.1.3	11,113	11,328	215
Grants - Capital	4.1.4	3,005	4,663	1,658
Contributions	4.1.5	685	1,197	512
Interest	4.1.6	687	737	50
Other revenue	4.1.7	418	388	(80)
Total operating revenue		51,645	57,023	5,378
Net gain on sale of assets	4.1.8	27	243	216
Granted Assets		2,000	5,000	3,000

Source: Appendix A



4.1.1 Rates and charges (\$1.87 million increase)

It is proposed that income from rates and charges will increase by \$1.87m to a total of \$23.9 million in 2010/11. The increase in revenue is generated by the proposed 6.8% 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 2010/11.

4.1.2 User charges, fees and fines (\$1.09 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 \$1.09 million compared to 2009/10. Council is conscious of the need to restrict fee increases for those feeling the financial pressure from current economic climate.

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

4.1.3 Grants - Operating (\$0.21 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to the community. Overall, the level of operating grants will increase by only \$0.21 million compared to 2009/10. Funded programs vary from year to year however a number of specific grant funded services are struggling to receive funding increases that equate to the movement in CPI. Significant areas of grant funding are summarised below:

Grant Funding Types	Forecast		Variance \$'000
	Actual 2009/10 \$'000	Budget 2010/11 \$'000	
Family Day Care	778	786	8
Child Care	771	812	41
Home Care	1,246	1,307	61
Pre Schools	1,001	1,091	90
Victorian Grants Commission	3,354	3,368	14

4.1.4 Grants - Capital (\$1.65 million increase)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. The movement in capital grants income reflects the movement in major capital works that are grant funded. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2009/10 year. Grants for the Warrnambool Entertainment Centre will result in higher levels of capital grants in 2010/11 and 2011/12.

4.1.5 Contributions (\$0.51 million increase)

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

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

It is anticipated that this income will increase to \$0.51 million in 2009/10.

4.1.6 Interest – (\$0.50 million decrease)

Investment interest is impacted on by the level of cash held and the return on investment. It is anticipated that cash levels will reduce over 2010/11 as the capital works backlog is reduced and that investment returns will increase slightly over current levels which have improved as the economic downturn diminishes.

4. Analysis of Operating Budget cont.

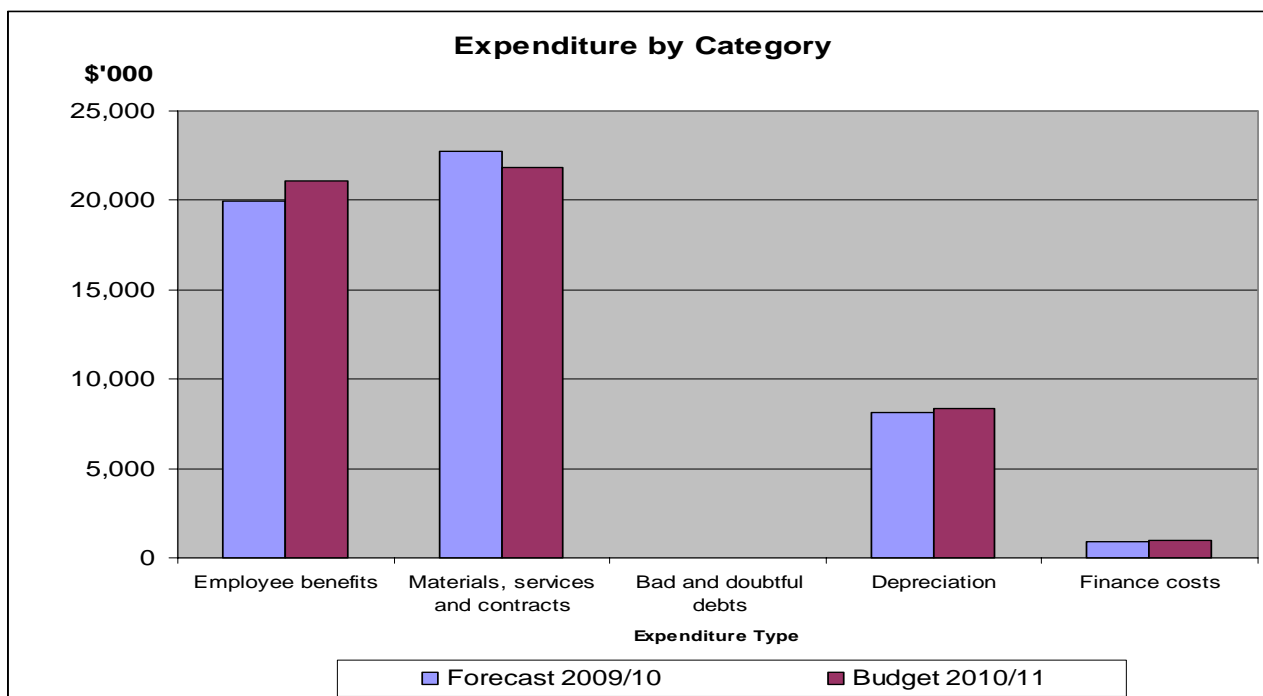
4.1.7 Other revenue (\$0.80 million decrease)

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 \$0.80 million in 2010/11.

4.2 Operating Expenditure

Expenditure Types	Ref	Forecast	Budget	Variance
		Actual 2009/10 \$'000	2010/11 \$'000	\$'000
Employee benefits	4.2.1	19,940	21,074	1,134
Materials and services	4.2.2	22,744	21,855	(889)
Bad and doubtful debts	4.2.3	15	14	(1)
Depreciation and amortisation	4.2.4	8,100	8,350	250
Finance costs	4.2.5	883	951	68
Total operating expenditure		51,683	52,244	561

Source: Appendix A



4.2.1 Employee benefits (\$1.13 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 \$1.13 million compared to 2009/10. The major driver of labour cost movements is Council's Enterprise Agreement (EA) which sets out wage increases for all staff.

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

4. Analysis of Operating Budget cont.

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

Type of employment	Forecast	Budget
	Actual 2009/10 EFT's	2010/11 EFT's
Permanent	196	200
Casual	161	161
Total	357	361

4.2.2 Materials & services (\$0.89 million increase)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Whilst general supply costs will increase in 2010/11 the overall value of materials and contracts is expected to reduce due to the inclusion of approximately \$1.0 million dollars of expensed works on the breakwater in 2009/10.

Utility costs include electricity, water, sewer, gas and telecommunications. These costs, together with petroleum products, are expected to increase by more than CPI during 2010/11.

4.2.3 Bad and doubtful debts (\$0.01 million decrease)

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

4.2.4 Depreciation and amortisation (\$0.25 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an assets consumption 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 2010/11 is due mainly to the full year effect of depreciation on the 2009/10 capital works program. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2010/11 year.

4.2.5 Finance costs (\$0.68 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	Budget	Variance
	Actual 2009/10 \$'000	2010/11 \$'000	\$'000
Surplus/(Deficit) for the year	1,990	10,022	8,032
Less: Net gain/(loss) on asset disposals	27	243	216
Less: Capital Grants	3,005	4,663	1,658
Less: Granted assets	2,000	5,000	3,000
Underlying surplus/(deficit)	(3,042)	116	2,926

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 2010/11 year is a small surplus of \$0.005 million. Council's aim is to return positive underlying results in the medium term.

5. Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2010/10 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

5.1 Budgeted Cash Flow Statement

	Ref	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Cash flows from operating activities	5.1.1			
<i>Receipts</i>				
General rates		22,113	23,749	1,636
Grants & Contributions - Operating		11,347	11,875	528
Grants & Contributions - Capital		3,455	5,313	1,858
Interest		687	737	50
User charges & fees		13,626	14,722	1,096
Other revenue		418	388	(30)
<i>Payments</i>				
Employee costs		(19,940)	(21,074)	(1,134)
Materials & consumables		(21,745)	(21,956)	(211)
Finance costs		(883)	(951)	(68)
Net cash provided by operating activities		9,077	12,802	3,725
Cash flows from investing activities	5.1.2			
Proceeds from sales of property, plant & equipment		2,217	428	(2,169)
Payments for property, plant and equipment		(12,285)	(18,856)	(6,571)
Net cash used in investing activities		(10,067)	(18,428)	(8,361)
Cash flows from financing activities	5.1.3			
Proceeds from borrowings		2,000	3,000	1,000
Repayment of borrowings		(1,636)	(1,623)	13
Net cash used in financing activities		364	1,377	1,013
Net increase/(decrease) in cash and cash equivalents		(627)	(4,248)	(3,621)
Cash and cash equivalents at the beginning of the period		14,316	13,389	(627)
Cash and cash equivalents at end of the year	5.1.4	13,689	9,441	(4,248)

5. Analysis of Budgeted Cash Position cont.

5.1.1 Operating activities (\$3.72 million increase)

The increase in cash generated from operating activities is largely due to capital grants associated with new capital projects, particularly the Warrnambool Entertainment Centre redevelopment.

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 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Surplus (deficit) for the year	1,990	10,022	8,032
Depreciation	8,100	8,350	250
Loss (gain) on sale of assets	(27)	(243)	216
Granted Assets	(2,000)	(5,000)	3,000
Net movement in current assets and liabilities	1,014	13,129	3,601
Cash flows available from operating activities	9,077	12,802	3,725

5.1.2 Investing activities (\$8.36 million increase)

The increase in payments for investing activities represents the planned rollover of a number of capital works projects from 2009/10 to 2010/11. The majority of these works are drainage and roads infrastructure works.

5.1.3 Financing activities (\$1.01 million increase)

New loan borrowings increase to \$3.0 million dollars to finance infrastructure in new growth areas and principal repayments remain at \$1.6 million.

5.1.4 Cash and cash equivalents at end of the year (\$4.25 million decrease)

Overall, total cash and investments is forecast to decrease by \$4.25 million to \$9.44 million as at 30 June 2011. This reduction assumes that capital works rolled over from 2009/10 of approximately \$4.0m are fully expended in 2010/11.

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, 2011 it will have cash and investments of \$9.44 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Total cash and investments		13,689	9,441	(4,248)
Restricted cash and investments				
- Statutory reserves	5.2.1	(100)	(150)	(50)
- Discretionary reserves	5.2.2	(5,403)	(2,485)	2,918
- Long service leave	5.2.3	(2,000)	(2,100)	(100)
Unrestricted cash and investments	5.2.4	6,186	4,706	(1,480)

5. Analysis of Budgeted Cash Position cont.

5.2.1 Statutory reserves (\$0.15 million)

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

5.2.2 Discretionary reserves (\$2.48million)

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 (\$2.1 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 (\$4.71 million)

These funds are available for 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.

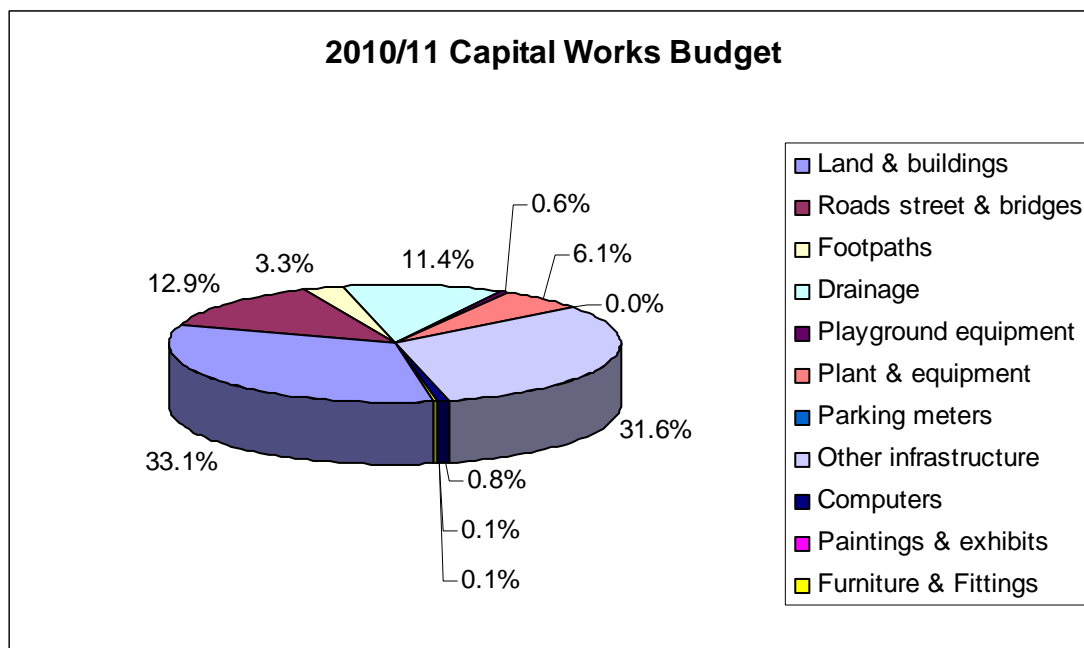
6. Analysis of Capital Budget

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

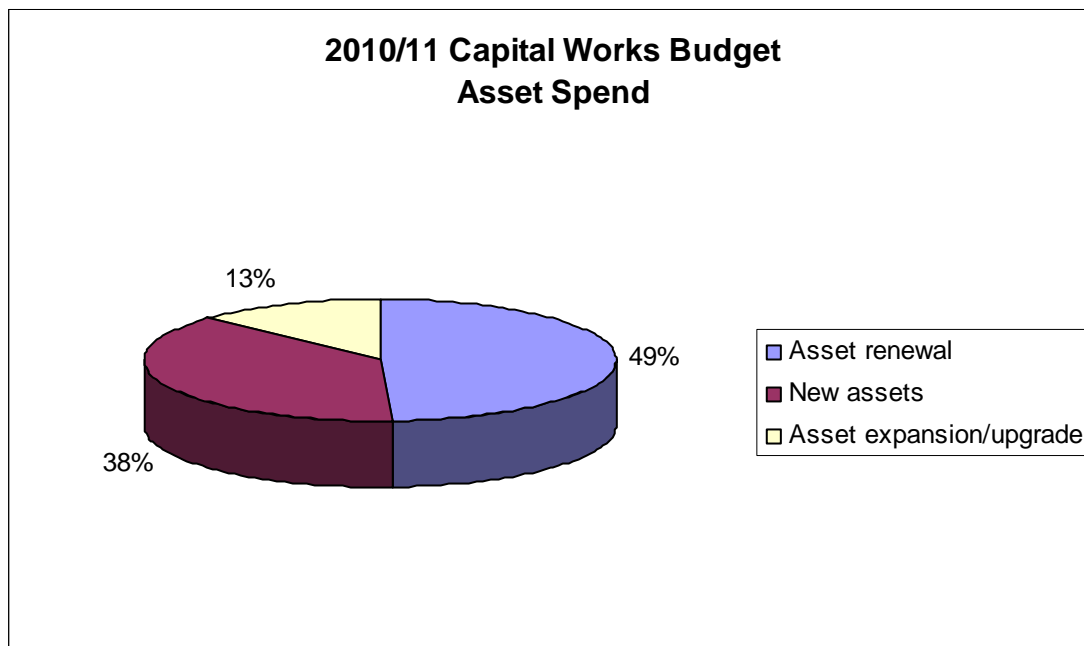
6.1 Capital Works

Capital Works Areas	Ref	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Works carried forward	6.1.1			
Roads			1,289	
Drainage			1,975	
Land & Buildings			727	
Total works carried forward			3,991	
New works for 2008/09				
Roads	6.1.2	3,095	2,696	(399)
Drainage	6.1.3	336	2,375	2,039
Land & Buildings	6.1.4	5,028	6,896	1,868
Plant and equipment	6.1.5	1,437	1,270	(167)
Other	6.1.6	6,298	3,628	(2,670)
Total new works		16,194	20,856	4,662
Represented by:				
Asset renewal	6.1.7	9,785	10,260	475
New assets	6.1.7	5,636	7,890	2,254
Asset expansion/upgrade	6.1.7	773	2,706	1,933
Total capital works		16,194	20,856	4,662

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 (\$3.99 million)

It is estimated that approximately \$3.99 million of capital works are to be carried forward from 2009/10 to the 2010/11 financial year. These works relate, generally, to drainage and roads infrastructure and the Harbour Pavilion project and have involved preliminary negotiations and design timelines that exceeded original estimations.

6.1.2 Roads (\$2.70 million)

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

For the 2010/11 year \$2.70 million will be expended on road projects which include local roads rehabilitation, resealing, re-sheeting and major patching works.

6.1.3 Drainage (\$2.37 million)

Drains include all drains and pits which comprise Council's extensive stormwater drainage network and new works in West Warrnambool to address shortcomings in this area.

6.1.4 Land & Buildings (\$6.90 million)

Council has over 240 major buildings with a replacement cost of over \$90m. These assets require renewal investment in addition to the new scheduled building projects and for the 2010/11 year \$1.0 million is committed to the completion of the harbour pavilion while \$3.8 million is allocated to the first year of the Warrnambool Entertainment Centre redevelopment.

6.1.5 Plant & equipment (\$1.27 million)

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

For the 2010/11 year, \$1.27 million will be expended on plant, equipment and other items which is a \$0.17m reduction over the previous year.

6.1.6 Other (\$3.63 million)

For the 2010/11 year, \$3.63 million will be expended on other capital projects with the major allocations for infrastructure works to be completed in new growth areas.

6. Analysis of Capital Budget cont.

6.1.7 Asset renewal (\$10.26 million), new assets (\$7.89 million), and expansion/upgrade (\$2.71 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 and the Warrnambool Entertainment Centre redevelopment (both projects spread across two financial years), 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 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Current assets	7.1.1			
Cash and cash equivalents		13,689	9,441	(4,248)
Trade and other receivables		2,998	2,600	(398)
Inventories		120	110	(10)
Other current assets		230	230	0
Non-current assets classified as held for sale		648	0	(648)
Total current assets		17,037	12,381	(4,656)
Non-current assets	7.1.3			
Trade and other receivables		715	190	(525)
Investments in associates		750	750	0
Property, infrastructure, plant and equipment		385,449	404,380	18,931
Total non-current assets		386,914	405,320	18,406
Total assets		403,951	417,701	13,750
Current liabilities	7.1.2			
Trade and other payables		3,900	4,000	100
Trust funds		1,000	1,000	0
Interest-bearing loans and borrowings		1,623	1,545	(78)
Provisions		3,600	3,750	150
Total current liabilities		10,123	10,295	172
Non-current liabilities	7.1.4			
Interest-bearing loans and borrowings		7,794	9,249	1,455
Provisions		600	650	50
Total non-current liabilities		8,394	9,899	1,505
Total liabilities		18,517	20,194	1,677
Net assets		385,434	397,507	12,073
Equity	7.1.5			
Accumulated surplus		144,984	155,007	10,022
Asset revaluation reserve		235,000	240,000	5,000
Other reserves		5,450	2,500	(2,950)
Total equity		385,434	397,507	12,073

Source: Appendix A

7.1.1 Current assets (\$4.65 million decrease) and Non-Current Assets (\$18.41 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 \$4.65 million during the year. This is attributable to carrying forward funds to finance capital works carried forward from the 2009/10 year.

7. Analysis of Budgeted Financial Position cont.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to reduce over the 2010/11 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.

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 (\$0.17 million increase) and Non-Current Liabilities (\$1.68 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 2009/10 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 \$1.62 million over the year and drawdown new loan funds of \$3.00 million in accordance with the Loan Strategy.

7.1.3 Net Assets (\$12.07million 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 \$12.07 million results predominantly from the operating surplus and asset revaluations.

7.1.4 Equity (\$12.07 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 2011 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 2010/11 year
- Trade and other creditors to remain consistent with 2009/10 levels
- Debtors to reduce slightly as some larger outstanding debts are repaid in 2010/11.
- 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 \$1.62 million and new borrowings to be \$3.00 million
- Total capital expenditure to be \$20.8 million inclusive of works carried forward from 2009/10

8. Strategic Resource Plan & Key Financial Indicators

8.1 Plan Development

As required by the Local Government Act Council has prepared Strategic Resource Plan (SRP) for the four years 2010/11 to 2013/14 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. Council has also prepared a 10 year financial plan to assist with longer term financial planning. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

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

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

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

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

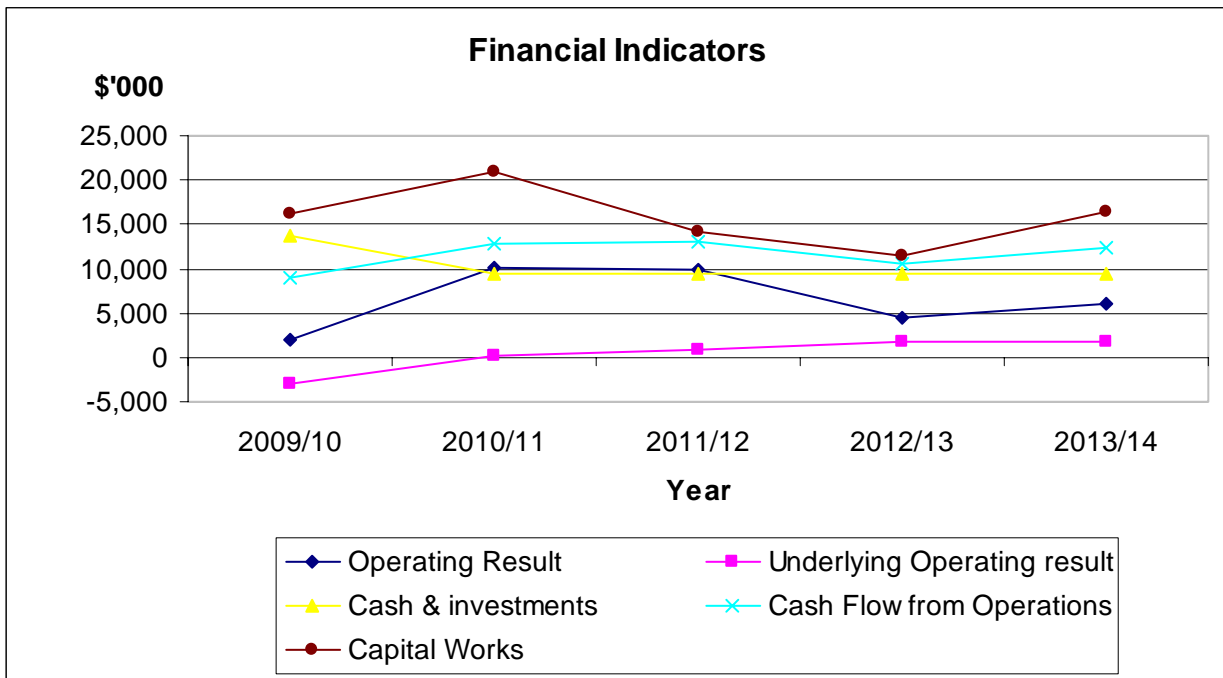
8.2 Financial Resources

The following table summaries the key financial results for the next four years as set out in the SRP for years 2010/11 to 2013/14. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast		Strategic Resource Plan		
	Actual	Budget	Projections		
	2009/10 \$'000	2010/11 \$'000	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000
Operating result	1,990	10,022	9,795	4,424	5,969
Underlying operating result	(3,042)	116	889	1,671	1,865
Cash and investments	13,986	9,441	9,446	9,361	9,472
Cash flow from operations	9,077	12,802	12,992	10,544	12,423
Capital works	16,194	20,856	14,107	11,531	16,492

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 four years from \$13.69 million to \$9.47 million, as Council completes some major capital works.
- **Rating strategy (section 9)** – A 6.8% rate increase has been built into the 2010/11 budget and then indexed at 5% for forecasting purposes. With additional growth in the rate base this will ensure necessary funds are generated to meet Council's budgetary requirements.
- **Borrowing strategy (section 10)** – Borrowings are forecast to increase to a peak of \$10.79 million in 2010/11 as borrowings for infrastructure works in the identified growth areas are maximised. Net borrowings reduce from 2011/12 onwards.

8. Strategic Resource Plan & Key Financial Indicators cont.

8.3 Key Financial Indicators

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

Indicator	Notes	Forecast	Budget	Strategic Resource Plan		
		2009/10	2010/11	2011/12	2012/13	2013/14
Financial performance						
Underlying result/underlying revenue		-6.67%	0.24%	1.76%	2.94%	3.17%
Operating expenses/Assessment				3,442		
		3,378	3,381		3,521	3,681
Rate revenue/Underlying revenue		48.5%	50.3%	50.2%	47.4%	48.6%
Rate revenue/Assessment				1,629		
		1,445	1,553		1,710	1,795
Debt Servicing/Total revenue		1.16%	1.20%	1.41%	1.17%	0.95%
Grants/Total revenue		22.8%	21.6%	20.3%	20.2%	19.8%
Fees and charges/Total revenue		28.0%	28.1%	28.0%	27.8%	27.6%
Debt servicing & redemption/rate revenue		9.9%	9.4%	9.1%	7.5%	6.3%
Financial position						
Indebtedness/Rate revenue		42.6%	45.0%	36.4%	31.2%	33.9%
Underlying result/Total assets		-0.75%	0.03%	0.21%	0.38%	0.41%
Current assets/Current liabilities		1.68	1.20	1.16	1.17	1.19
Total liabilities/Assessment				1,215		
		1,210	1,307		1,149	1,225
Capital expenditure						
Capital works				14,107		
		16,194	20,856		11,531	16,492
- Asset renewal				10,045		
		9,784	10,260		5,479	5,767
- New assets				3,166		
		5,636	7,890		5,122	9,773
- Asset expansion/upgrade				896		
		773	2,706		930	952
Cash op act/Net capital outlays		73.9%	67.9%	102.3%	103.0%	88.3%
Capital works/Rate revenue		73.2%	86.9%	55.5%	42.8%	57.8%
Asset renewal/Total depreciation		120.8%	122.9%	116.8%	61.9%	63.4%

Notes to indicators

1 Underlying operating result – Council aims to return positive underlying results over the forward look period.

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

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

4 Current assets/Current Liabilities - Council's has 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 the forward outlook period.

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. This ratio is impacted by major building projects which are cyclical in nature.

8. Strategic Resource Plan & Key Financial Indicators cont.

8.4 Non-Financial Resources

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

Indicator	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2009/10	2010/11	2011/12	2012/13	2013/14
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs	19,940	21,074	21,925	22,810	23,731
Employee numbers (EFT)	357	361	361	361	361

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 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 impacts of the global financial crisis.

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 6.8% in 2010/11 raising a total rate of \$23.989 million, including \$0.235 million generated from supplementary rates.

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.

9. Rating Strategy cont.

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

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

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

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

The following table summarises the rates to be levied for the 2010/11 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2009/10	2010/11
Other land rates	Cents in \$ of CIV	.002780	.002880
Farm land rates	Cents in \$ of CIV	.001583	.001585
Commercial land rates	Cents in \$ of CIV	.004554	.004720
Industrial land rates	Cents in \$ of CIV	.005380	.004909
Vacant land rates	Cents in \$ of CIV	.004484	.004646
Industrial 2 land rates	Cents in \$ of CIV	.003603	.003803
Recreational land Cat 1	\$ per property	\$16,006.90	\$17,095.36
Recreational land Cat 2	Cents in \$ of CIV	.002702	.002852
Municipal charge	\$ per property	\$ 167.00	\$ 188.00
Waste Management charge	\$ per property	\$ 231.00	\$ 237.00

9.4 General Revaluation of Properties

As required by legislation, a revaluation of all properties within the municipality is carried out every two years. A revaluation has been returned in 2010 with a revaluation date of 1 January 2010 and these valuations will apply from 1 July 2010 for the 2010/11 rating year.

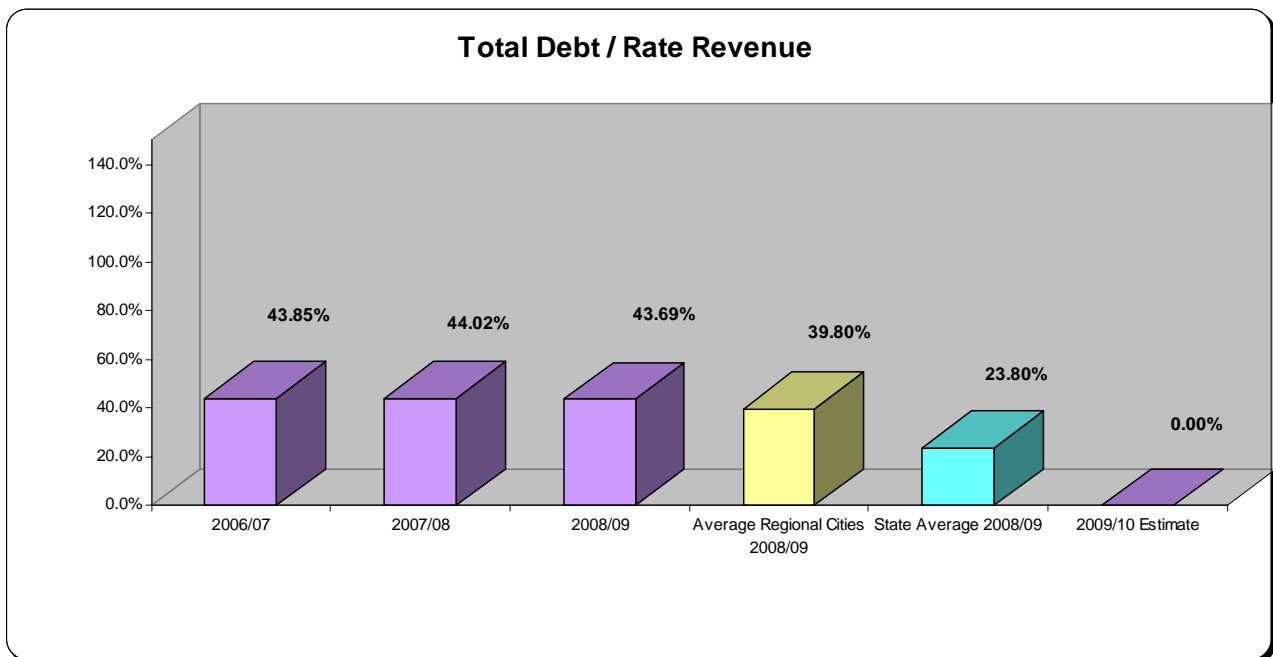
10. Borrowing Strategies

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

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

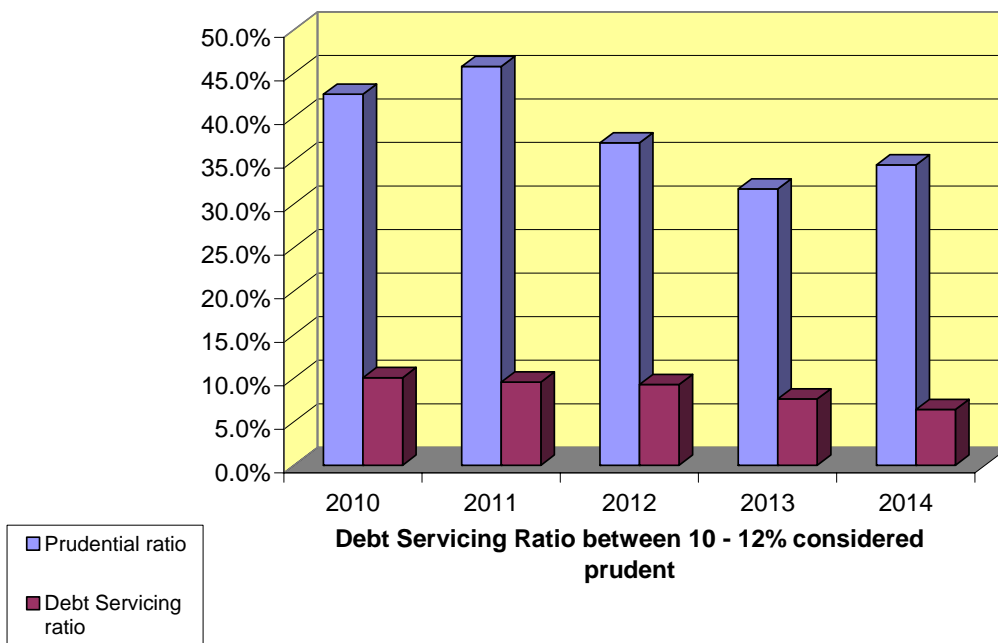
For the 2010/11 year, Council continues with new borrowings of \$3.00 million and makes loan principal repayments of \$1.623 million, which will see total debt rise to \$10.79 million as at 30 June 2011. The following table sets out future proposed borrowings and loan repayments based on the forecast financial position of Council as at 30 June 2010.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2009/10	2,000	1,636	585	9,417
2010/11	3,000	1,623	628	10,794
2011/12	0	1,545	771	9,249
2012/13	500	1,346	668	8,403
2013/14	2,500	1,221	574	9,682

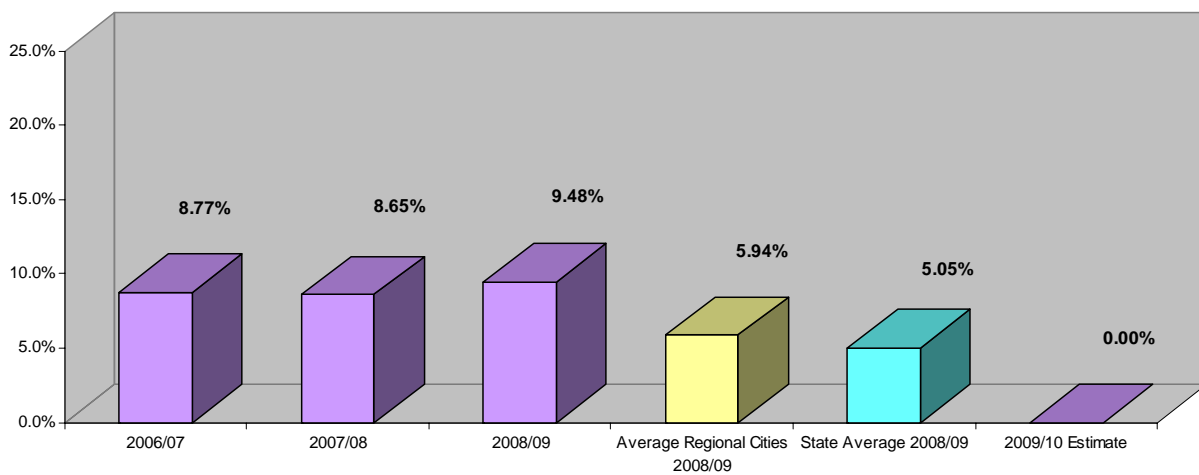


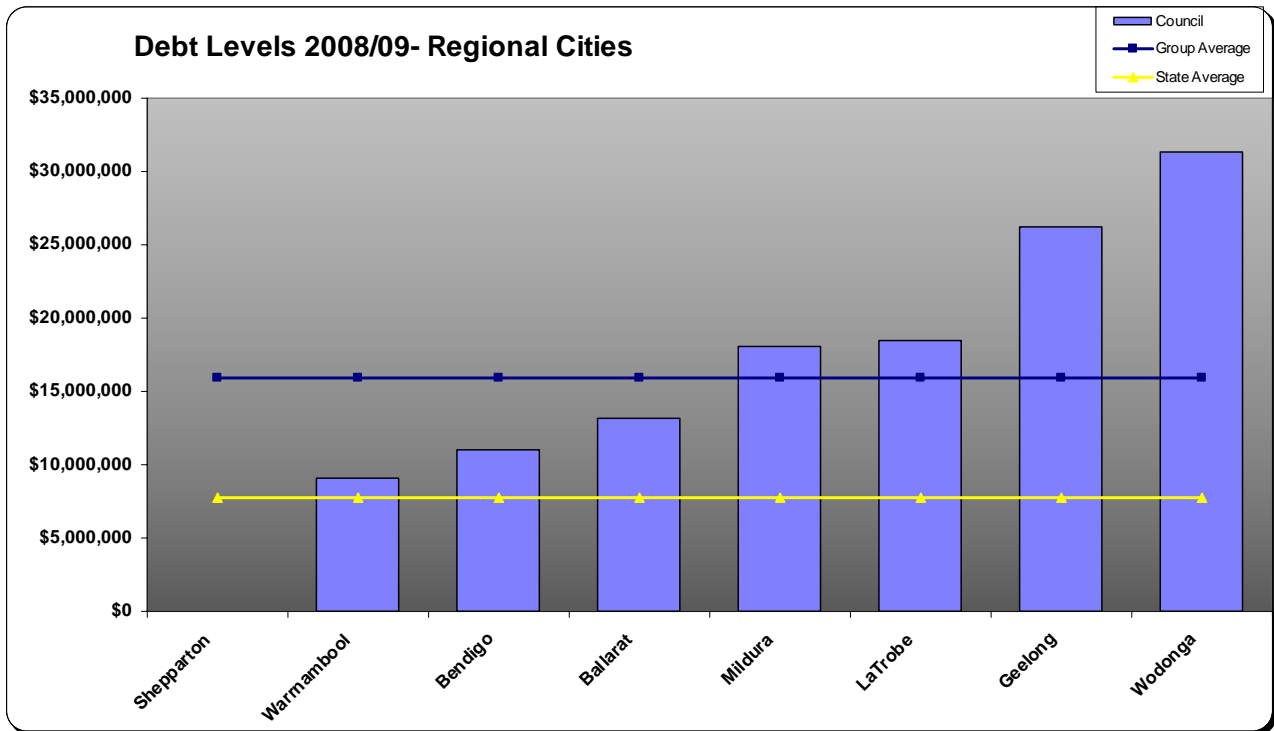
**Max Prudential Limit
60%**

Debt Ratio Analysis



Debt Servicing & Redemption / Rate Revenue





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	47
B	Statutory disclosures	52
C	Capital works program	59
D	Key Strategic Activities	63
E	Fees and Charges	64
F	Activities and Initiatives	83

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 2014

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2010		2011	2012	2013
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenues from ordinary activities					
Rate charges	22,113	23,989	25,418	26,936	28,544
User charges, fees and fine	13,626	14,722	15,262	15,904	16,640
Grants - Operating	11,113	11,328	11,097	11,528	11,976
Grants - Capital	3,005	4,663	3,944	278	1,628
Contributions - Cash	685	1,197	1,642	1,547	1,974
Interest	687	737	766	797	828
Other revenues	418	388	403	420	436
Total revenues	51,645	57,023	58,532	57,410	62,027
Expenses from ordinary activities					
Employee benefits	19,940	21,074	21,925	22,810	23,731
Materials, services and contracts	22,744	21,855	22,053	22,767	24,749
Bad and doubtful debts	15	14	15	15	16
Depreciation	8,100	8,350	8,600	8,850	9,100
Finance costs	883	951	1,107	1,018	937
Total expenses	51,683	52,244	53,699	55,461	58,534
Net (loss) gain on disposal of property, infrastructure, plant and equipment	27	243	(38)	(25)	(25)
Granted assets	2,000	5,000	5,000	2,500	2,500
Surplus (deficit) for the year	1,990	10,022	9,795	4,424	5,969

Budgeted Standard Balance Sheet

For the four years ending 30 June 2014

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2010		2012	2013	2014
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash assets	13,689	9,441	9,446	9,361	9,472
Receivables	2,998	2,600	2,200	2,250	2,300
Inventories - consumables	120	110	100	100	100
Other current assets	230	230	230	230	230
Non-current assets classified as held for sale	648	0	0	0	0
Total current assets	17,037	12,381	11,976	11,941	12,102
Non-current assets					
Receivables	715	190	180	170	160
Investments in associates & joint ventures	750	750	750	750	750
Property, infrastructure, plant & equipment	385,449	404,380	418,845	427,968	440,565
Total non-current assets	386,914	405,320	419,775	428,888	441,475
Total Assets	403,951	417,701	431,751	440,829	453,577
Liabilities					
Current liabilities					
Payables	3,900	4,000	4,100	3,900	3,800
Trust funds	1,000	1,000	1,000	1,000	1,000
Employee benefits	3,600	3,750	3,900	4,050	4,200
Interest-bearing liabilities	1,623	1,545	1,346	1,221	1,153
Total current liabilities	10,123	10,295	10,346	10,171	10,153
Non-current liabilities					
Employee benefits	600	650	700	750	800
Interest-bearing liabilities	7,794	9,249	7,903	7,182	8,529
Total non-current liabilities	8,394	9,899	8,603	7,932	9,329
Total liabilities	18,517	20,194	18,949	18,103	19,482
Net Assets	385,434	397,507	412,802	422,726	434,095
Represented by:					
Accumulated surplus	144,984	155,007	164,802	169,226	175,195
Asset revaluation reserve	235,000	240,000	245,000	250,000	255,000
Other reserves	5,450	2,500	3,000	3,500	3,900
Equity	385,434	397,507	412,802	422,726	434,095

Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2014

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual		2012	2013	2014
	2010	2011	2012	2013	2014
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Receipts	22,113	23,749	25,164	26,667	28,259
General rates	11,347	11,875	11,664	12,116	12,585
Operating grants & contributions	3,455	5,313	5,019	1,238	2,993
Capital grants & contributions	687	737	766	797	828
Interest	13,626	14,722	15,262	15,904	16,640
User charges & fees	418	388	403	420	436
Other revenue	22,113	23,749	25,164	26,667	28,259
	51,645	56,783	58,278	57,140	61,742
Payments					
Employee costs	(19,940)	(21,074)	(21,925)	(22,810)	(23,731)
Materials, consumables & contracts	(21,745)	(21,956)	(22,254)	(22,768)	(24,650)
Finance costs	(883)	(951)	(1,107)	(1,018)	(937)
	(42,569)	(43,981)	(45,286)	(46,596)	(49,319)
Net cash provided by operating activities	9,077	12,802	12,992	10,544	12,423
Cash flows from investing activities					
Proceeds from sales of property, plant & equipment	2,217	428	1,255	452	470
Payments for property, plant and equipment	(12,285)	(18,856)	(12,697)	(10,235)	(14,062)
Net cash provided by investing activities	(10,067)	(18,428)	(11,443)	(9,783)	(13,591)
Cash flows from financing activities					
Proceeds from borrowings	2,000	3,000	0	500	2,500
Repayment of borrowings	(1,636)	(1,623)	(1,545)	(1,346)	(1,221)
Net cash provided by (used in) financing activities	364	1,377	(1,545)	(846)	1,279
Net increase/(decrease) in cash held	(627)	(4,248)	5	(84)	111
Cash at the beginning of the financial year	14,316	13,689	9,441	9,446	9,361
Cash at the end of the financial year	13,689	9,441	9,446	9,361	9,472

Budgeted Standard Capital Works Statement

For the four years ending 30 June 2014

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual		2012	2013	2014
	2010	2011	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000

Capital works areas

Land & buildings	5,028	6,896	6,066	2,204	4,591
Roads street & bridges	3,095	2,696	2,773	3,761	4,065
Footpaths	1,254	679	540	560	582
Drainage	336	2,375	0	0	0
Playground equipment	217	125	125	130	135
Plant & equipment	1,437	1,270	1,320	1,373	1,428
Parking meters	40	0	0	0	0
Other infrastructure	4,482	6,591	2,564	2,870	5,502
Computers	253	173	670	583	138
Paintings & exhibits	21	20	20	20	20
Furniture & Fittings	30	30	30	30	30
Total capital works	16,194	20,856	14,107	11,531	16,492

Represented by :

Asset renewal	9,785	10,260	10,045	5,479	5,767
New assets	5,636	7,890	3,166	5,122	9,773
Asset expansion/upgrade	773	2,706	896	930	952
Total capital works	16,194	20,856	14,107	11,531	16,492

Appendix B Statutory Disclosures

The appendix includes the following budgeted information:

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

Statutory disclosures**1. Borrowings**

	2009/10 \$	2010/11 \$
New borrowings (other than refinancing)	2,000,000	3,000,000
Debt redemption	1,635,700	1,623,000

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

Type of Property	2009/10 cents/\$CIV	2010/11 cents/\$CIV
General rate for rateable other land properties	0.002780	.002880
General rate for rateable farm land properties	0.001583	.001585
General rate for rateable commercial land properties	0.004554	.004720
General rate for rateable industrial land properties	0.005380	.004909
General rate for rateable vacant land properties	0.004484	.004646
General rate for rateable industrial 2 land properties	0.003603	.003803
Recreational land category 1 properties #	\$16,006.90	\$17,095.36
Recreational land category 2 properties	0.002702	.002852

Charge is \$ per property.

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

Type of Property	2009/10 \$	2010/11 \$
Other land	10,778,315	11,661,314
Farm land	305,625	310,914
Commercial land	3,108,426	3,437,518
Industrial land	804,961	917,553
Vacant land	797,400	888,989
Industrial 2 land	90,058	88,831
Recreational land category 1	16,007	17,095
Recreational land category 2	28,506	22,839

2.3 The estimated total amount to be raised by rates

	2009/10 \$	2010/11 \$
Total rates to be raised	16,129,298	17,345,053

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	2009/10 Change %	2010/11 Change %
Other land	4.9	6.8
Farm land	4.9	6.8
Commercial land	4.9	6.8
Industrial land	4.9	6.8
Vacant land	4.9	6.8
Industrial 2 land	4.9	6.8
Recreational land category 1	4.9	6.8
Recreational land category 2	4.9	6.8

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

Type of Property	2009/10 \$	2010/11 \$
Other land	13,109	13,332
Farm land	184	181
Commercial land	892	908
Industrial land	320	329
Vacant land	641	712
Industrial 2 land	1	1
Recreational land category 1	1	1
Recreational land category 2	10	14
Total number of assessments	15,158	15,478

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	2009/10 \$	2010/11 \$
Other land	3,877,301,000	4,049,769,000
Farm land	193,074,000	196,210,000
Commercial land	682,614,000	728,246,000
Industrial land	149,612,000	186,929,000
Vacant land	177,813,000	191,329,000
Industrial 2 land	24,993,000	23,360,000
Recreational land category 2	10,549,000	8,008,000
Total	5,115,956,000	5,386,371,000

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

Type of Charge	Per Rateable Property 2009/10 \$	Per Rateable Property 2010/11 \$
Municipal	167.00	188.00
Waste Management	231.00	237.00
Total	398.00	425.00

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

Type of Charge	2009/10 \$	2010/11 \$
Municipal	2,518,708	2,902,720
Waste Management	3,357,387	3,505,941
Total	5,876,095	6,408,661

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

	2009/10 \$	2010/11 \$
Rates and charges	21,805,393	23,753,714
Supplementary rates	200,000	235,000
Total	22,005,393	23,988,714

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 0.2880% (0.002880 cents in the dollar of CIV) for all rateable other land properties
- A general rate of 0.1585% (0.001585 cents in the dollar of CIV) for all rateable farm land properties.
- A general rate of 0.4720% (0.004720 cents in the dollar of CIV) for all rateable commercial properties.
- A general rate of 0.4909% (0.004909 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.4646% (0.004646 cents in the dollar of CIV) for all rateable vacant land properties.
- A general rate of 0.3803% (0.003803 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 2010/11 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 2010/11 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 2010/11 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 2010/11 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 2010/11 financial year.

Appendix C

Capital Works Program

Capital Works Program

For the year ending 30 June 2011

1. New Works

	Capital Expenditure	Capital Income	Net Project Cost
Roads			
Local Roads Construction	1,032,928	(458,660)	574,268
Reseal Programs	615,746		615,746
Major Patching Works	432,640		432,640
Local Roads Asphalt Resheets	226,820		226,820
Linemarking & Carpark Program	64,800		64,800
Road Safety Strategy Implementation	41,624		41,624
Street Lighting Upgrade	50,000		50,000
Total Roads	2,464,558	(458,660)	2,005,898
Footpaths, Paths & Trails			
Concrete Footpath Replacements	140,000		140,000
General Footpath Construction	119,600		119,600
Footpath Construction Schemes	240,000	(120,000)	120,000
Footpath Linkages & Shelters	85,900	(15,000)	70,900
Bicycle and Walking Paths & Trails	93,900	(17,000)	76,900
Total Footpaths	679,400	(152,000)	527,400
Port, Rivers & Environment			
River Improvements	52,000		52,000
Breakwater Lower Jetty Upgrade	650,000	(585,000)	65,000
Total Environment	702,000	(585,000)	117,000
Open Space & Recreation			
Aquazone Upgrades	155,000	(7,500)	147,500
Playground Improvements	124,800	(50,000)	74,800
Parks & Gardens Improvements	42,000		42,000
Public Signage	27,000		27,000

Capital Works Program Cont.
For the year ending 30 June 2011
1. New Works (continued)

	Capital Expenditure	Capital Income	Net Project Cost
Open Space Cont.			
Public Art Initiatives	20,000		20,000
WEC Redevelopment	3,814,000	(4,100,000)	(286,000)
BMX Facility Redevelopment	130,000	(100,000)	30,000
Allansford Boat Ramp Parking Upgrade	90,000	(52,280)	37,720
Albert Park Sewer Upgrade	400,000	(280,000)	120,000
Albert Park Fencing	25,000		25,000
Minor Sports Facilities Improvement Program	245,000	(168,000)	77,000
Recreation Plan Implementation	140,000		140,000
St James Park Improvements	20,000		20,000
Total Open Space	5,232,800	(4,757,780)	475,020
Land & Buildings			
Building Renewal Program	277,208		277,208
Asset Renewal – STEP Program Funding	400,000		400,000
Harbour Pavilion Construction	1,000,000		1,000,000
Carparking Improvements	233,000		233,000
Public Toilet Upgrades	104,000		104,000
Allansford Pre School Upgrade	250,000	(120,000)	130,000
Archie Graham Poll Improvements	15,600		15,600
Arc Stadium Improvements	33,000		33,000
Art Gallery Improvements	50,000		50,000
Holiday Park Improvements	230,000	(50,000)	180,000
Flagstaff Hill Improvements	205,480		205,480
Visitor Centre Improvements	140,000		140,000
Government Centre – Preliminaries	50,000		50,000
Airport Improvements	127,000		127,000
Total Land & Buildings	3,115,288	(170,000)	2,945,288
Developer Contribution Plan Works			
Infrastructure in Growth Areas	3,777,294		3,777,294
Total Developer Contribution Plan Works	3,777,294		3,777,294
Plant Equipment & Other			
Fleet Purchases	1,269,500	(417,500)	852,000
IT & Other Equipment	168,000	(500)	167,500
Livestock Exchange Improvements	300,000		300,000
Engineering Services – Equipment	55,000	(10,000)	45,000
Total Plant Equipment & Other	1,792,500	(428,000)	1,364,500
Total New Capital Works 2010/11	17,763,840	(6,551,440)	11,212,400

Capital Works Program Cont.

For the year ending 30 June 2011

2. Works carried forward

	Capital Expenditure	Capital Income	Net Project Cost
Roads	1,289,000		1,289,000
Drainage	1,975,000		1,975,000
Land & Buildings	727,000		727,000
Total carried forward works from 2009/10	3,991,000		3,991,000

Projects

For the year ending 30 June 2011

	Expenditure	Income	Net Project Cost
Environmental Works			
Thunder Point Paths Project	48,000		48,000
Middle Island Maremma Project	55,000	(15,000)	40,000
Environmental initiatives	200,000		200,000
Total Environmental Works			
Road Safety Initiatives			
Road Safety Audits	25,000		25,000
Implementation of Road Safety Strategy			
Road Hierarchy Review & Traffic Management Plan	10,000		10,000
Walking School Bus Project	9,000	(5,000)	4,000
Total Road Safety Initiatives			
Infrastructure & Buildings			
Essential Safety Measures – Building Audit	40,000		40,000
Community Support & Culture			
Community Social Plan	40,000		40,000
Major Festivals Strategic Plan	20,000		20,000
Cultural Plan	70,000	(35,000)	35,000
Learning & Library Centre Investigation	60,000	(45,000)	15,000
Complete Sports Marketing	10,000		10,000
National Respite Care Program	204,940	(204,940)	0
Total Community Events			
Miscellaneous Works			
FSH Activation			
Waste & Recycling Contracts Preparation	40,000		40,000
Simpson Street Ramp & Jetty Design	25,000	(20,000)	5,000
IT System Projects	52,000		52,000
Legislative Compliance Software			
Global Skills Provincial Victoria	88,367	(88,367)	0
Review of Municipal Health Plan			
Total Miscellaneous Works			
Planning & Development			
City Wide Structure Plan	150,000	(50,000)	100,000
Lady Bay Landscape Master Plan	35,000		35,000
Heritage Studies	50,000		50,000
Warrnambool Open Space Strategy	15,000		15,000
Online E-Planning Initiatives	10,000		10,000
Panel Hearings	185,000		185,000
Sustainable Transport Strategy	30,000		30,000
Total Planning Studies			
Total Projects for 2010/11	1,522,000	(463,000)	1,059,000

Appendix D

Key Strategic Activities

For the year ending 30 June 2011

Activities & Initiatives	How Data is Reported	Performance Target
Leadership		
Redesign and upgrade Council's website.	Council Report	New website launched.
Commence replacement of Council's ageing IT software systems.	Council Report	New core systems adopted for implementation.
Ensure that an Essential Safety Measures audit is carried out at all buildings as required under the Act.	Council Report	Audit conducted and reported.
Environment		
Implement priority actions in the Environmental Sustainability Strategy 2008-13.	Council Report	Priority actions implemented.
Complete construction of the Warrnambool Foreshore Pavilion.	Council Report	Construction complete.
Develop a Foreshore Vegetation Management Plan.	Council Report	Management plan developed.
Liveability		
Implement the Warrnambool Entertainment Centre Redevelopment.	Council Report	Construction commenced.
Prepare a Cultural Development Plan for Warrnambool.	Council Report	Plan developed.
Commence implementation of the library service review, including assessment of review proposals.	Council Report	Review implemented.
Implement key strategies from the Municipal Early Years Plan 2009- 2012.	Council Report	Key strategies implemented.
Develop and implement an Affordable Housing Strategy for Warrnambool.	Council Report	Strategy adopted by Council.
Growth		
Construct the Harrington Road retention basin, associated rising main and pump station.	Council Report	Drainage project completed.
Finalise the Development Contribution Plans North of the Merri, North East and North Dennington.	Council Report	Plans completed.
Investigate potential growth opportunities for the Warrnambool Regional Airport through the additional use of land, new business opportunities and in the long-term establishment of passenger services.	Council Report	Development funding approved.
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.	Council Report	Princes Highway West improvement announced.

Appendix E

2010/11 Fees and Charges

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

1. LEADERSHIP

Property Management

User Fees & Charges	2008/2009	2009/10	2010/11
Applications to use Crown & Council Land	\$0	\$16.50	\$17.20
Licences preparation fee	\$0	\$87.00	\$90.50
Lease preparation fee	\$0	\$120.00	\$125.00
Survey plan fee	\$0	\$280.00	\$292.00
Title search fee	\$0	\$19.20	\$20.00
Rate history search fee (1 st 3 hours)	\$0	\$280.00	\$292.00
Rate history search fee (after 3 hours)	\$0	\$80.00/hr	\$84.00/hr
Rate history search fee (0 - 10 years)	\$0	\$10.00	\$10.50

Interest on Unpaid Monies

Interest on Unpaid Monies other than rates and charges

In accordance with Section 227(a) of the Local Government Act 1989 Council sets the rate of interest to apply to unpaid monies, other than rates and charges, at 7.25%.

2. ENVIRONMENT

Coast & Rivers

New fees to apply from 1 August 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Mooring Fees			
Boat less than 10m pa	\$190.00	\$200.00	\$210.00
Boat 10.1m to 15m pa	\$250.00	\$260.00	\$270.00
Boat 15.1 – 20m pa	\$290.00	\$300.00	\$310.00
Boat 20.1 – 25m pa	\$370.00	\$380.00	\$390.00
Jetty Fees – pa	\$140.00	\$150.00	\$160.00
Permit for breakwater and Hopkins River			
Annual Parking Permit Fees			
Breakwater (per vehicle)	\$35.00	\$40.00	\$45.00

Infrastructure Services

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Road reserve works permit fee	\$65.00	\$70.00	\$75.00
Road reserve works additional inspection	\$40.00	\$45.00	\$50.00
Road reserve works – crossover fee	\$65.00	\$70.00	\$75.00
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	\$65.00	\$70.00	\$75.00
Multi – dwelling development	\$75.00	\$80.00	\$85.00
Commercial premises	\$75.00	\$80.00	\$85.00
Industrial premises	\$75.00	\$80.00	\$85.00
Information only	\$40.00	\$45.00	\$50.00
Short notice fee	\$85.00	\$90.00	\$95.00

3. LIVEABILITY**Warrnambool Entertainment Centre**

New fees to apply from 1 July 2010

User Fees and Charges	2008/2009	2009/10	2010/11
Theatre			
Amateur (Local)			
Hire rate plus 5% of gross takings (technician for 4 hrs)	\$445.00	\$465.00	\$485.00
Front of House Staff – per hour	\$30.00	\$31.00	\$32.00
Technician per hour thereafter	\$36.00	\$37.50	\$39.00
Amateur (Non Local)			
Hire rate plus 5% of gross takings (technician for 4 hrs)	\$550.00	\$575.00	\$595.00
Front of House Staff – per hour	\$30.00	\$31.00	\$32.00
Technician per hour thereafter	\$42.00	\$43.50	\$43.50
Professional (Subsidised)			
Hire rate plus 5% of gross takings (technician for 4 hrs)	\$840.00	\$875.00	\$910.00
Front of House Staff – per hour	\$35.00	\$36.00	\$37.50
Technician per hour thereafter	\$47.00	\$48.00	\$49.00
Additional Technicians			\$39.00
Commercial			
Hire rate plus 5% or 10% of gross takings (whichever the greater)	\$885.00	\$920.00	\$960.00
Front of House Staff & Box Office Staff – per hour	\$35.00	\$36.00	\$37.50
Technician per hour	\$47.00	\$48.00	\$49.00
Additional Technicians			\$39.00
Equipment & Consumable Items (Community)			
Gel & Bubble Fee	\$42.00	\$44.00	\$46.00
Gaffer Tape	\$24.00	\$25.00	\$26.00
9V batteries	\$5.95	\$5.95	\$6.50
Specific Lighting gels	As ordered	As ordered	As ordered
Steinway Grand piano	\$69.00	\$72.00	\$75.00
Radio Mics	\$33.00	\$35.00	\$35.00
Stage Extension	\$110.00	\$120.00	\$125.00
Equipment & Consumable Items (Professional)			
Gel & Bubble Fee	\$85.00	\$88.00	\$88.00
Gaffer Tape	\$24.00	\$25.00	\$26.00
9V batteries	\$5.95	\$5.95	\$6.50
Specific Lighting gels	As ordered	As ordered	As ordered
Steinway Grand piano	\$135.00	\$140.00	\$145.00
Radio Mics	\$99.00	\$99.00	\$99.00
Stage Extension	\$220.00	\$220.00	\$225.00
Film Screenings			
Hire rate plus 5% of gross takings	\$550.00	\$572.00	\$595.00
Technician per hour	\$47.00	\$48.00	\$49.00
Additional screenings	\$250.00	\$260.00	\$275.00
Conferences, Seminars			
½ day and evening 1pm – 11pm	\$885.00	\$920.00	\$960.00
Full day 9am – 5pm	\$630.00	\$655.00	\$680.00
9am – 7pm	\$885.00	\$920.00	\$960.00
Day & Evening 9am – 11pm	\$1,030.00	\$1,070.00	\$1,120.00
Graduation Ceremonies/Speech Nights			
Includes Civic Hall plus one rehearsal	\$740.00	\$770.00	\$800.00
Rehearsals (Per Hour)			
Weekdays and bump-in (no lights)	\$45.00	\$47.00	\$49.00
Evenings and weekends (without lights and technician)	\$63.00	\$66.00	70.00
Evenings & weekends (includes lights and technician)	\$80.00	\$83.00	89.00
Other Hires			
Less than 4 hours Weekdays per hour	\$140.00	\$145.00	\$155.00
Technician – per hour	\$47.00	\$48.00	\$49.00

Warrnambool Entertainment Centre

New fees to apply from 1 July 2010

User Fees and Charges	2008/2009	2009/10	2010/11
Pass 2 Ticketing			
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	\$4.20	\$4.20	\$4.20
Credit Card Fees	3.0%	3.0%	3.0%
Amateur (local) Tix under \$11.00	\$1.20	\$1.20	\$1.20
Tix \$11.00 - \$40.00	\$2.25	\$2.30	\$2.30
Tix \$40.00 plus	\$3.10	\$3.20	\$3.20
Credit Card Fees	3.0%	3.0%	3.0%
Advertising			
Newspaper - Commercial	Application	Application	Application
Newspaper - Local	Application	Application	Application
Radio - Commercial	Application	Application	Application
Deposits- Commercial	\$400.00	\$400.00	\$400.00
Poster Delivery	\$85.00	\$85.00	\$90.00
Civic Hall			
Weddings - Room hire	\$585.00	\$605.00	\$630.00
Dinners, Luncheons, Picnic Cabarets, Discos, Balls	\$429.00	\$445.00	\$465.00
Conference/Meetings/Seminar			
Used in conjunction with theatre – day & evening	\$440.00	\$465.00	\$485.00
Used in conjunction with theatre – weekdays 9am – 5pm	\$340.00	\$370.00	\$385.00
Used in conjunction with theatre – evening or weekend	\$400.00	\$420.00	\$440.00
Used separately from theatre – day & evening	\$725.00	\$750.00	\$780.00
Used separately from theatre – weekdays 9am – 5pm	\$365.00	\$380.00	\$400.00
Used separately from theatre – evening or weekend	\$440.00	\$465.00	\$485.00
Graduation/speech nights	As per theatre	As per theatre	As per theatre
Examinations			
Day & evening	\$440.00	\$465.00	\$485.00
Week days – 9am – 5pm	\$365.00	\$380.00	\$390.00
Evening or weekends	\$440.00	\$465.00	\$485.00
Performance			
Educational	\$445.00	\$465.00	\$485.00
Other	\$445.00	\$465.00	\$485.00
Film night	As theatre	As theatre	As theatre
Fashion parade	\$445.00	\$465.00	\$485.00
Cat walk	As theatre	As theatre	As theatre
Exhibition			
Day, evening, weekend	\$445.00	\$465.00	\$485.00
Other hires/rehearsals	As theatre	As theatre	As theatre
Bookings/security deposits	\$400.00	\$400.00	\$400.00
In-house caterer	\$250.00	\$250.00	\$250.00
Full setting crockery/cutlery	\$2.00	\$2.25	\$2.25
Morning/afternoon tea/supper setting	\$1.00	\$1.10	\$1.10
Glasses: beer, wine, sherry per dozen	\$2.00	\$3.00	\$3.00
Jugs and carafes	\$1.00	\$1.10	\$1.10
Tablecloths	\$8.00	\$8.00	\$8.00
Table settings (per 10 people)	\$38.00	\$38.00	\$38.00
Conference co-ordination	Negotiated	Negotiated	Negotiated
In-house caterers	Negotiated	Negotiated	Negotiated
Green Room			
Long-Term Hire			
Weekdays – 9am – 5pm per hour	\$32.00	\$33.00	\$34.00
Evenings & weekends – per hour	\$42.00	\$43.00	\$45.00
Other Hires			
Minimum 2 hours	\$65.00	\$67.00	\$70.00
Thereafter per hour	\$25.00	\$26.00	\$27.00
9am – 5pm	\$135.00	\$140.00	\$145.00
Day & evening	\$190.00	\$195.00	\$200.00
Staff rate for access & security out of hours (per hour)	\$35.00	\$37.00	\$39.00

Warrnambool Entertainment Centre (Cont.)

New fees to apply from 1 July 2010

User Fees and Charges	2008/2009	2009/10	2010/11
Foyers			
Used in Conjunction with theatre	No Charge	No Charge	No Charge
Hired separately – per hour	Greenroom	\$65.00	\$70.00
Exhibition openings	\$90.00	\$95.00	\$100
Reception Room			
Reception room – per day	\$180.00	\$190.00	\$200.00
Additional rooms – per day	\$80.00	\$90.00	\$95.00
Merchandise			
11% retained on all merchandise sold (including Foyers, Theatre, Civic Hall & Green Room)			

AquaZone

New fees to apply from 1 July 2010

User Fees and Charges	2008/2009	2009/10	2010/11
Day Admissions - Aquatics			
Adult swim	\$4.90	\$5.10	\$5.30
Child swim (3-15 years)	\$3.50	\$3.60	\$3.80
Concession swim	\$4.20	\$4.40	\$4.60
Family swim (unlimited family members/same residence)	\$15.30	\$15.90	\$16.50
School student entry (in school hours)	\$3.20	\$3.30	\$3.40
Day Admissions – Health & Fitness			
Gymnasium	\$13.80	\$14.30	\$14.90
Fitness class	\$10.70	\$11.15	\$11.60
Older adult exercise class	\$8.00	\$8.30	\$8.60
Reactivate for life	\$4.60	\$4.70	\$5.00
School aerobics	\$5.50	\$5.70	\$6.30
Spin casual entry (per class)	\$12.20	\$12.70	\$13.20
Spin member entry (per class)	\$3.70	\$3.90	\$4.00
Personal Training 1 hour		\$52.00	\$52.00
Personal Training ½ hour		\$31.20	\$31.20
Creche			
Per child per hour	\$4.30	\$4.50	\$4.70
Occasional Care			
Per child per hour	\$6.40	\$6.70	\$6.90
Learn to Swim (Pool Entry & Assessment)			
Per class (2 nd child and 3 rd child discounts apply)	\$10.90	\$11.35	\$11.80
Private lessons ½ hour lesson	\$33.30	\$34.50	\$36.00
1 hour lesson	\$53.40	\$55.30	\$57.70
School swim no instruction	\$3.20	\$3.30	\$3.40
School swim with instruction	\$5.90	\$6.15	\$6.40
School at pool		\$7.50	\$7.80
Group Entry			
Adult Swim	\$4.40	\$4.60	\$4.80
Gym	\$12.40	\$12.90	\$13.40
Fitness class	\$9.70	\$10.00	\$10.40
Child Swim	\$3.15	\$3.30	\$3.40
Other			
General entry	\$2.10	\$2.20	\$2.30
Locker hire	\$2.10	\$2.20	\$2.30
Towel hire	\$2.10	\$2.20	\$2.30
Instructor hire - all areas	\$50.00	\$52.00	\$54.00
Gym assessment ½ hour		\$30.90	\$32.10
Gym assessment 1 hour		\$49.40	\$51.40

AquaZone (Cont.)

New fees to apply from 1 July 2010

User Fees and Charges		2008/2009	2009/10	2010/11	
Multi Pass – Health & Fitness					
Fitness class – 20 pass		\$192.50	\$200.20	\$208.20	
Personal training – 5 pass		213.80	\$222.35	\$267.70	
Multi Pass – Aquatics					
Adult	20 Pass	\$87.30	\$90.85	\$94.50	
	50 Pass	\$218.30	\$227.00	\$236.10	
Child	20 Pass	\$63.50	\$66.60	\$69.25	
	50 Pass	\$158.80	\$165.15	\$171.75	
Concession	20 Pass	\$75.40	\$78.40	\$81.55	
	50 Pass	\$188.50	\$196.00	\$203.85	
Multi Pass – Creche/Occasional Care					
1 child/1hr Creche	10 Pass		\$45.00	\$46.80	
1 child/1hr Occasional Care	10 Pass		\$67.00	\$69.70	
Personal training (1 person) –					
5 sessions ½ hour member				\$140.40	
5 sessions ½ hour non member				\$156.00	
5 sessions 1 hour member				\$234.00	
5 sessions 1 hour non member				\$260.00	
Personal training (2 people) –					
5 sessions ½ hour member				\$187.00	
5 sessions ½ hour non member				\$208.00	
5 sessions 1 hour member				\$281.00	
5 sessions 1 hour non member				\$312.00	
Facility Hire					
Pools	Up to six hours	\$379.70	\$394.90	\$340.90	
	Up to twelve hours	\$641.40	\$667.10	\$629.00	
	Lane hourly commercial	\$26.00	\$27.00	\$28.10	
	Lane hourly community	\$0.80	\$2.00	\$2.50	
Pool closure advertising fee				\$100.00	
School booking cancellation fee (less than 12 hours notice)				\$28.10 per lane	
Crèche – per hour		\$26.00	\$27.00	\$28.10	
Multi purpose room – per hour		\$26.00	\$27.00	\$28.10	
Birthday Party					
Host (per 45 minutes)		\$50.00	\$52.00	\$54.00	
Table		\$0	\$20.00	\$21.00	
Memberships					
Gold	12 months	\$826.80	\$859.90	\$894.30	
	3 months	\$330.70	\$343.95	\$357.70	
	Direct debit		\$103.40/	\$107.48/	\$111.80/
		1 month	\$68.90	\$71.66	\$74.50
Gym & Swim	12 months	\$674.20	\$701.15	\$729.20	
	3 months	\$269.70	\$280.45	\$291.70	
	Direct debit		\$81.50/	\$84.77/	\$88.20/
		1 month	\$56.20	\$58.43	\$60.80
Fitness & Swim	12 months	\$674.20	\$701.15	\$729.20	
	3 months	\$269.70	\$280.45	\$291.70	
	Direct debit		\$81.50/	\$84.77/	\$88.20/
		1 month	\$56.20	\$58.43	\$60.80
Swim Only	12 months	\$595.30	\$619.10	\$643.90	
	3 months	238.10	\$247.60	\$257.50	
	Direct debit		\$71.00/	\$73.86/	\$76.80/
		1 month	\$49.60	\$51.59	\$53.70
Family Swim	12 months	\$1,275.00	\$1,326.00	\$1,379.00	
	3 months	\$418.00	\$435.70	\$453.10	
	Direct debit		\$107.70/	\$112.00/	\$116.50/
			\$106.30	\$110.57	\$115.00

AquaZone (Cont.)

New fees to apply from 1 July 2010

User Fees and Charges	2008/2009	2009/10	2010/11
Youth Fit (13 – 15 years) 12 month 3 months Direct Debit			\$516.00 \$206.40 \$43.00
Corporate (minimum 4 new members to qualify)			
4 – 10 people	- 10% term - 10% debit	- 10% term - 10% debit	- 10% term - 10% debit
11 – 20 people	- 12.5% term - 12.5% debit	- 12.5% term - 12.5% debit	- 12.5% term - 12.5% debit
21 + people	- 15% term - 15% debit	- 15% term - 15% debit	- 15% term - 15% debit
Summer Pass (6 weeks over Summer holidays)			
Adult	\$68.10	\$90.80	\$94.40
Concession	\$56.70	\$78.00	\$81.10
Child	\$45.30	\$66.00	\$68.60
Personal Training			
Non member 1hr Direct Debit		\$225.20	\$234.20
Member 1 hr Direct Debit		\$202.70	\$210.80
Non member 1/2hr Direct Debit		\$135.10	\$140.50
Member 1/2 hr Direct Debit		\$121.60	\$126.50

Warrnambool Art Gallery

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Admission to special exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event
Research Inquiry – per hour		\$25.00	\$26.50
Curatorial Advice – per hour		\$25.00	\$26.50
New Social Commentary artists entry fee		\$30.00	\$33.00
Education workshop/activity			Dependent on activity
Public program event/activity			Dependent on activity
Annual Subscription			
Family	\$55.00	\$55.00	\$57.50
Individual	\$33.00	\$33.00	\$35.00
Individual concession	\$22.00	\$22.00	\$23.50
Life	\$650.00	\$650.00	\$770.00
Corporate	\$300.00	\$300.00	\$550.00
Student	\$20.00	\$20.00	\$21.00
School	\$150	\$150	\$360.00
Rental			
Exhibition by artist in Alan Lane Community Gallery (3 weeks)	\$495.00	\$495.00	\$520.00
Exhibition by organisation or agency in Alan Lane Community Gallery (1 week)	\$575.00	\$575.00	\$605.00
Exhibition in George Lance Gallery.	Negotiation	Negotiation	Negotiation
Exhibition in Temporary Exhibition Gallery	Negotiation	Negotiation	Negotiation
Commission on art sales	33%	33%	33%
Commission on shop sales	100%	100%	100%
Meetings/functions etc – per hour	\$95.00	\$110.00	\$110.00
Weddings (2 hours. Additional hours \$110ph)	\$250.00	\$350.00	\$350.00
Piano – per hour	\$75.00	\$90.00	\$90.00
Transparency/digital image (for reproduction)	\$185.00	\$185.00	Negotiation
Exhibition equipment	Negotiation	Negotiation	Negotiation
Advertising			
Artpage 1/12 page		\$100.00	\$110.00
Artpage 1/24 page		\$50.00	\$55.00
Enclosure in mailout – 20 cents per DL item		\$60.00	\$66.00

Sports Grounds

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Sports ground casual hire (includes use of pavilion)			
Half day	\$0	\$50.00	\$52.00
Full day	\$0	\$100.00	\$104.00
Pre-season training session	\$0	\$50.00	\$52.00
Football practice match (with line marking)	\$0	\$100.00	\$104.00
Football practice match (without line marking)	\$0	\$50.00	\$52.00
Football finals	10% of gate	10% of gate	10% of gate
Pavilion casual hire			
Half day	\$0	\$25.00	\$26.00
Full day	\$0	\$50.00	\$52.00

Warrnambool Stadium

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Player Fees			
Adult	\$8.80	\$9.00	\$9.20
Junior	\$6.00	\$6.20	\$6.40
Senior training	\$6.80	\$7.10	\$7.40
Junior training	\$4.00	\$4.20	\$4.40
School	\$3.40	\$3.55	\$3.70
Stadium Hire			
Three courts up to 12 hours	\$1,000.00	\$1,040.00	\$1,085.00
Hourly rate without lights – commercial	\$125.00	\$130.00	\$136.00
Hourly rate without lights – community/school	\$95.00	\$100.00	\$105.00
Hourly rate with lights – commercial	\$140.00	\$145.00	\$151.00
Hourly rate with lights – community/school	\$110.00	\$115.00	\$120.00
School use between 9.00am - 3.00pm	\$600.00	\$625.00	\$650.00
Single court hourly – user group squads-out of hours	\$25.00	\$26.00	\$28.00
Highball court up to 12 hours	\$355.00	\$370.00	\$385.00
Hourly rate without lights – commercial	\$40.00	\$42.00	\$44.00
Hourly rate without lights – community/school	\$32.00	\$33.00	\$35.00
Hourly rate with lights – commercial	\$45.00	\$47.00	\$49.00
Hourly rate with lights – community/school	\$37.00	\$39.00	\$41.00
School use between 9.00am - 3.00pm	\$210.00	\$220.00	\$229.00
Show court up to 12 hours	\$475.00	\$495.00	\$515.00
School use between 9.00am -3.00pm	\$120.00	\$125.00	\$130.00
Seahawks/Mermaids Home Games & Finals			
Both Teams	\$505.00	\$525.00	\$546.00
Single Team	\$300.00	\$312.00	\$325.00
Multi-Purpose Room			
Up to 12 hours (with other hires)	\$140.00	\$146.00	\$152.00
Up to 12 hours (room only)	\$210.00	\$220.00	\$230.00
Per hour	\$20.00	\$21.00	\$22.00
User groups up to 12 hours	\$96.00	\$100.00	\$104.00
User groups per hour	\$10	\$10.40	\$11.00
Meeting room up to 12 hours	\$45.00	\$50.00	\$52.00
Per hour	\$10.00	\$10.50	\$11.00
Kitchen facilities	\$110.00	\$115.00	\$120.00
User group sports hire up to 12 hours	\$835.00	\$870.00	\$905.00
Commercial users up to 12 hours	\$1,350.00	\$1,400.00	\$1,460.00
Program Fees			
Gymnastics			
1 hour recreational class fee - per hour	\$8.30	\$8.70	\$9.05
2 hour classes class fee - per hour	\$7.30	\$8.70	\$9.05
3 hour class fee - per hour	\$5.75	\$6.00	\$6.25
Above 3 hour class fee - per hour	\$5.75	\$6.00	\$6.25
School gymnastics			
With instruction (per student)	\$4.15	\$4.50	\$4.70
Small school group class fee (1hr)	NA	\$35.00	\$40.00
Ed gym 1 hour class	\$6.50	\$7.00	\$7.40
School Holiday Program 2 hour class	NA	\$12.00	\$15.00
Birthday Party Program per child	\$8.00	\$9.00	\$10.00

Warrnambool Stadium (Cont.)

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Outside School Hours Care			
Vacation care daily rate	\$39.00	\$41.00	\$45.00
After school care casual rate per session	\$13.00	\$13.50	\$14.50
After school care permanent rate per session	\$12.00	\$12.50	\$13.50

Kindergartens

New fee to apply from 1 January 2011

User Fees & Charges	2008/2009	2009/10	2010/11
Annual fee	\$500.00	\$520.00	\$530.00

Centre Based Care

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Weekly fee	\$230.00	\$260.00	\$290.00
Daily fee	\$54.00	\$62.00	\$63.00
Session fee - morning	\$35.00	\$37.00	\$40.00
Session fee - afternoon	\$32.00	\$35.00	\$38.00

Family Day Care

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
8am to 6pm – per hour	\$4.75	\$5.00	Independent fees & charges set by Care providers under National guidelines
After hours – per hour	\$5.75	\$6.00	As above
Public holidays – per hour	\$5.75	\$6.00	As above
Breakfast	\$1.50	\$1.50	As above
Lunch	\$2.80	\$2.80	As above
Dinner	\$3.30	\$3.30	As above
Snacks	\$1.50	\$1.50	As above
Trips	\$4.00	\$4.00	As above
Service fee	\$6.75	\$7.00	\$6.75
In home care:			
One child in a family per hour	\$9.50	N/A	N/A
Each for two or more children in a family	\$5.70	N/A	N/A
Trips	\$4.00	N/A	N/A
Service Fee	\$6.75	N/A	N/A

Home Care

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Home care – low	\$6.80	\$7.10	\$7.40
Home care – medium	\$12.00	\$12.70	\$13.20
Home care – high	\$26.00	\$30.00	\$31.00
Personal care	\$5.70	\$6.00	\$6.20
Respite care – adult	\$5.70	\$6.00	\$6.20
Respite care – children	\$4.20	\$4.50	\$4.70
Linkages (GST inc.)	\$34.00	\$35.50	\$36.50
CACPS (GST inc.)	\$36.50	\$40.00	\$40.50
Post Acute Care (GST inc.)	\$36.50	\$40.00	\$40.50

Home Maintenance

New fee to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Home maintenance – low	\$11.50	\$12.00	\$12.50
Home maintenance – medium	-	-	\$25.00
Home maintenance – high	\$47.00	\$47.00	\$47.00

Adult Day Care

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Daily session fee – low	\$6.00	\$6.40	\$6.70
Daily session fee – medium	-	-	\$10.50
Daily session fee – high	-	\$25.00	\$25.00
Meal	\$6.00	\$7.50	\$7.80
		(2 course)	(2 course)
		\$9.00	\$9.40
		(3 course)	(3 course)

Food Services

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Main meal	\$5.40	\$5.60	\$5.80
Dessert	\$1.00	\$1.10	\$1.15
Soup	\$0.90	\$0.95	\$1.00
Full cost meals	\$12.50	\$13.00	\$13.50

Archie Graham Community Centre

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Hydro pools casual admission	\$3.80	\$4.00	\$4.20
Commercial pool use	\$27.00	\$30.00	\$31.20
Community pool use	\$17.00	\$18.00	\$18.80
Commercial rate per hour per room	\$21.00	\$22.00	\$23.00
Casual community rate per hour per room	\$15.00	\$15.00	\$15.60
Annual regular community rate (less than 10 bookings per year) per hour per room	\$17.00	\$18.00	\$18.80
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	\$8.00	\$8.00	\$8.50
Monthly and weekly regular community booking (with more than 10 bookings per year) over 20 people per hour per room	\$13.00	\$13.00	\$13.50
Bus hire day rate – 1	\$38.00	\$40.00	\$41.60
Bus hire day rate – 2	\$88.00	\$95.00	\$98.80
Bus hire day rate – 3	\$120.00	\$125.00	\$130.00
Bus hire km rate	\$0.60 – \$0.70	\$0.65 – \$0.75	\$0.70 – \$0.80
Meals – main	\$5.40	\$6.00	\$6.20
Meals – soup	\$1.00	\$1.50	\$1.60
Meals – dessert	\$1.40	\$1.50	\$1.60
Community Computer Centre per 1 hour session	\$3.00	\$3.00	\$3.20
Health promotion programs	\$4.80	\$5.00	\$5.20
Health promotion programs – Warrnambool Senior Club Members	\$4.00	\$4.00	\$4.20

Health

New fees to apply from 1 August 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Food Premises			
Where not more than five full-time persons are employed	\$286.00	\$300.00	\$315.00
Where more than five such full-time persons are employed, additional fee for each person in excess of five (total fee not to exceed \$1,500)	\$17.00	\$18.00	\$19.00
Food vehicles	\$286.00	\$300.00	\$315.00
Hairdressers, beauty salons	\$75.00	\$78.00	\$90.00
Skin penetration establishments	\$75.00	\$78.00	\$90.00
Accommodation premises (motels)	\$156.00	\$162.00	\$170.00
Additional fee for microbiological testing of swimming pools and spas	\$90.00	\$95.00	\$95.00
Premises operated by non-profit religious, charitable or sporting organisation and school canteens (when operated by the school)	\$75.00	\$78.00	\$90.00
Bed and Breakfast (register as a food)	\$140.00	\$145.00	\$150.00
Domestic kitchens and premises with packaged low-risk food sales (for community markets)	\$140.00	\$145.00	\$150.00
Premises with limited low-risk food sales (eg newsagents)	\$75.00	\$78.00	\$90.00
* Caravan Parks (per site)	\$2.50	\$2.50	\$2.50
New registrations	Annual fee + 50% of scheduled fee	Annual Fee + 50% of scheduled fee	Annual Fee + 50% of scheduled fee
Transfer fee and late payment fee	50% of scheduled fee	50% of scheduled fee	50% of scheduled fee
Inspection request fee (prior to transfers)	\$90.00	\$95.00	\$100.00
Septic tank applications	\$180.00	\$190.00	\$200.00

* Fees set by State Government

- Pro-rata fees apply for new registrations

Local Laws

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Derelict vehicle release	\$240.00	\$250.00	\$260.00
Tables and chairs	\$130.00	\$135.00	\$140.00
Goods on footpath	\$130.00	\$135.00	\$140.00
A/Frames permit	\$90.00	\$95.00	\$100.00
Impounded trolley release fee	\$57.00	\$60.00	\$65.00
Permit to burn	\$40.00	\$45.00	\$50.00
Horses on beach permit	\$135.00	\$140.00	\$145.00
Hire of cat cage	-	-	\$20.00

Parking Fees & Fines

New fees to apply from 1 August 2010

User Fees & Charges	2008/2009	2009/10	2010/11
On-Street (per hour)			
Area A (1P)	\$0.80	\$0.80	\$1.00
Area B (2P)	\$0.60	\$0.60	\$0.80
Area C (4P)	\$0.30	\$0.30	\$0.50
Off-Street Carparks (per hour and day if applicable)			
Zone 1 (Coles-Younger, Ozone, Parkers and Target)	\$0.50/hr	\$0.60/hr	\$0.80/hr
Zone 2 (Crammond & Dickson, Art Gallery, off Koroit Street and off Kepler Street)	\$0.40/hr or \$2.50/day	\$0.50/hr or \$3.00/day	\$0.70/hr or \$4.00/day
Parking Permits			
Disabled and Returned Service – Replacement	-	\$5.00	\$5.00
– New	-	\$10.00	\$10.00
Carparking Fines			
Carparking fines set by Council	\$55.00	\$55.00	\$58.00

Animal Registrations

New fees to apply from 1 August 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Unsterilised dog	\$78.00	\$90.00	\$105.00
Sterilised dog	\$26.00	\$30.00	\$35.00
Unsterilised dog (pensioner)	\$39.00	\$45.00	\$52.00
Sterilised dog (pensioner)	\$18.00	\$20.00	\$20.00
Unsterilised cat	\$57.00	\$65.00	\$76.00
Sterilised cat	\$19.00	\$22.00	\$25.00
Unsterilised cat (pensioner)	\$29.00	\$33.00	\$35.00
Sterilised cat (pensioner)	\$10.00	\$11.00	\$12.00
Replacement registration tag	\$8.00	\$9.00	\$10.00
Grazing permit	\$135.00	\$140.00	\$145.00
Registered animal businesses	\$125.00	\$130.00	\$135.00
Impounded animal release fee	Cat	Cat	Cat
	\$25.00	\$80.00	\$80.00
	Dog	Dog	Dog
	\$35.00	\$120.000	\$120.00

3. GROWTH

Flagstaff Hill Maritime Village

New fees apply from 1 April 2010 – 31 March 2011 in accordance with Tourism Industry Standards

User Fees & Charges	2008/2009	2009/10	2010/11
Admission Fees			
Adults	\$15.95	\$15.95	\$16.00
Concession	\$12.50	\$12.50	\$12.50
Child	\$6.50	\$6.50	\$6.50
Family	\$39.00	\$39.00	\$39.00
"Shipwrecked" Sound & Light Show Admissions			
Adults	\$25.50	\$25.50	\$26.00
Concession	\$22.50	\$22.50	\$23.00
Child	\$13.95	\$13.95	\$13.95
Family	\$64.95	\$64.95	\$67.00
Flagstaff Hill Memberships			
Individual	\$30.00	\$35.00	\$40.00
Grandparents (2A + 2C)	\$65.00	\$70.00	\$75.00
Family (2A + 2C)	\$70.00	\$75.00	\$80.00

Warrnambool Livestock Exchange

New fees to apply from 1 September 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Calves	\$3.00	\$3.10	\$3.20
Bulls	\$13.80	\$14.40	\$15.00
Cattle	\$7.60	\$8.00	\$11.30
Sheep	\$0.46	\$0.48	\$0.50
Store - cattle	\$6.50	\$6.80	\$10.10
Dairy - cattle	\$8.75	\$9.10	\$12.45
Hire of dairy ring	<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	<100 head \$6.25 per head >100 head \$625.00 >200 head \$915.00 >300 head \$1,175.00 >400 head \$1,445.00 >500 head \$1,726.00	<100 head \$9.50 per head >100 head \$950.00 >200 head \$1,240.00 >300 head \$1,520.00 >400 head \$1,800.00 >500 head \$2,100.00
Agents fees	\$60,600	\$63,000	\$85,500
Office rental	\$20,000	\$20,800	\$21,600
Truck Wash			
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday	\$0.70	\$0.75	\$0.78
Truck wash fees (per minute) all other times	\$0.90	\$0.95	\$0.99
Weigh fees average	\$1.14	\$1.20	\$1.45
Scanner fee hire/day	\$72.00	\$75.00	\$80.00
Scanner transfer fee/head	\$1.35	\$1.40	\$1.45
Private weighs	\$4.60	\$4.80	\$5.00

Holiday Parks

New fees to apply from 1 July 2010

User Fees & Charges	2008/2009	2009/10	2010/11
Peak			
Site fees – weekly powered	\$280.00	\$300.00	\$314.00
Site fees – daily powered	\$42.00	\$45.00	\$47.00
Additional adult – daily	\$9.00	\$10.00	\$10.00
Additional adult – weekly	\$63.00	\$70.00	\$70.00
Additional child – daily	-	-	-
Additional child – weekly	-	-	-
Second car – daily	\$10.00	\$10.00	\$10.00
Second car – weekly	\$70.00	\$70.00	\$70.00
Cedar cottages – daily	\$135.00	\$150.00	\$156.00
Cedar cottages – weekly	\$931.00	\$941.00	\$936.00
Mariners cottages – daily	\$130.00	\$145.00	\$151.00
Mariners cottages – weekly	\$896.00	\$912.00	\$906.00
Cabins – daily	\$113.00	\$128.00	\$133.00
Cabins – weekly	\$777.00	\$796.00	\$798.00
Extra tent – daily	-	-	-
Extra tent – weekly	-	-	-
Storage – daily	\$4.00	\$4.00	\$4.00
Storage – weekly	\$20.00	\$20.00	\$20.00
Public Holidays & School Holidays			
Cedar cottages – daily	\$109.00	\$124.00	\$130.00
Cedar cottages – weekly	\$749.00	\$744.00	\$780.00
Mariners – daily	\$92.00	\$107.00	\$112.00
Mariners – weekly	\$630.00	\$642.00	\$672.00
Cabins – daily	\$86.00	\$101.00	\$104.00
Cabins – weekly	\$588.00	\$606.00	\$624.00
Off Season			
Site fees – weekly	\$189.00	\$190.00	\$192.00
Site fees – night	\$28.00	\$30.00	\$32.00
Additional adults – weekly	\$63.00	\$63.00	\$70.00
Additional adults – daily	\$9.00	\$9.00	\$10.00
Cedar cottages – daily	\$103.00	\$118.00	\$123.00
Cedar cottages – weekly	\$707.00	\$708.00	\$738.00
Mariners cottages – daily	\$81.00	\$96.00	\$100.00
Mariners cottages – weekly	\$553.00	\$576.00	\$600.00
Cabins – daily	\$74.00	\$89.00	\$94.00
Cabins – weekly	\$504.00	\$534.00	\$564.00
Miscellaneous			
Washing machines	\$3.00	\$3.00	\$3.00
Dryers	\$1.00	\$1.00	\$1.00

Development Services

New fees to apply from 1 July 2010

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

All Planning Applications

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

General Planning Fees

Class	Type of Permit Application	2008/2009	2009/10	2010/11
1	Use Only	\$462.00	\$487.00	\$502.00
2	Single Dwelling (\$10,000 - \$100,000)	\$220.00	\$232.00	\$239.00
3	Single Dwelling (More than \$100,001)	\$451.00	\$476.00	\$490.00
	To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:			
4	Other Developments (10,000 or less)	\$94.00	\$99.00	\$102.00
5	Other Developments (\$10,000 - \$250,000)	\$556.00	\$586.00	\$604.00
6	Other Developments (\$250,000 - \$500,000)	\$650.00	\$686.00	\$707.00
7	Other Developments (\$500,000 - \$1 Million)	\$750.00	\$791.00	\$815.00
8	Other Developments (\$1,000,001 Million - \$7 Million)	\$1,060.00	\$1,119.00	\$1,153.00
9	Other Developments (\$7,000,001 - \$10 Million)	\$4,448.00	\$4,696.00	\$4,837.00
10	Other Developments (\$10,000,001 - \$50 Million)	\$7,416	\$7,829.00	\$8,064.00
11	Other Developments (More than \$50,000,000)	\$14,834.00	\$15,660.00	\$16,130.00
12	To Subdivide an Existing Building	\$356.00	\$375.00	\$386.00
13	To Subdivide land into two lots	\$356.00	\$375.00	\$386.00
14	To effect a realignment of a common boundary between lots or to consolidate two or more lots	\$356.00	\$375.00	\$386.00
15	All other Subdivisions than Class 12, 13, 14	\$719.00	\$758.00	\$781.00
16	An application to remove a restriction (within the meaning of the Subdivision Act 1988) in the circumstances described in Section 47(2) of the Planning and Environment Act 1987	\$230.00	\$242.00	\$249.00
17	An application to create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right-of-way.	\$498.00	\$525.00	\$541.00
18	To Create, vary or remove an easement other than a right of way; or to vary or remove a condition in the nature of an easement other than a right of way in a Crown	\$372.00	\$392.00	\$404.00

General Planning Fees (Cont.)

Subdivision of Land	2008/2009	2009/10	2010/11
Fee for processing application to certify a plan of subdivision in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 3	\$100.00 per application, plus \$20 per lot	\$100.00 per application, plus \$20 per lot	\$100.00 per application, plus \$20 per lot
Fee for processing any other application for certification under the Subdivision Act 1988 in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 3	\$100.00	\$100.00	\$100.00
Fee for checking Engineering Plans as per Section 17 (2) of the Subdivision Act 1988, in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 5.	2.5% of estimated cost of constructing the works	2.5% of estimated cost of constructing the works	2.5% of estimated cost of constructing the works
Fee for supervision of works as per section 17(2) of the Subdivision Act 1988, in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 6.	0.75% of estimated cost of constructing the work	0.75% of estimated cost of constructing the work	0.75% of estimated cost of constructing the work

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

	2009/10	2010/11
Request to amend an application for a permit after notice of the application has been given under Section 52 for every class of application set out in the table in Regulation 7.	\$99.00	\$102.00
Request to amend an application for a permit after notice of the application has been given under Section 52 for every class of application set out in the table in Regulation 8B.	\$99.00	\$102.00

Applications for Amendments to Permit (Regulation 8B)

Class	Type of Permit Application	2009/10	2010/11
1	To amend a permit to use land if that amendment is to change the use for which the land may be used.	\$487.00	\$502.00
2	To amend a permit: (a) to change the statement of what the permit allows (b) to change any or all of the conditions which apply to the permit (c) in any way not otherwise provided for in this regulation	\$487.00	\$502.00
3	To amend a permit to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of any additional development to be permitted by the amendment is: > \$10,000 - \$100,000	\$232.00	\$239.00
4	> \$100,001	476.00	\$490.00
5	To amend a permit to develop land if the estimated cost of any additional development to be permitted by the amendment is \$10,000 or less	\$99.00	\$102.00
6	To amend a permit if the estimated cost of any additional development to be permitted by the amendment is > \$10,001 - \$250,000	\$586.00	\$604.00
7	> \$250,001 - \$500,000	\$686.00	\$707.00
8	> \$500,001	\$791.00	\$815.00
9	To amend a permit to: (a) subdivide an existing building. (b) Subdivide land into two lots. (c) Effect a realignment of a common boundary between lots or to consolidate two or more lots.	\$375.00	\$386.00

Planning Scheme Amendment Fees

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

Class	Type of Permit Application	2008/2009	2009/10	2010/11
1.	Considering a Request for an Amendment	\$734.00	\$775.00	\$798.00
2.	Independent Panel (considering submissions which seek a change to an amendment)	\$734.00	\$775.00	\$798.00
3.	Adoption of Amendment by Responsible Authority	\$482.00	\$509.00	\$524.00
4.	Consideration of a Request to Approve an Amendment (by the Minister for Planning)	\$734.00	\$775.00	\$798.00

Other Matters Regulation 10, 11 & 12

User Fees & Charges	2008/2009	2009/10	2010/11
The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of the Responsible Authority	\$94.00	\$99.00	\$102.00
Planning Certificates	\$16.80	\$17.70	\$18.20
Certificates of Compliance	\$136.00	\$143.00	\$147.00

Planning Fees

User Fees & Charges	2008/2009	2009/10	2010/11
Planning			
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	\$75.00	\$75.00	\$78.00
Extension of time for Planning Permits:			
First extension	\$80.00	\$80.00	\$83.00
Second extension	\$220.00	\$220.00	\$229.00
Additional extensions	\$300.00	\$300.00	\$312.00
Approval of Development Plans to the satisfaction of the Responsible Authority	\$520.00	\$520.00	\$541.00
Approval of 173 Agreements (plus cost of legal advice if required)	\$120.00	\$120.00	\$125.00
Liquor License requests	\$120.00	\$120.00	\$125.00
Notification of Planning Applications:			
Up to 10 letters/notices	\$70.00	\$70.00	\$73.00
Additional letters/notices	\$5.00	\$5.00	\$5.00
Property Inquiry relating to planning history	\$60.00	\$60.00	\$62.00

Mapping Products (Commercial Use)

Option of a) aerial photography or b) customised colour map using standard map layers (no photography). Scale to be determined by customer. Can be provided as hardcopy or PDF. NB 4% increase onto unit cost from 2009/10.

Size	Unit Cost	GST	Total cost
A0	\$104.00	\$10.40	\$114.00
A1	\$83.00	\$8.30	\$91.00
A2	\$62.00	\$6.20	\$68.00
A3	\$42.00	\$4.20	\$46.00
A4	\$21.00	\$2.10	\$23.00

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

Mapping Products (Commercial Use) (Cont.)

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

Size	Unit cost	GST	Total Cost
A0	\$156.00	\$15.60	\$172.00
A1	\$125.00	\$12.50	\$138.00
A2	\$94.00	\$9.40	\$103.00
A3	\$62.00	\$6.20	\$68.00
A4	\$31.00	\$3.10	\$34.00

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

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	$\frac{4 \text{ (value)}}{2000} + \bullet \text{ value}$ Minimum Fee: \$650.00
2.	1A	All dwellings – single detached houses or attached multi-units development.	Up to \$150,000 \$150,001-\$200,000 \$200,001-\$250,000 \$250,001-\$300,000 >\$300,000	\$1,250.00 \$1,660.00 \$2,180.00 \$2,800.00 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	\$460.00 \$570.00 \$780.00 \$1,090.00 \$1,400.00 Value ÷ 105
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	\$335.00 \$460.00 \$675.00 \$880.00 Value ÷ 110
Item	Class	Description	Value of Work	Fee*
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	\$335.00 \$460.00 \$570.00 \$675.00 \$880.00 Value ÷ 110
6.	10B	Pool fence (without pool)	N/A	\$150.00
7.	Sundry	Any additional inspection	Domestic Commercial	\$155.00 (min) \$210.00 (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)	\$43.45 each
9.	Amendment and/or extension of building permits Amendment of approved plans	\$160.00
10.	Dispensation for siting of single dwellings	\$200.00
11.	Application for demolition consents (Section 29A) (GST not applicable)	\$53.00
12.	Building notice	\$250.00
13.	Building order	\$300.00
14.	Temporary structure siting approval	\$300.00
15.	Places of public entertainment occupancy permit	\$440.00
16.	Subdivision statements for buildings - Regulation 503(2)	\$200.00
17.	Pool safety fence inspections	\$100.00
18.	Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$35.00
19.	Provide copy of Building Permit including plans (with owners consent)	\$60.00

* 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).

Appendix F Activities & Initiatives

1. LEADERSHIP

4 YEAR STRATEGY:		
1.01 Govern as a well planned, accountable, strategic and sustainable Council.		
Activities and Initiatives 2010-2011	Timing	Resp.
1.01.01 Review the Council Plan.	June 2011	DCS
1.01.02 Produce quarterly reports for monitoring implementation of Budget Activities and Initiatives and adopted strategic plans.	June 2011	DCS
1.01.03 Prepare Annual Report for the 2009/10 financial year.	September 2010	DCS
1.01.04 Provide support to develop skills and knowledge of elected members and community representatives.	June 2011	DCS
1.01.05 Review of the Council policies under the Local Government Act.	June 2011	DCS
4 YEAR STRATEGY:		
1.02 Advocate for the City and the South West community		
Activities and Initiatives 2010-2011	Timing	Resp.
1.02.01 Review advocacy plans as required for identified major issues.	June 2011	DCS
1.02.02 Participate in processes for advocacy on key regional issues.	December 2010	DCS
4 YEAR STRATEGY:		
1.03 Enhance community engagement and transparency in all Council activities.		
Activities and Initiatives 2010-2011	Timing	Resp.
1.03.01 Redesign and upgrade Council's website	June 2011	DCS
1.03.02 Ensure Council's website informs the community of relevant activities and initiatives	June 2011	DCS
1.03.03 Strengthen Council's involvement with Community Groups	June 2011	DCS
1.03.04 Embed Council's Community Engagement policy into Council reporting	August 2010	DCS
1.03.05 Provide IAP2 training for Councillors and key staff	December 2010	DCS
4 YEAR STRATEGY:		
1.04 Provide excellent customer service.		
Activities and Initiatives 2010-2011	Timing	Resp.
1.04.01 Ensure organisation-wide customer focused training is an ongoing element of the Corporate Training Program.	June 2011	DCS
1.04.02 Continue to conduct independent customer service audits of Council's activities.	June 2011	DCS
4 YEAR STRATEGY:		
1.05 Provide quality information and communication technology services.		
Activities and Initiatives 2010-2011	Timing	Resp.
1.05.01 Review business continuity and disaster recovery processes.	June 2011	DCS
1.05.02 Implement measures to increase Council's IT support capability	December 2010	DCS
1.05.03 Finalise the IT Software Strategy.	June 2011	DCS
4 YEAR STRATEGY:		
1.06 Implement new systems for efficiency and productivity savings		
Activities and Initiatives 2010-2011	Timing	Resp.
1.06.01 Continue to review the policy framework, processes and identify system improvements.	June 2011	DCS
1.06.02 Continue the Business Excellence Program and annual Improvement Project Team training programs.	June 2011	DCS

4 YEAR STRATEGY:		
1.07 Embed risk management practices through Council.		
Activities and Initiatives 2010-2011	Timing	Resp.
1.07.01 Continue to implement the Risk profiling project to effectively manage and minimise Council's risk exposures.	June 2011	DCS
1.07.02 Implement the 2010-2013 Occupational Health & Safety Strategy.	June 2011	DCS
4 YEAR STRATEGY:		
1.08 Promote an open and supportive Workplace culture		
Activities and Initiatives 2010-2011	Timing	Resp.
1.08.01 Finalise negotiations of a new Enterprise Agreement and implement outcomes.	October 2010	DCS
1.08.02 Implement the Corporate Training and Development Programs.	June 2011	DCS
1.08.03 Work with industry groups on workforce planning initiatives that enhance the employer profile and appeal of Warrnambool City Council & local government sector.	June 2011	DCS
1.08.04 Implement an Annual Employee Climate Survey program.	June 2011	DCS
1.08.05 Continue delivery of the Staff Health & Wellbeing Program.	June 2011	DCS
1.08.06 Develop and implement a Management Development Program	June 2011	DCS
1.08.07 Support the take-up of traineeships, cadetships and other workforce participation programs.	June 2011	DCS
4 YEAR STRATEGY:		
1.09 Implement an accountable, sustainable budget and financial strategy.		
Activities and Initiatives 2010-2011	Timing	Resp.
1.09.01 Ensure that the Annual Budget and Strategic Resource Plan are prepared and adopted by Council in accordance with the Local Government Act 1989.	June 2011	DCS
1.09.02 Prepare and lodge Annual Financial Statements and Standard Statements in accordance with the Local Government Act 1989.	September 2010	DCS
1.09.03 Continue the Strategic Internal Audit Program.	June 2011	DCS
1.09.04 Update the 10 Year Financial Plan.	June 2011	DCS
1.09.05 Review and enhance the Capital Works Evaluation Criteria.	June 2011	DCS
1.09.06 Undertake a comprehensive audit of property classifications in Council's Property and Valuation Database for the purpose of levying of differential rates as detailed in Council's Rating Strategy.	June 2011	DCS
1.09.07 Promote awareness of external funding opportunities and implement in-house procedures for the monitoring of external grant funding.	June 2011	DCG
1.09.08 Review Council's scoping, budgeting and management of projects through the Project Control Group.	June 2011	DCI
4 YEAR STRATEGY:		
1.10 Ensure adequate resources are provided to appropriately maintain and expand Council's infrastructure.		
Activities and Initiatives 2010-2011	Timing	Resp.
1.10.01 Review the Asset Renewal Model to determine funding for infrastructure asset renewal.	February 2010	DCI
1.10.02 Develop Rail Safety Interface Agreements with rail operators at all level crossings in the municipality.	June 2011	DCI
1.10.03 Adopt a 5 year prioritised works strategy for Road Rehabilitation program.	August 2010	DCI
1.10.04 Implement West Warrnambool Drainage scheme works, rising main, pump station, drainage basin and main drains.	June 2011	DCI
1.10.05 Review and update current Asset Management plans and report to the Council Asset Steering Committee.	June 2011	DCI
1.10.06 Develop new Asset Management Plans for drainage and open space and report to the Council Asset Steering Committee.	June 2011	DCI
1.10.07 Ensure that an Essential Safety Measures audit is carried out at all buildings as required under the Act.	June 2011	DCI
1.10.08 Manage Council's fleet to maximise efficient operation.	June 2011	DCI

2. ENVIRONMENT

4 YEAR STRATEGY:		
2.01 Aim to be a leading environmentally sustainable organisation		
Activities and Initiatives 2010-2011	Timing	Resp.
2.01.01 Increase green energy consumption/use in the Council by 10%.	June 2011	DCI
2.01.02 Implement priority actions in the Environmental Sustainability Strategy 2008-13.	June 2011	DCI
2.01.03 Aim to reduce waste volumes to landfill in accordance with Regional and State waste management guidelines.	June 2011	DCI
2.01.04 Research and implement a recycling service to Council facilities.	June 2011	DCI
2.01.05 Increase the number of households involved in the home composting program.	June 2011	DCI
2.01.06 Review Council's current public place rubbish/recycling bins and develop a policy for future locations/needs for these bins.	June 2011	DCI
2.01.07 Undertake and complete a Green Travel policy for Council to reduce the use of fossil fuels.	December 2010	DCG
2.01.08 Undertake a renewable energy project and continue the "Sustain the Bool" initiative to encourage renewable energy uptake in the community.	July 2011	DCG
2.01.09 Commence a Climate Action Plan (including measuring Council's Carbon Footprint) to reduce greenhouse gas emissions.	December 2010	DCG

4 YEAR STRATEGY:		
2.02 Educate and inform our community about sustainability		
Activities and Initiatives 2010-2011	Timing	Resp.
2.02.01 Commence a Green Purchasing Policy to reduce Council's environmental footprint.	December 2010	DCG
2.02.02 Continue appropriate annual chemical waste disposal through the Detox Your Home Chemical Disposal Service.	May 2011	DCI
2.02.03 Continue the annual co-ordination of Clean Up Australia Days	May 2011	DCI
2.02.04 Commence a "Public Open Space Strategy" which includes the creation of partnerships between Council, local schools and community groups to facilitate involvement in improving public open space projects.	December 2010	DCG

4 YEAR STRATEGY:		
2.03 Promote sustainable design principles in new residential and commercial buildings		
Activities and Initiatives 2010-2011	Timing	Resp.
2.03.01 Promote sustainable design initiatives through providing permit applicants, surveyors and building designers with up-to-date information on environmental design.	December 2010	DCG
2.03.02 Provide community information relating to design and building principles to improve energy efficiency of housing.	December 2010	DCG

4 YEAR STRATEGY:		
2.04 Protect, enhance and improve access to our coastal reserves and waterways		
Activities and Initiatives 2010-2011	Timing	Resp.
2.04.01 Establish a policy for improved riparian and flood plain management, including setbacks as part of the growth area planning.	December 2010	DCG
2.04.02 Improve sea view opportunities along the foreshore area from the Warrnambool Surf Life Saving Club to the Warrnambool Yacht Club.	June 2011	DCI
2.04.03 Complete construction of the Warrnambool Foreshore Pavilion.	November 2011	DCI
2.04.04 Complete Stage 3 of Pickering Point/Thunder Point boardwalk.	December 2011	DCI
2.04.05 Implement recommendations for the renewal and upgrade of the Breakwater.	December 2010	DCI
2.04.06 Continue to apply for funding to improve and protect infrastructure access to beach area.	December 2010	DCI
2.04.07 Develop a Foreshore Vegetation Management Plan.	June 2011	DCI

4 YEAR STRATEGY:		
2.05 Promote sustainable transport systems.		
Activities and Initiatives 2010-2011	Timing	Resp.
2.05.01 Develop a strategy for integrated pedestrian and bicycle transport across the City in the form of a Sustainable Transport Strategy.	June 2011	DCG
2.05.02 Adopt a 5 year prioritised works footpath and other pedestrian facilities program, including both on road and off road projects.	September 2010	DCI
2.05.05 Undertake identified enhancement and safety/usability of the on road bike route network.	June 2011	DCI
4 YEAR STRATEGY:		
2.06 Create natural and open space environments in Warrnambool		
Activities and Initiatives 2010-2011	Timing	Resp.
2.06.01 Ensure that all new open space environments are appropriately maintained and planned for development.	June 2011	DCI
2.06.02 Improve the footpath network within the Warrnambool Botanic Gardens to ensure safe pedestrian and disability access.	June 2011	DCI
2.06.03 Commence Stage One of the Public Open Space Strategy including a background, scoping and community engagement.	December 2010	DCG
2.06.04 Develop the St James Park Management Plan.	September 2010	DCG
2.06.05 Implement priority actions from St James Park management Plan.	June 2011	DCG
2.06.06 Prepare a landscape Masterplan for Lady Bay and (including McGennans carpark).	June 2011	DCG
2.06.07 Prepare Open Space Policies to accompany a future Planning Scheme Amendment for Growth Areas.	July 2011	DCG
4 YEAR STRATEGY:		
2.07 Provide and maintain healthy and sustainable parks, gardens and recreation reserves.		
Activities and Initiatives 2010-2011	Timing	Resp.
2.07.01 Removal of trees in Council open space areas which have been identified by arborists as a high risk to community safety.	June 2011	DCI
2.07.02 Create and resource a watering program to support all new plantings throughout the municipality.	June 2011	DCI
2.07.03 Review the current status of existing playground facilities and develop a strategy for playground upgrades and new installations in growth areas of the municipality.	June 2012	DCI

3. LIVEABILITY

4 YEAR STRATEGY:		
3.01 Develop and support sport and recreation activities to promote healthy lifestyles and community wellbeing.		
Activities and Initiatives 2010-2011	Timing	Resp.
3.01.01 Complete priority minor capital works at key recreation facilities.	June 2011	DCD
3.01.02 Develop a strategy to guide the management and development of AquaZone through to 2020.	June 2011	DCD
3.01.03 Obtain a full licence for the Outside School Hours Care Program and ensure compliance with service regulations.	June 2011	DCD
3.01.04 Implement key priority improvements and actions as recommended in the Warrnambool Recreation Plan 2007-2017.	June 2011	DCD
3.01.05 Optimise opportunities to improve outdoor sports grounds through strategic applications to targeted funding programs.	June 2011	DCD
3.01.06 Work with the Warrnambool BMX Club to develop a new track in Warrnambool.	June 2011	DCD
3.01.07 Support implementation of the key priority improvements as recommended in the Allansford Recreation Reserve Master Plan.	June 2011	DCD
3.01.08 Complete implementation of Stage One works from the Jubilee Park Woodford Master Plan.	December 2010	
3.01.09 Complete the redevelopment of the Warrnambool Skate Park.	June 2011	DCD
3.01.10 Assist the Warrnambool and District Drag Racing Association to secure a site for a new facility.	June 2011	DCD
3.01.11 Redevelop the Warrnambool Lawn Tennis Bowling Club's grass bowling green to a waterless synthetic bowling surface to provide a sustainable year-round facility.	December 2010	DCD
3.01.12 Support the Warrnambool Wolves Football Club to undertake the Harris Street Reserve clubroom redevelopment and sports ground lighting upgrade project.	December 2010	DCD
4 YEAR STRATEGY:		
3.02 Develop and support cultural activities that provide opportunities to celebrate engage and participate in creative and artistic endeavours.		
Activities and Initiatives 2010-2011	Timing	Resp.
3.02.01 Implement the Warrnambool Entertainment Centre Redevelopment.	June 2011	DCD
3.02.02 Complete shutdown arrangements for the Warrnambool Entertainment Centre as part of the Redevelopment project, including the development and delivery of an outreach program.	December 2010	DCD
3.02.03 Prepare a Cultural Development Plan for Warrnambool.	June 2011	DCD
3.02.04 Undertake a service benchmarking project for the Warrnambool Art Gallery.	June 2011	DCD
3.02.05 Implement a public art project to enhance and celebrate Warrnambool's cultural precinct.	June 2011	DCD
3.02.06 Complete priority minor capital works at key cultural facilities.	June 2011	DCD
3.02.07 Investigate opportunities for sponsorship at Council's facilities.	June 2011	DCD
4 YEAR STRATEGY:		
3.03 Provide opportunities for young people to plan, coordinate and participate in activities.		
Activities and Initiatives 2010-2011	Timing	Resp.
3.03.01 Support Youth Council to undertake its annual program of activities and projects.	June 2011	DCD
3.03.02 Continue the Warrnambool and Moyne Young Learner Driver (L2P) Program to encourage safe driving amongst young people.	June 2011	DCD
3.03.03 Facilitate the 2011 Our PlaYce Regional Youth Leadership Program	April 2011	DCD
4 YEAR STRATEGY:		
3.04 Review opportunities to improve the provision of public library services in Warrnambool.		
Activities and Initiatives 2010-2011	Timing	Resp.
3.04.01 Commence implementation of the library service review, including assessment of review proposals.	June 2011	DCD
3.04.02 Investigate funding opportunities to undertake further planning and feasibility work in response to review proposals.	December 2010	DCD

4 YEAR STRATEGY:		
3.05 Provide leadership in the provision of early childhood and family services.		
Activities and Initiatives 2010-2011	Timing	Resp.
3.05.01 Implement key strategies from the Municipal Early Years Plan 2009-2012.	June 2011	DCD
3.05.02 Provide final report with recommendations for Universal Access to Early Childhood Education 2013 reform.	August 2010	DCD
3.05.03 Formalise a partnership with South West Health Care's aboriginal services to support the health and well being of Aboriginal and Torres Strait women, children and their communities.	September 2010	DCD
3.05.04 Implement National and State Early Years framework in childcare and kindergarten services.	June 2011	DCD
3.05.05 Implement government initiatives to increase access of disadvantaged children in early years services.	June 2011	DCD
3.05.06 Review regional Early Years network with a focus on strengthening partnerships with agencies and stakeholders.	December 2010	DCD
3.05.07 Implement recommendations from the Victorian Early Parenting Strategy.	December 2010	DCD

4 YEAR STRATEGY:		
3.06 Increase access to early childhood and family services through inclusive planning and partnership arrangements.		
Activities and Initiatives 2010-2011	Timing	Resp.
3.06.01 Update and distribute "Playground for Growth" information booklet of children's services and activities in Warrnambool.	December 2010	DCD
3.06.02 Increase participation rates in Maternal and Child services through innovative practice identified in the Victorian key ages and stages framework.	December 2010	DCD
3.06.03 Increase Family Day Care enrolments through active campaign to promote Family Day Care as a flexible home based child care option.	June 2011	DCD
3.06.04 Work in partnership with TAFE and Deakin University to increase access to childcare for children from multi cultural background and disadvantaged.	June 2011	DCD
3.06.05 Promote health and physical activity of young children in early childhood services through implementation of "Go for your life" "Smiles for Miles" oral health and "Kids Matter" mental health programs.	March 2011	DCD
3.06.06 Implement transition plans to schools for all children enrolled at kindergarten.	December 2010	DCD
3.06.07 Achieve National accreditation in Family Day Care and Centre based childcare	December 2010	DCD

4 YEAR STRATEGY:		
3.07 Implement strategies that support the needs of Warrnambool's culturally diverse community		
Activities and Initiatives 2010-2011	Timing	Resp.
3.07.01 Monitor and report on the implementation of Council's Cultural Diversity Policy Action Plan 2010 – 2013.	May 2011	DCD

4 YEAR STRATEGY:		
3.08 Improve access to services, information and facilities through inclusive planning.		
Activities and Initiatives 2010-2011	Timing	Resp.
3.08.01 Continue to investigate funding options and partnership arrangements for the provision of community support and information.	June 2011	DCD
3.08.02 Continue to work with community stakeholders to identify community services and community programs to be coordinated through the Archie Graham Community Centre.	June 2011	DCD
3.08.03 Expand collaborative partnerships to integrate the Living at Home Assessment Framework in Warrnambool.	December 2010	DCD
3.08.04 Address transport disadvantage in collaboration with the Regional Accessibility Committee.	June 2011	DCD
3.08.05 Pilot options to increase the benefit of the community bus to community members who are transport disadvantaged, within available resources.	June 2011	DCD
3.08.06 Implement adopted strategies in the Community Access Plan 2009 – 2013.	June 2011	DCD
3.08.07 Review partnership and funding arrangements for the Individual Support Plan (ISP) Pilot based on evaluation outcomes.	August 2010	DCD
3.08.08 Review and promote the Welcome Business Program.	June 2011	DCD
3.08.09 Investigate future funding arrangements for the continuation of the Regional Disability Planner in collaboration with the regional disability sector.	June 2011	DCD
3.08.10 Implement the revised planning and reporting framework for the Rural Access Program for the Warrnambool, Moyne and Corangamite sub region.	June 2011	DCD
3.08.11 Strengthen partnerships with local government agencies in the south west region to attract funding for social inclusion and community building initiatives.	June 2011	DCD
3.08.12 Implement recommendations arising from the National Community Care Common Standards Framework Audit.	June 2011	DCD
4 YEAR STRATEGY:		
3.09 Promote positive and active ageing.		
Activities and Initiatives 2010-2011	Timing	Resp.
3.09.01 Implement recommendations of the Active Ageing Plan 2008 – 2013.	June 2011	DCD
3.09.02 Expand the use of technology to support more efficient delivery of Home and Community Care Services.	June 2011	DCD
3.09.03 Implement the Active Service Model in collaboration with key stakeholder agencies and community organisations.	September 2010	DCD
3.09.04 Investigate opportunities to increase access to existing community programs for Planned Activity Groups (Adult Day Centre) users.	June 2011	DCD
3.09.05 Enhance carer's capacity through improved assessment and care planning practices to support carer's individual goals.	June 2011	DCD
4 YEAR STRATEGY:		
3.10 Strengthen and increase volunteer participation.		
Activities and Initiatives 2010-2011	Timing	Resp.
3.10.01 Increase the range of community volunteer opportunities in partnership with community organisations and the public sector.	June 2011	DCD
3.10.02 Promote and assist with the practical implementations of the National Volunteer Standards Framework with community organisations.	June 2011	DCD
3.10.03 Advocate for government, corporate and/or philanthropic funding to support regional volunteer services and initiatives.	June 2011	DCD
4 YEAR STRATEGY:		
3.11 Facilitate the development of affordable housing policy in Warrnambool.		
Activities and Initiatives 2010-2011	Timing	Resp.
3.11.01 Develop and implement an affordable housing strategy for Warrnambool.	March 2011	DCG

4 YEAR STRATEGY:			
3.12 Provide direction for public health and community safety.			
Activities and Initiatives 2010-2011	Timing	Resp.	
3.12.01 Implement road safety strategy in accordance with available funding.	June 2011	DCI	
3.12.02 Implement priority actions from the Road Safety Education Plan.	June 2011	DCI	
3.12.03 Implement the Healthy Moves Program in accordance with available funding.	June 2011	DCI	
3.12.04 Undertake 95% compliance for inspection of registered premises.	June 2011	DCI	
3.12.05 Maintain immunisation rates above 90%	May 2011	DCI	
3.12.06 Deliver "family friendly" immunisation services including outreach programs.	June 2011	DCI	
3.12.07 Identify opportunities to promote and offer immunisation services to the wider sector.	June 2011	DCI	
3.12.08 Implement strategies contained in the Municipal Public Health Plan.	June 2011	DCI	
3.12.09 Implement strategies contained in the Municipal Emergency Management Plan.	June 2011	DCI	
3.12.10 Continue to conduct Summerbool programs in conjunction with the local Police to improve safety at Lake Pertobe and foreshore areas.	November 2011	DCI	
3.12.11 Complete 80% of all outstanding footpath works from inspections in Category 2 zones.	June 2011	DCI	
3.12.12 Develop a strategy for public toilets.	June 2011	DCI	

4. GROWTH

4 YEAR STRATEGY:		
4.01 Promote quality urban design that delivers environmental sustainability		
Activities and Initiatives 2010-2011	Timing	Resp.
4.01.01 Adopt an Urban Design Theme and Palette as part of the City Centre Structure Plan.	December 2010	DCG
4.01.02 Support annual Design symposium/workshops for both local and regional stakeholders.	July 2011	DCG
4.01.03 Complete a Planning Scheme Amendment for the Heritage Gap study (Precincts).	July 2011	DCG
4.01.04 Commence a Planning Scheme Amendment for the Heritage Gap Study (Individual Places outside precincts).	July 2011	DCG
4 YEAR STRATEGY:		
4.02 Ensure the City's infrastructure network meets growth demands.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.02.01 Construct the Harrington Road retention basin, associated rising main and pump station.	June 2011	DCI
4.02.02 Implement the block 17 Drainage Scheme, including special charge scheme.	June 2011	DCI
4.02.03 Review high priority Structure Plan drainage projects and undertake drainage designs for future years.	March 2011	DCI
4.02.04 Complete a Municipal Traffic Management Plan, including a hierarchy review.	December 2011	DCI
4.02.05 Finalise the Development Contribution Plans North of the Merri, North East, & North Dennington.	July 2011	DCG
4.02.06 Establish Council's Development Contributions Accountability process to collect development contributions at subdivision stage.	December 2010	DCG
4 YEAR STRATEGY:		
4.03 Develop a City-wide structure plan.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.03.01 Prepare a framework plan and implement framework into Planning Scheme to deliver a minimum 15 year land supply of Industrial Land.	December 2011	DCG
4.03.02 Complete the Rural Settlement Strategy.	December 2011	DCG
4.03.03 Commence Land Suitability & Biodiversity Project – supporting future growth of the City.	December 2011	DCG
4.03.04 Commence Planning Scheme Amendments for growth areas at North and South Hopkins Point Road and North of the Merri	December 2011	DCG
4 YEAR STRATEGY:		
4.04 Develop the Warrnambool Floodplain Management Plan and implement adopted works and measures.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.04.01 Work with the Catchment Management Authority to adopt appropriate flood level indicators with consideration to climate change, for South Warrnambool and Dennington.	June 2011	DCI
4.04.02 Include North Warrnambool Flood Study levels in the planning scheme through a planning scheme amendment from the Catchment Management Authority.	June 2011	DCI
4.04.03 Finalise design and funding for flood mitigation measures along Russells Creek at the Mortlake Road Culvert (Queens Road – Whites Road segment).	June 2011	DCI

4 YEAR STRATEGY:		
4.05 Support events that grow the economy and promote the City		
Activities and Initiatives 2010-2011	Timing	Resp.
4.05.01 Attract and/or support a range of cultural, sporting, business, and community events that have clear economic, social and/or promotional benefits for Warrnambool.	June 2011	DCD
4.05.02 Produce the 2011 Australia Day celebrations and the 2011 Gnatannwarr Multicultural Festival.	January 2011	DCD
4.05.03 Host a summer program of events to ensure Warrnambool maintains and grows its position as a popular family-friendly destination.	January 2011	DCD
4.05.04 Host high-yielding sporting events and manage a process for the sharing the costs with external stakeholders.	June 2011	DCD
4.05.05 Support the organising committee to deliver the 2011 Wunta Fiesta.	February 2011	DCD
4.05.06 Commence a review of the Fun4Kids Business Growth Strategy to underpin the event's strategic planning and ensure.	June 2011	DCD
4.05.07 Investigate options for presenting Fun4Kids 2011 (during the renovation of the WEC).	October 2010	DCD
4.05.08 Maintain the Warrnambool events database and promote the Warrnambool calendar of events.	June 2011	DCD
4 YEAR STRATEGY:		
4.06 Deliver projects that develop Warrnambool as a dynamic and sustainable tourism destination.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.06.01 Investigate Stage Two FSH Accommodation Study.	April 2011	DCG
4.06.02 Prepare Flagstaff Hill Museum Accreditation Application	May 2011	DCG
4.06.03 Broaden the Flagstaff Hill business model in line with Navigate 2017.	May 2011	DCG
4.06.04 Support Warrnambool heritage custodians through partnerships using the skills and resources of Flagstaff Hill.	May 2011	DCG
4.06.05 Update Flagstaff Hill and Surfside Holiday Park websites.	November 2010	DCG
4.06.06 Work with Tourism Industry partners to continue to position Warrnambool as a key destination on the Great Ocean Road.	June 2011	DCG
4.06.07 Work to review regional tourism structures and support Tourism Victoria Regional Tourism Action Plan.	December 2010	DCG
4.06.08 Implement Stage 1 Surfside Holiday Park's Development Plan.	May 2011	DCG
4 YEAR STRATEGY:		
4.07 Maintain a Positive visitor experience for guests to the City.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.07.01 Develop partnerships with industry to enhance services provided by Warrnambool Visitor Centre.	April 2011	DCG
4.07.02 Implement Harbour Pavilion Interpretative Centre	November 2010	DCG
4.07.03 Host Tourism Alliance – VIC Summit	August 2010	DCG
4.07.04 Produce promotional and informational collateral for the City.	June 2011	DCD
4 YEAR STRATEGY:		
4.08 Develop and implement an economic development and investment strategy which maximises net economic benefit to the region.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.08.01 Complete development and commence implementation of the Economic Development and Investment Strategy 2010.	June 2011	DCG
4.08.02 Continually improve a robust database of economic development statistical information that promotes City and regional growth.	June 2011	DCG
4.08.03 Maximise external grant funding opportunities through a systematic, professional and monitored approach.	June 2011	DCG
4.08.04 Provide business expansion and investment attraction services through quality information, referral and advice	June 2011	DCG

4 YEAR STRATEGY:		
4.09 Provide expert support, guidance and advice to employers and skilled candidates resulting in the attraction of skills necessary to sustain regional growth.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.09.01 Support the expansion of Warrnambool as a premier location for education & training.	June 2011	DCG
4.09.02 Address current and future skills shortages through the delivery of the Global Skills for Provincial Victoria skilled migration program and other initiatives	June 2011	DCG
4.09.03 Promote Warrnambool and region as a great place to live, work and invest through active participation in State, Federal & Regional Marketing initiatives.	June 2011	DCG
4.09.04 Active participation by Council in targeted employment programs	June 2011	DCG
4 YEAR STRATEGY:		
4.10 Advocate to State and Federal Government to ensure retention and improvement to transport infrastructure to support regional growth.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.10.01 Review the user fees and charges at the airport and report back to Council with recommendations.	December 2010	DCI
4.10.02 Prepare a development plan to identify physical locations for future infrastructure and runway improvements at the airport.	June 2011	DCI
4.10.03 Investigate potential growth opportunities for the Warrnambool Regional airport through the additional use of land, new business opportunities and in the long-term establishment of passenger services.	June 2011	DCG
4.10.04 Provide support and advocacy to passenger rail and rail freight sector in order to cater for the needs of the growing region.	June 2011	DCG
4.10.05 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.	June 2011	DCG
4 YEAR STRATEGY:		
4.11 Maximise business engagement through active promotion of Council's business support services		
Activities and Initiatives 2010-2011	Timing	Resp.
4.11.01 Recognise excellence and innovation in the City's business community through a program of Awards.	June 2011	DCG
4.11.02 Maintain on-going liaison with Warrnambool business community through regular business visits and industry forums.	June 2011	DCG
4.11.03 Provide strong support to the region's dairy industry as the pre-eminent industry in the Great South Coast region.	June 2011	DCG
4.11.04 Deliver a comprehensive program of workshops and seminars to assist skill development and competitiveness of the local business community.	June 2011	DCG
4.11.05 Partner with ACE Radio to deliver joint networking events program through expanding of existing ACE Radio's Business Club Wednesday.	June 2011	DCG
4.11.06 Improve and regularly up-date Council's free Internet Business Directory to publicise the diversity of city's businesses and the broad range of goods and services available in Warrnambool.	June 2011	DCG
4.11.07 Share information and raise awareness of the Council's Business Support services through timely and informative communication with the business community.	June 2011	DCG
4.11.08 Work with Deakin University and key businesses to promote industry sustainability and profitability.	June 2011	DCG
4 YEAR STRATEGY:		
4.12 Maintain a viable port facility.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.12.01 Continue to upgrade and renew Breakwater surface condition.	June 2011	DCI
4.12.02 Apply for funding to implement actions as per the Safety and Environment Management Plan at the port.	June 2011	DCI
4.12.03 Apply for funding to construct a lower landing at the Breakwater.	June 2011	DCI

4 YEAR STRATEGY:		
4.13 Ensure Warrnambool's sub regional land use planning is undertaken as a basis for improved planning outcomes.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.13.01 Deliver planning implementation outcomes required to assist in achieving a minimum 15 year industrial land supply.	September 2011	DCG
4.13.02 Prepare the Rural Housing Strategy being undertaken with the Moyne Shire Council.	December 2010	DCG
4.13.03 Complete the Land Suitability Project being undertaken with the Corangamite Shire Council.	December 2011	DCG
4.13.04 Initiate regular forums and discussion with the Department of Planning & Community Development and planning officers from adjoining municipalities.	June 2010	DCG
4 YEAR STRATEGY:		
4.14 Strive to deliver a planning approvals system that meets the expectations of the community.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.14.01 Maintain a best practice decision making process responsive to the Warrnambool Planning Scheme.	June 2011	DCG
4.14.02 Establish reporting and performance measures that ensure Council is maintaining an equitable and efficient planning approvals system.	June 2011	DCG
4.14.03 Benchmark Warrnambool City Council statutory planning approvals systems against Victorian regional cities.	June 2011	DCG
4.14.04 Implement online access to statutory planning and subdivision services for customers.	June 2011	DCG
4 YEAR STRATEGY:		
4.15 Create a thriving and culturally rich City Centre supported by secondary retail precincts.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.15.01 Ensure that Warrnambool is identified as the "retail" hub of the Great South Coast region through implementation of Council's strategic position in relation to the retail sector.	May 2011	DCG
4.15.02 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 2011	DCG
4 YEAR STRATEGY:		
4.16 Maximise the economic benefit from water resources.		
Activities and Initiatives 2010-2011	Timing	Resp.
4.16.01 Investigate Business opportunities based on available water supply.	June 2011	DCG
4.16.02 Implement Waste Water Management Plan initiatives.	June 2011	DCI
4.16.03 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 2011	DCI
4.16.04 Encourage sustainable stormwater reuse in new subdivision development areas.	December 2010	DCI