



Warrnambool City Council

# BUDGET

2011/2012

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## Mayor's Introduction

It is with great pleasure that I present the 2011/2012 Annual Budget to the community.

This year's budget is conservative and includes only a limited number of new capital projects. This is in recognition of the challenges facing people's family budgets. As people deal with the rising cost of fuel, food and utilities, Council has worked hard to provide growing services in the 2011/12 financial year within a very tight budget that delivers efficiencies.

The preparation of the budget is a team effort and Councillors have worked closely with Council staff to identify how best to meet the increased pressures of delivering services to a growing number of people without compromising quality or greatly increasing costs. Services have been individually scrutinised throughout the process, and Council is confident that this year's budget is sensible and responsible.

Warrnambool is growing rapidly and continues to be the hub of the south west region and provides the employment, social and lifestyle opportunities that make it such a great place to live, visit and do business. Council is proud of the vast range and efficient level of services that it provides to the community and this budget through its theme of "shaping our future" delivers the delicate balance between what our community expects in the way of services and projects yet maintaining a fiscally responsible approach.

As our city continues to grow in 2011/12, Council will deliver more services to more people with no additional staff. This is a significant efficiency gain with staff processing an increased number of building and planning permits, maintaining more parks, gardens and recreation areas. Council staff will also maintain additional roads, drains and footpaths created in new neighbourhoods around our city.

A recent benchmarking survey of Council's net operating costs per rate assessment revealed that Warrnambool City Council costs are the lowest of all regional cities in Victoria and 45% below the regional cities average. This evidences the efficiency and effectiveness of Council's service delivery.

The baseline budget delivered an increase in rates and charges of 5.9% which was a challenging task given cost pressures in areas including utility costs, state government landfill levies, enterprise bargain agreement impacts, cleaning contract tender price increases and increasing library service contributions.

Council has also been grappling with the industry wide issue of under-funded asset replacement funding and after due consideration decided to add an additional 0.5% rates and charges increase to address this position and ensure that the community's assets are appropriately renewed and not let fall into a state of disrepair. This increase will fund improvement works including sporting facilities, equipment at Aquazone and buildings at preschools, Flagstaff Hill and the airport.

Council had also previously committed an additional 0.5% rates and charges increase to the South West Health Care equipment appeal which I'm sure the community will acknowledge is a most worthwhile cause and will provide outstanding state of the art care to all of those in need.

The combined impact of these decisions results in a total increase of 6.9% in rates and charges for the 2011/12 financial year. This equates to a \$90 increase per year, or \$1.75 per week, for the average residential rate assessment.

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.

The only borrowings in the budget (\$2.6m) are to fund the provision of infrastructure to our new growth areas, a long term asset investment that will facilitate the release of over 5,000 blocks of residential land to the market over the next five years. The funds will also support the development of the municipality's new employment park.

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 within each service unit to allow effective service delivery.

Range of Council services :

Elected Council	Library Services
Executive Services	Recreation
Revenue and Customer Service	Leisure and Sports 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 maximum net increase of 4% has been 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 \$20.8 million which includes:-

- Completion of Warrnambool Entertainment Centre Redevelopment (\$9.3m over 2 years) \$4.80m
- Infrastructure for New Growth Areas \$1.60m
- Infrastructure for New Employment Park \$1.00m
- Road Works Program \$2.30m
- Purchase of Australia Post site \$1.30m
- Various recreation facility improvements \$0.95m
- Defined Benefits Superannuation liability (\$0.96m over 2 years) \$0.42m
- Allansford Preschool Upgrade (\$0.6m over 2 years) \$0.27m
- Asset Renewal Program - Buildings \$0.60m
- Breakwater Lower Jetty \$0.65m
- Strategic car park land purchase \$0.43m
- Foreshore improvement program \$0.34m
- Lake Pertobe & Wollaston Road Bridge improvements \$0.24m
- IT system upgrade \$0.25m
- City centre streetscape renewal program \$0.25m
- Russell's Creek Flood mitigation works (\$1.6m over 2 years) \$0.24m
- Saleyards capital improvements \$0.16m
- Playground upgrades \$0.12m
- Airport Improvements \$0.10m

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

- \$300,000 to establish a flood warning
- \$200,000 for environmental initiatives.
- \$125,000 for a citywide structure plan
- \$120,000 for a regional transport plan
- \$30,000 for a coastal vegetation plan.
- \$40,000 for a cultural plan.
- \$60,000 to establish a community infrastructure & services plan

Council invites submissions to the Budget from the community. Submissions received by 14 June 2011 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 27 June 2011.

## Executive Summary

It is with pleasure that the Council presents this Budget to the Warrnambool community for the 2011/12 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 6.9%, an operating budget of \$54.99 million and a capital works program of \$20.74 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 (\$6.33 million)
- Aged & Disabled services (\$3.56 million)
- Waste Management (\$3.05 million)
- Parks & Gardens (\$2.80 million)
- Roads & Other Infrastructure (\$4.26 million)
- Recreation & Culture (\$5.32 million)
- Promotions & Events (\$2.23 million)
- Planning and Statutory services (\$1.31 million)

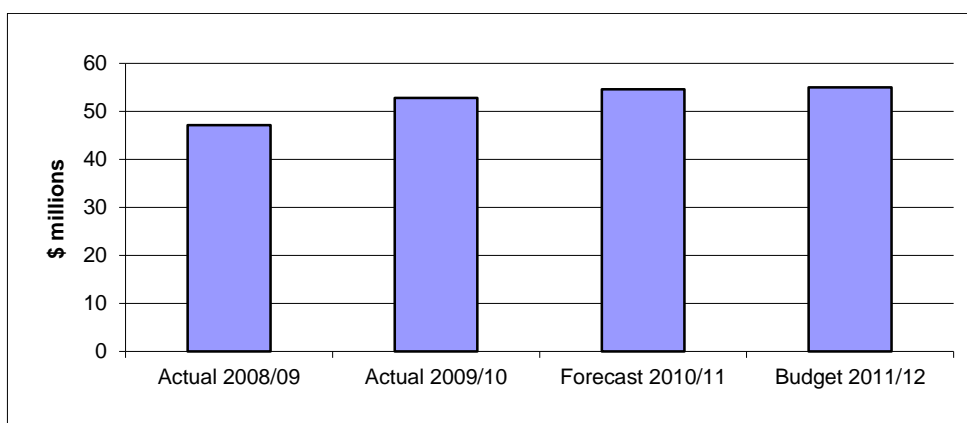
The capital works budget balances the requirements of reinvestment in Council's existing infrastructure assets as well as catering for new projects which enhance the liveability of the city and cater for the demands of continuing growth.

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.

## 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.

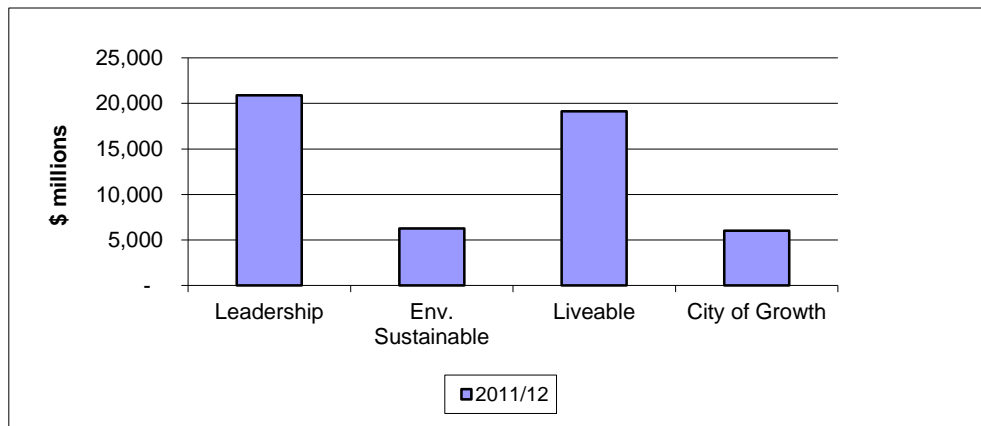


## Executive Summary Cont.

The cost of services delivered to the community for the 2011/12 year is expected to be \$54.99 million which is comparable to the 2010/11 forecasts. The key driver of expenditure for services delivered is wages

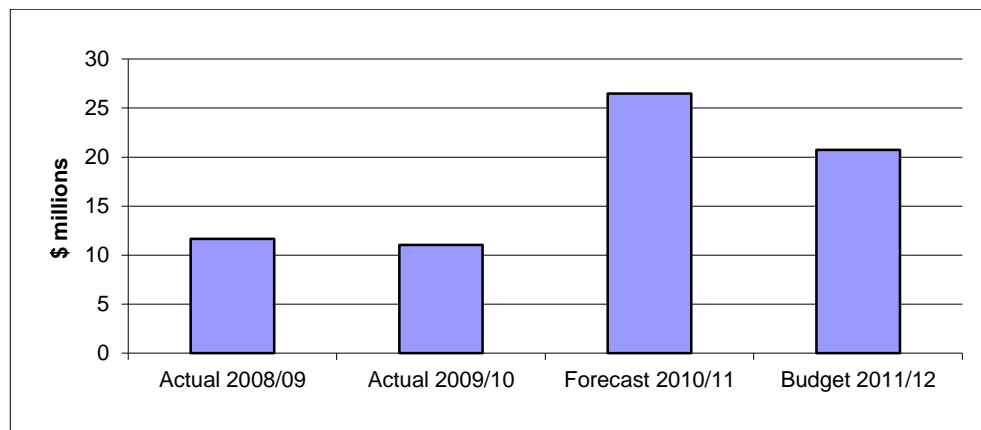
movements and the renegotiation of Council's Enterprise Agreement will contribute minimum wage increases and increments of approximately 4.98%. For the 2011/12 year, service levels have been maintained and a number of new activities and initiatives proposed.

## 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 2011/12 year.

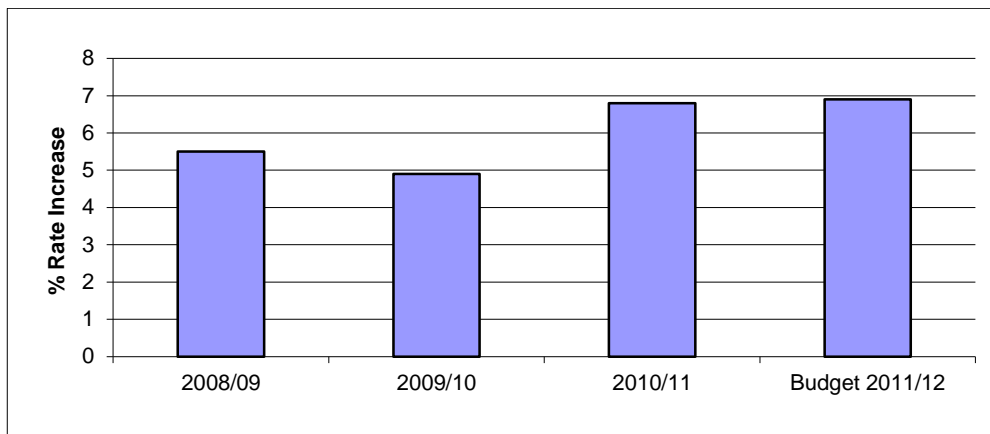
## Capital Works



The capital works program for the 2011/12 year is expected to be \$20.74 million. Of the total allocation, \$11.53 million is committed to infrastructure asset renewal while \$9.21 million has been allocated to new capital works and the upgrading of existing facilities. Council's renewal spend will remain at higher than normal levels with the redevelopment of the Warrnambool Entertainment Centre budgeted over two financial years. As the city continues to expand into new growth areas Council expenditure on new assets will be higher as a result of expenditure on new roads and drainage works. 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.

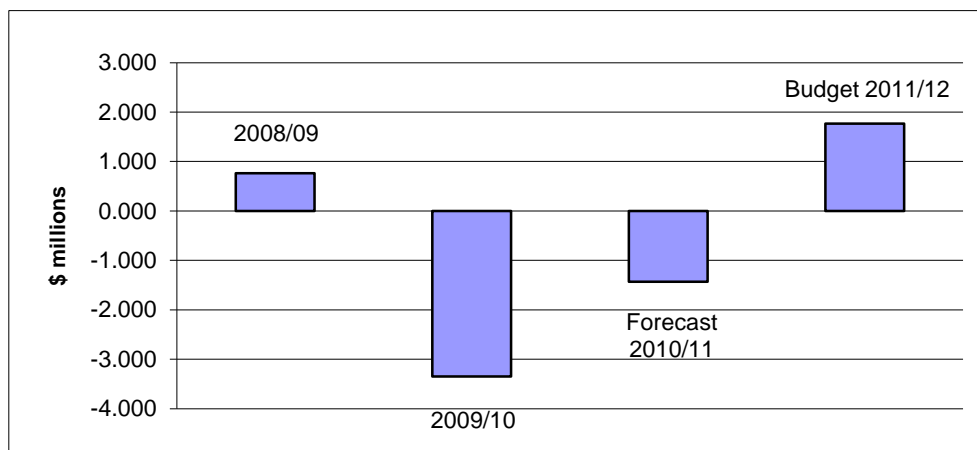
## Executive Summary Cont.

### Rates



It is proposed that rates and charges be increased by 6.9% for the 2011/12 year, raising total rates of \$26.114 million. The rate increase is in line with Council's rating strategy. (The rate increase for the 2010/11 year was 6.8%).

### Underlying Operating Result & Financial Sustainability

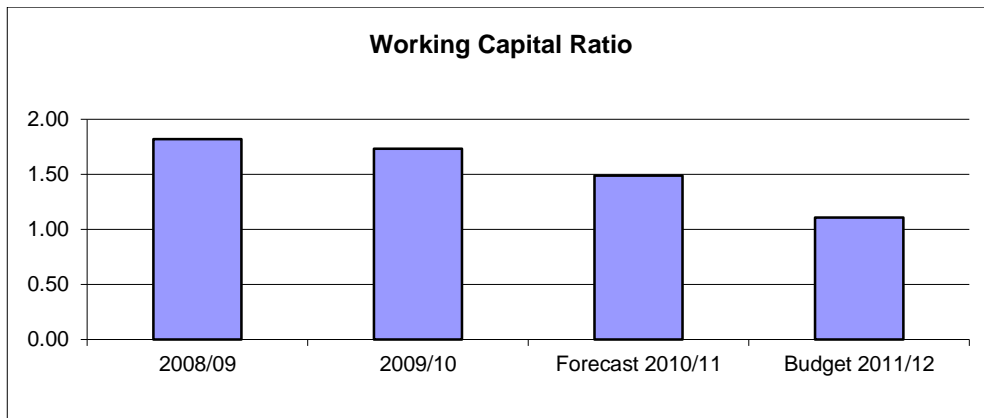


Council is expecting to return to an underlying surplus in 2011/12 of \$1.77 million. For the four year budget outlook period, positive underlying results are expected in line with Council's long term financial strategy. This underlying result excludes items such as capital grants and subdivider gifted assets. The forecast underlying deficit for 2010/11 is largely due to recognising Council's share of the Defined Benefit Superannuation shortfall. The 2009/10 underlying deficit was a result of expensing works (i.e. port dredging, breakwater stabilisation) which are funded by capital grants.

A high level Strategic Resource Plan for the years 2012/13 to 2014/15 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.

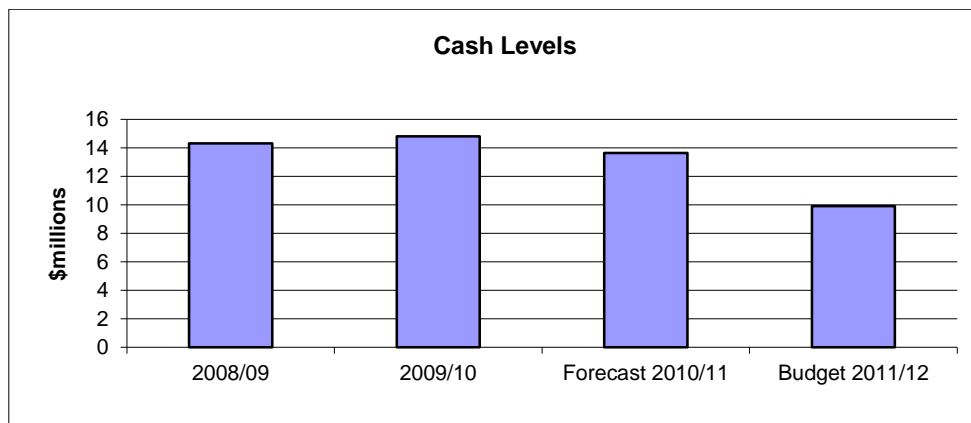


## Working Capital Position



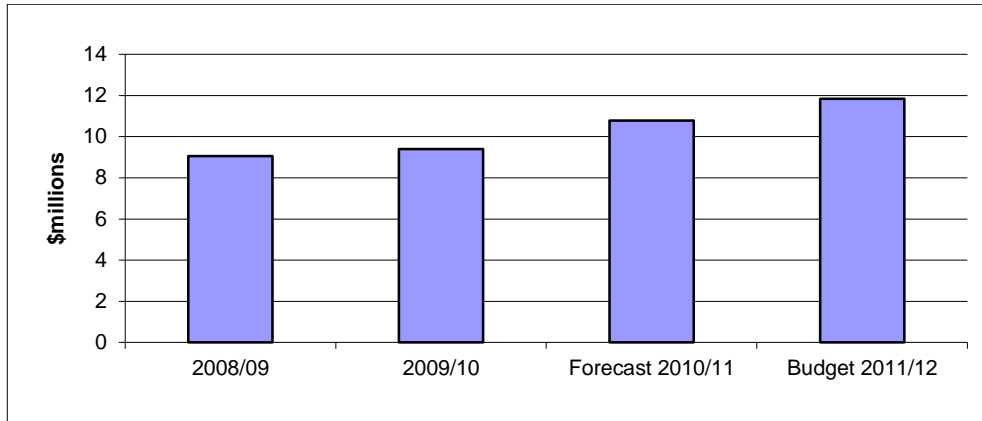
This is a measure which compares Council's current assets to its current liabilities, referred to as the Working Capital ratio. In the past Council's financial position has been inflated by a higher than normal level of cash reserves due to components of the Capital Works program being carried forward, this is expected to reduce by the end of 2011/12.

## Cash



In previous years Council has carried forward a backlog of capital works resulting in larger than normal levels of cash held. Council is expecting to reduce the backlog of capital works and accordingly it is anticipated that cash reserves will reduce over the upcoming 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 \$2.6 million in 2011/12 to fund infrastructure works in the new growth areas and the employment park. \$2.0 million will be borrowed in 2014/15 to fund major drainage works associated with the Simpson St tunnel. At the same time Council is repaying over \$1.5 million of loan principal in 2011/12 reducing to \$1.2 million in 2014/15 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 day's 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:

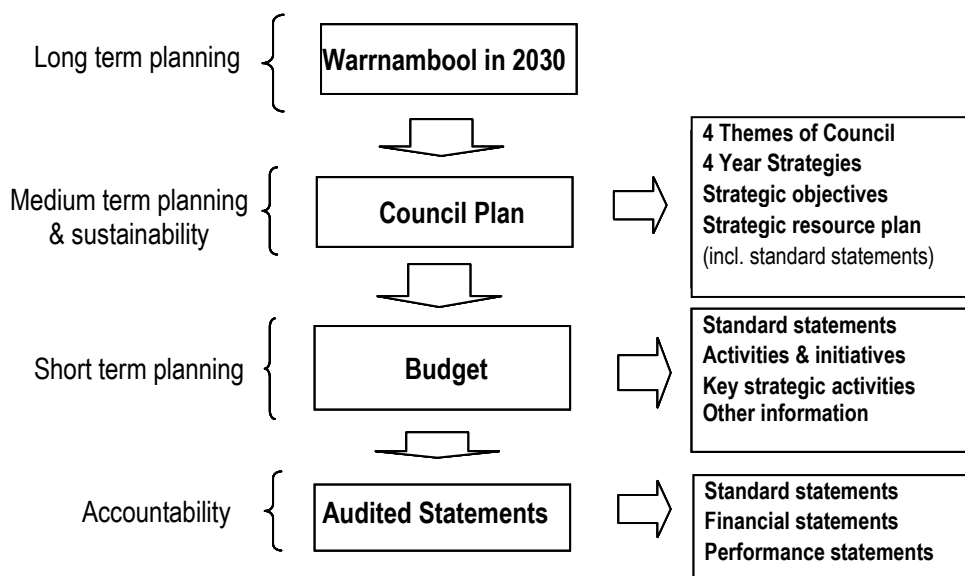
<b>Budget process</b>	<b>Timing</b>
1. Officers prepare operating and capital budgets	18/03/11
2. Council considers draft budgets	27/04/11
3. Draft budget submitted to Council for approval	11/05/11
2. Public notice advising intention to adopt budget	14/05/11
3. Budget available for public inspection and comment	14/05/11
4. Submissions period closes	14/06/11
5. Submissions considered by Council	16/06/11
6. Budget and submissions presented to Council for adoption	20/06/11
7. Copy of adopted budget submitted to the Minister	30/06/11

# 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	2010/11	2011/12
		Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>	Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>
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.	618 (43) <b>575</b>	696 (48) <b>648</b>
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	689 (53) <b>636</b>	836 (82) <b>754</b>
Revenue & Customer Service	Provides a complete service in revenue collection, property management and a customer interface for various service units and a wide range of transactions. Includes contract valuation service.	1,026 <b>1,026</b>	1,067 <b>1,067</b>
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.	1,539 (21) <b>1,518</b>	1,619 (27) <b>1,592</b>
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.	820 (42) <b>778</b>	851 (52) <b>799</b>

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

Service Category	Description	2010/11 Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>	2011/12 Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>
Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, insurances, overhead costs including utilities.	1,962 (3,545) <b>(1,583)</b>	2,064 (3,785) <b>(1,721)</b>
Asset Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include municipal buildings, pavilions and other community buildings.	947 (294) <b>653</b>	965 (373) <b>592</b>
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.	3,790 (885) <b>2,905</b>	3,972 (949) <b>3,023</b>
Drainage	Provides maintenance to the stormwater drainage network in a coordinated and efficient manner.	282 (9) <b>273</b>	303 (9) <b>294</b>
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	8,100 <b>8,100</b>	8,500 <b>8,500</b>

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

The Key Strategic Activities are described below.

### Key Strategic Activities

Activities & Initiatives	How Data is Reported	Performance Target
Conduct a community strategic planning forum to guide budget planning.	Council Report	Forum to be conducted
Report core information technology systems replacement program to Council.	Council Report	Report to be submitted to Council
Conduct a series of community forums to develop the Council Plan 2012/2016.	Council Report	Forums to be conducted

## 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	2010/11 Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>	2011/12 Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	159 (30) <b>129</b>	423 (15) <b>408</b>
Waste Management & Street Cleaning	This service provides kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties in Council. It also provides street cleaning, leaf collection and street litter bins throughout Council.	2,905 (10) <b>2,895</b>	3,053 (10) <b>3,043</b>
Parks and Gardens	This service covers a range of areas such as tree pruning, planting, removal, planning and street tree strategies, management of conservation and parkland areas, creeks and other areas of environmental significance. Parks Management provides management and implementation of open space strategies and maintenance programs.	2,687 (154) <b>2,533</b>	2,797 (158) <b>2,639</b>

Note: Environmental Management in 2010/11 includes \$200k for Sustain the 'Bool and \$50k Foreshore Works which were classified as projects in last year's report.

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.
Research and implement a recycling service to Council facilities.	Council Report	Final report to Council for decision
Prepare and adopt an Open Space Strategy.	Council Report	Open Space Strategy adopted by Council



## 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	2010/11	2011/12
		Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>	Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>
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.	327 (277) <b>50</b>	282 (229) <b>53</b>
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.	3,140 (2,815) <b>325</b>	3,561 (3,045) <b>516</b>
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.	6,048 (5,817) <b>231</b>	6,330 (6,177) <b>153</b>

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

Service Category	Description	2010/11 Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>	2011/12 Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>
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.	1,099 (577) <b>522</b>	1,218 (642) <b>576</b>
Library Services	Provision of quality library and information services to the community.	570 <b>570</b>	677 <b>677</b>
Recreation	Provision of sport, recreation and cultural facilities, service and programs in response to identified community need and to provide information and advice to clubs and organisations involved in these areas.	418 (46) <b>373</b>	440 (115) <b>325</b>
Leisure Centres	The Arc and Aquazone provide premier indoor community leisure facilities in South West Victoria, providing equitable and affordable access to a wide range of aquatic and fitness activities.	2,840 (2,409) <b>431</b>	2,980 (2,509) <b>471</b>
Regulatory Services	Local laws enforcement including parking fees and fines, public safety and traffic control.	799 (1,833) <b>(1,034)</b>	882 (1,931) <b>(1,049)</b>
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food premises.	481 (197) <b>284</b>	526 (185) <b>341</b>
Festivals and Events Group	Delivers a range of promotions, festivals and events including the nationally acclaimed Fun4Kids festival and the annual multicultural festival.	2,211 (1,156) <b>1,055</b>	2,230 (1,137) <b>1,093</b>

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

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

The Key Strategic Activities are described below.

### Key Strategic Activities

Activities & Initiatives	How Data is Reported	Performance Target
Complete a strategy to guide the management and development of Aquazone through to 2025.	Council Report	Strategy to be presented to Council
Complete the skate park redevelopment.	Council Report	Development completed
Complete the Warrnambool Entertainment Centre Redevelopment Project.	Council Report	Project completed
Complete the feasibility study into the joint use library with South West TAFE and report the study findings to Council and key stakeholders.	Council Report	Feasibility study reported to Council
Implement key strategies from the Municipal Early Years Plan 2009- 2012.	Council Report	Strategies to be implemented.

## 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	2010/11	2011/12
		Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>	Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	226 (120) <b>106</b>	243 (131) <b>112</b>
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 (304) <b>684</b>	1,062 (299) <b>763</b>
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	833 (1,432) <b>(599)</b>	857 (1,376) <b>(519)</b>
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	1,280 (2,059) <b>(779)</b>	1,199 (2,077) <b>(878)</b>
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.	1,822 (1,654) <b>168</b>	1,815 (1,439) <b>376</b>

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

Service Category	Description	2010/11	2011/12
		Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>	Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>
Business Support	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	647 (27) <b>620</b>	585 (21) <b>564</b>
Warrnambool Airport	This service provides a regional Airport that meets the needs of users and operates as a viable commercial enterprise to the benefit of the region.	175 (101) <b>74</b>	190 (112) <b>78</b>
Port of Warrnambool	This service aims to maintain a viable port facility.	90 (96) <b>(6)</b>	82 (90) <b>(8)</b>

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

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

The Key Strategic Activities are described below.

### Key Strategic Activities

Activities & Initiatives	How Data is Reported	Performance Target
Complete construction of the lower landing at the Breakwater.	Council Report	Project completed.
Complete a Municipal Traffic Management Plan including a hierarchy review.	Council Report	Present the report to Council
Commence Municipal Strategic Statement review.	Council Report	Review works commenced
Develop a Warrnambool Events Policy.	Council Report	Policy presented to Council

## 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 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 2011/12 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

	<b>Net Cost (Revenue) \$'000</b>	<b>Expenditure \$'000</b>	<b>Revenue \$'000</b>
A Regional Leading City	15,548	20,873	(5,325)
An Environmentally Sustainable City	6,090	6,273	(183)
A Liveable City	3,156	19,126	(15,970)
A City of Growth	488	6,033	(5,545)
<b>Total activities &amp; initiatives</b>	<b>25,282</b>	<b>52,305</b>	<b>(27,023)</b>
Other non-attributable	(5,977)		
<b>Deficit before funding sources</b>	<b>19,305</b>		
Rates & charges	(26,114)		
Capital grants	(5,412)		
<b>Total funding sources</b>	<b>(31,526)</b>		
<b>Surplus for the year</b>	<b>(12,221)</b>		

### **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 almost 34,000 people, a total budget in \$75.73 million (\$54.99 million operating and \$20.74 million capital) and total assets of over \$400 million.

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

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

#### **3.2 Budget Impacts**

In preparing the 2011/12 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 4.98% (EA increases, Band increments, etc.)  
Based on the annual payroll of \$22.8m this equates to a wage cost increase of \$1.135m p.a.
- CPI of approximately 3.0% for the year ahead
- Contract cleaning cost increases in excess of \$100,000
- Construction and supply cost increases ranging from 4.0% to 8.0%
- Utility cost increases up 10% and more
- Increased landfill levies charges by state government
- Fuel products expected to increase based on global oil prices
- Growth rates of 1.7% - population projection of 50,000 by 2030
- Stabilised investment returns
- Increased bad and doubtful debts – financial hardship
- Increased debt servicing costs – new borrowings
- Role of Council's capital works program as local economy stimulus
- Funding of Defined Benefits Superannuation Scheme



### 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 2010/11 Adopted Budget. In the context of wages increasing by approximately 4.98% 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 0.5%.

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

- Operational net budget increases limited to 4%
- Service levels to be maintained at 2010/11 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 2011/12 budget, which is included in this report, is for the year 1 July 2011 to 30 June 2012 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Standard Income Statement, Standard Balance Sheet, Standard Cash Flows and Standard Capital Works Statement. These statements have been prepared for the year ended 30 June 2012 in accordance with Australian Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

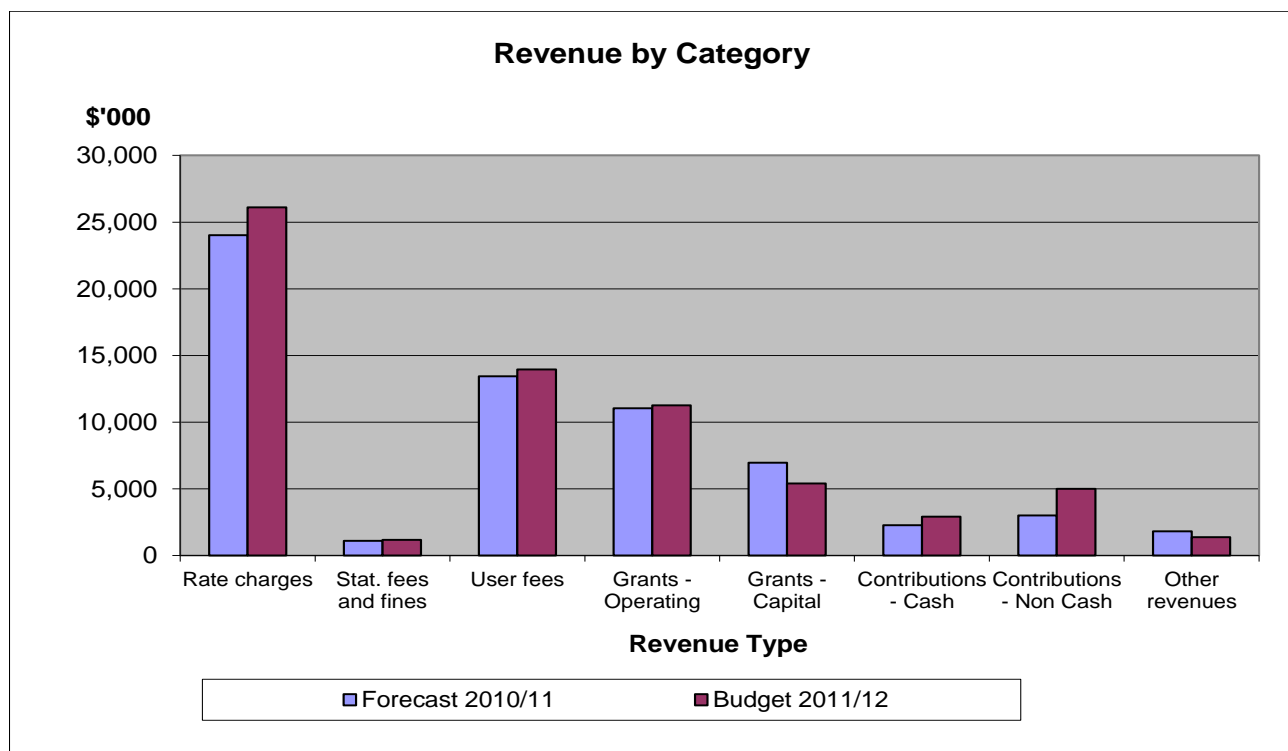
The budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a Strategic Resource Plan for the years 2011/12 to 2014/15 (section 8.), Rating Strategy (section 9.) and Borrowings Strategy (section 10.).

## 4. Analysis of Operating Budget

### 4.1 Operating Revenue

Revenue Types	Ref	Forecast	Budget	Variance
		Actual 2010/11 \$'000	2011/12 \$'000	\$'000
Rates and charges	4.1.1	24,023	<b>26,114</b>	2,091
Statutory fees and fines	4.1.2	1,109	<b>1,180</b>	71
User fees	4.1.3	13,446	<b>13,952</b>	506
Grants - Operating	4.1.4	11,045	<b>11,258</b>	213
Grants - Capital	4.1.5	6,954	<b>5,412</b>	(1,542)
Contributions	4.1.6	2,281	<b>2,919</b>	638
Interest	4.1.7	875	<b>891</b>	16
Other revenue	4.1.8	438	<b>442</b>	4
<b>Total operating revenue</b>		<b>60,171</b>	<b>62,167</b>	<b>1,996</b>
Net gain on sale of assets	4.1.9	510	<b>40</b>	(470)
Granted Assets	4.1.10	3,000	<b>5,000</b>	2,000

Source: Appendix A



#### 4.1.1 Rates and charges (\$2.1 million increase)

It is proposed that income from rates and charges will increase by \$2.1m to \$26.1 million in 2011/12. The increase in revenue is generated by the proposed 6.9% 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 2011/12.

#### 4.1.2 Statutory fees and fines (\$0.07 million increase)

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

Statutory fees and fines revenues for 2011/12 are expected to marginally increase on 2010/11 levels.

## 4. Analysis of Operating Budget cont.

### 4.1.3 User fees (\$0.5 million increase)

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

Fees and charges income is predicted to increase by \$0.5 million compared to 2010/11 forecasts. Council sets fees based on market conditions and the cost associated with running a service, while giving consideration to those who may be suffering financial hardship.

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

### 4.1.4 Grants - Operating (\$0.2 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 \$0.2 million compared to 2010/11 forecasts. 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. The Victorian Grants Commission increase is due to the government distributing the 2010/11 funds early in the 2009/10 financial year due to the global financial crisis. Significant areas of grant funding are summarised below:

Grant Funding Types	Forecast		Variance \$'000
	Actual	Budget	
	2010/11 \$'000	2011/12 \$'000	
Family Day Care	751	817	66
Child Care	712	849	137
Home Care	1,160	1,180	20
Pre Schools	1,130	1,100	(20)
Victorian Grants Commission	2,570	3,540	970

### 4.1.5 Grants - Capital (\$1.54 million decrease)

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

### 4.1.6 Contributions (\$0.64 million increase)

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

This income can swing considerably between years as it is dependent on development activity and will increase by \$0.64 million in 2011/12 from contributions received from developers predominantly in the north east of Warrnambool.

### 4.1.7 Interest – (\$0.02 million increase)

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.

### 4.1.8 Other revenue (\$0.004 million increase)

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 remain consistent with 2010/11 levels.

### 4.1.9 Net gain on sale of assets (\$0.47 million decrease)

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

Following the sale of surplus land parcels in 2010/11 which returned a surplus it is expected that the 2011/12 year will see only a modest surplus which indicates that Council's depreciation rates are accurate.

### 4.1.10 Contributions – non-cash (\$2.0 million increase)

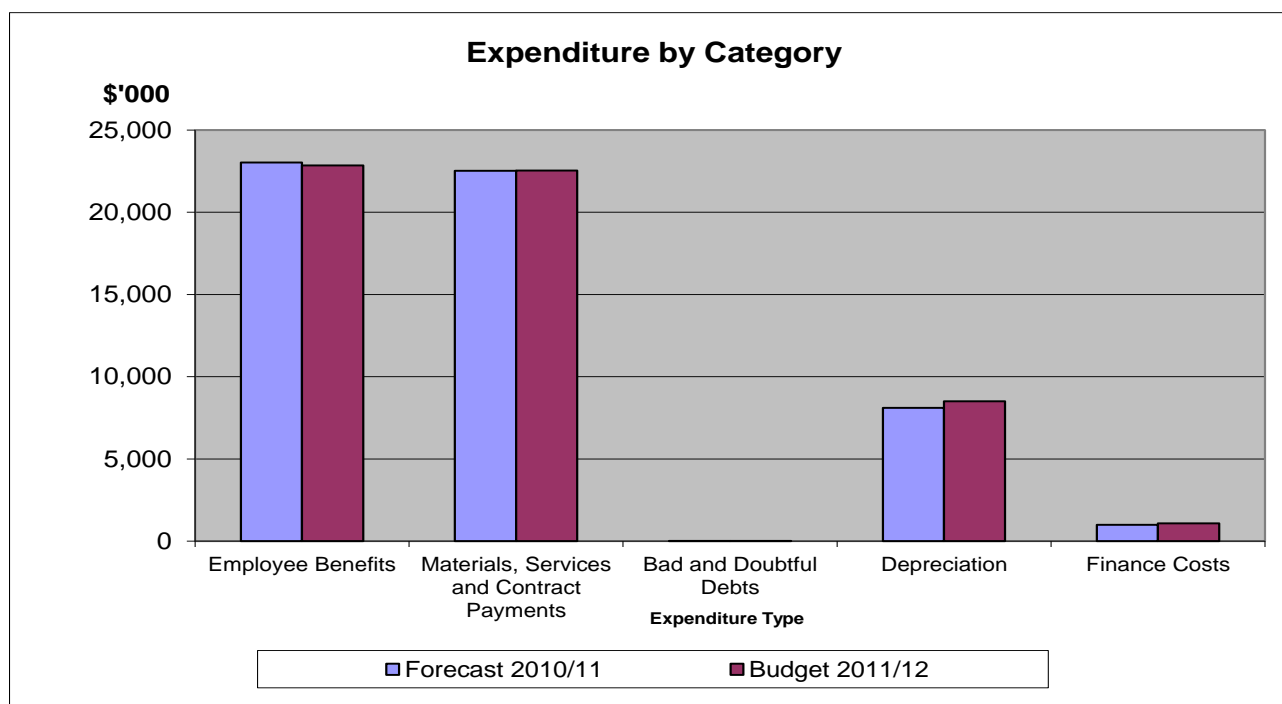
Upon completion of new developments by external parties the Council takes ownership of the assets and recognises the value of the assets as non-cash contributions in its income statement.

With the continued growth of the City it is expected Council will recognise increased values of non-cash contributions in 2011/12.

## 4.2 Operating Expenditure

Expenditure Types	Ref	Forecast	Budget	Variance
		Actual 2010/11 \$'000	2011/12 \$'000	\$'000
Employee benefits	4.2.1	23,027	22,849	(178)
Materials and services	4.2.2	22,524	22,541	17
Bad and doubtful debts	4.2.3	13	14	1
Depreciation and amortisation	4.2.4	8,100	8,500	400
Finance costs	4.2.5	985	1,082	97
<b>Total operating expenditure</b>		<b>54,649</b>	<b>54,986</b>	<b>337</b>

Source: Appendix A



## 4. Analysis of Operating Budget cont.

### 4.2.1 Employee benefits (\$0.18 million decrease)

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

Employee costs are budgeted to decrease by \$0.18 million compared to the 2010/11 forecast. The major driver of labour cost movements is Council's Enterprise Agreement (EA) which sets a minimum wage increases of 4.0% for all staff.

The 2010/11 financial year is inflated with the recognition of Council share of the Defined Benefit Superannuation shortfall of \$0.96 million which will be repaid over two financial years.

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

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

Type of employment	Forecast	
	Actual 2010/11 EFT's	Budget 2011/12 EFT's
Permanent	198	198
Casual	163	163
Total	361	361

### 4.2.2 Materials & services (\$0.02 million increase)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Council's annual spend will remain consistent with 2010/11 levels as Council plans to undertake and complete its large capital works program.

Whilst utility costs including electricity, water, sewer, gas and telecommunications together with petroleum products and insurances, are expected to increase by more than CPI during 2011/12 Council has managed its budget to minimise the effect of these increases.

### 4.2.3 Bad and doubtful debts (\$0.001 million increase)

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

### 4.2.4 Depreciation and amortisation (\$0.4 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 \$0.4 million for 2011/12 is due mainly to the full year effect of depreciation on the 2010/11 capital works program and the receiving of gifted assets from developers. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2011/12 year.

### 4.2.5 Finance costs (\$0.097 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. Analysis of Operating Budget cont.****4.3 Underlying result**

	<b>Forecast Actual 2010/11 \$'000</b>	<b>Budget 2011/12 \$'000</b>	<b>Variance \$'000</b>
<b>Surplus/(Deficit) for the year</b>	9,031	<b>12,221</b>	3,190
Less: Net gain/(loss) on asset disposals	510	<b>40</b>	(470)
Less: Capital Grants	6,954	<b>5,412</b>	(1,542)
Less: Granted assets	3,000	<b>5,000</b>	2,000
<b>Underlying surplus/(deficit)</b>	<b>(1,433)</b>	<b>1,769</b>	3,202

The underlying result is the net surplus or deficit for the year adjusted for capital contributions, capital grants, 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 2011/12 year is a small surplus of \$1.8 million. Council's aim is to return positive underlying results in the medium term. The 2010/11 forecast underlying deficit result is largely a result of Council recognising its share of the Defined Benefit Superannuation shortfall which was not budgeted in the 2010/11 year.

## 5. Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2011/12 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 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
<b>Cash flows from operating activities</b>	5.1.1			
<i>Receipts</i>				
General rates		24,023	25,853	1,830
Grants & Contributions - Operating		11,714	11,851	137
Grants & Contributions - Capital		8,566	7,737	(829)
Interest		875	891	16
Statutory fees and fines		1,109	1,180	71
User fees		13,446	13,952	506
Other revenue		438	442	4
<i>Payments</i>				
Employee costs		(22,027)	(22,849)	(822)
Materials & consumables		(22,524)	(22,541)	(17)
Finance costs		(985)	(1,082)	(97)
<b>Net cash provided by operating activities</b>		<b>14,634</b>	<b>15,434</b>	<b>800</b>
<b>Cash flows from investing activities</b>	5.1.2			
Proceeds from sales of property, plant & equipment		2,213	530	(1,683)
Payments for property, plant and equipment		(19,410)	(20,740)	(1,330)
<b>Net cash used in investing activities</b>		<b>(17,196)</b>	<b>(20,210)</b>	<b>(3,014)</b>
<b>Cash flows from financing activities</b>	5.1.3			
Proceeds from borrowings		3,000	2,600	(400)
Repayment of borrowings		(1,614)	(1,546)	68
<b>Net cash used in financing activities</b>		<b>1,386</b>	<b>1,054</b>	<b>(332)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(1,176)</b>	<b>(3,722)</b>	<b>(2,546)</b>
Cash and cash equivalents at the beginning of the period		14,809	13,633	(1,176)
<b>Cash and cash equivalents at end of the year</b>	5.1.4	<b>13,633</b>	<b>9,910</b>	<b>(3,723)</b>

## 5. Analysis of Budgeted Cash Position cont.

### 5.1.1 Operating activities (\$0.80 million increase)

The increase in cash generated from operating activities is due to the increase in rate revenue and user fees while partially offset by the increase in employee costs.

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 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
<b>Surplus (deficit) for the year</b>	9,031	12,221	3,190
Depreciation	8,100	8,500	400
Loss (gain) on sale of assets	(510)	(40)	(470)
Granted Assets	(3,000)	(5,000)	2,000
Net movement in current assets and liabilities	1,013	(247)	1,260
<b>Cash flows available from operating activities</b>	<b>14,634</b>	<b>15,434</b>	<b>800</b>

### 5.1.2 Investing activities (\$3.01 million decrease)

The increase in payments for investing activities represents the planned rollover of a number of capital works projects from 2010/11 to 2011/12. The majority of these works are drainage and building works.

### 5.1.3 Financing activities (\$0.33 million decrease)

Council will borrow \$2.6 million dollars to finance infrastructure in new growth areas and the employment park. Principal repayments will decrease to \$1.5 million as existing loans are paid out.

### 5.1.4 Cash and cash equivalents at end of the year (\$3.72 million decrease)

Overall, total cash and investments is forecast to decrease by \$3.72 million to \$9.9 million as at 30 June 2012. This reduction assumes that capital works rolled over from 2010/11 of approximately \$5.5 million are fully expended in 2011/12.

## 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, 2012 it will have cash and investments of \$9.9 million, which has been restricted as shown in the following table.

		Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
<b>Total cash and investments</b>		<b>13,633</b>	<b>9,910</b>	<b>(3,723)</b>
Restricted cash and investments				
- Statutory reserves	5.2.1	109	116	7
- Discretionary reserves	5.2.2	2,088	1,450	(638)
- Long service leave	5.2.3	1,800	1,850	50
<b>Unrestricted cash and investments</b>	5.2.4	<b>9,636</b>	<b>6,644</b>	<b>(2,992)</b>



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## 5. Analysis of Budgeted Cash Position cont.

### 5.2.1 Statutory reserves (\$0.12 million)

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

### 5.2.2 Discretionary reserves (\$1.45million)

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

### 5.2.3 Long service leave (\$1.85 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 (\$6.64 million)

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

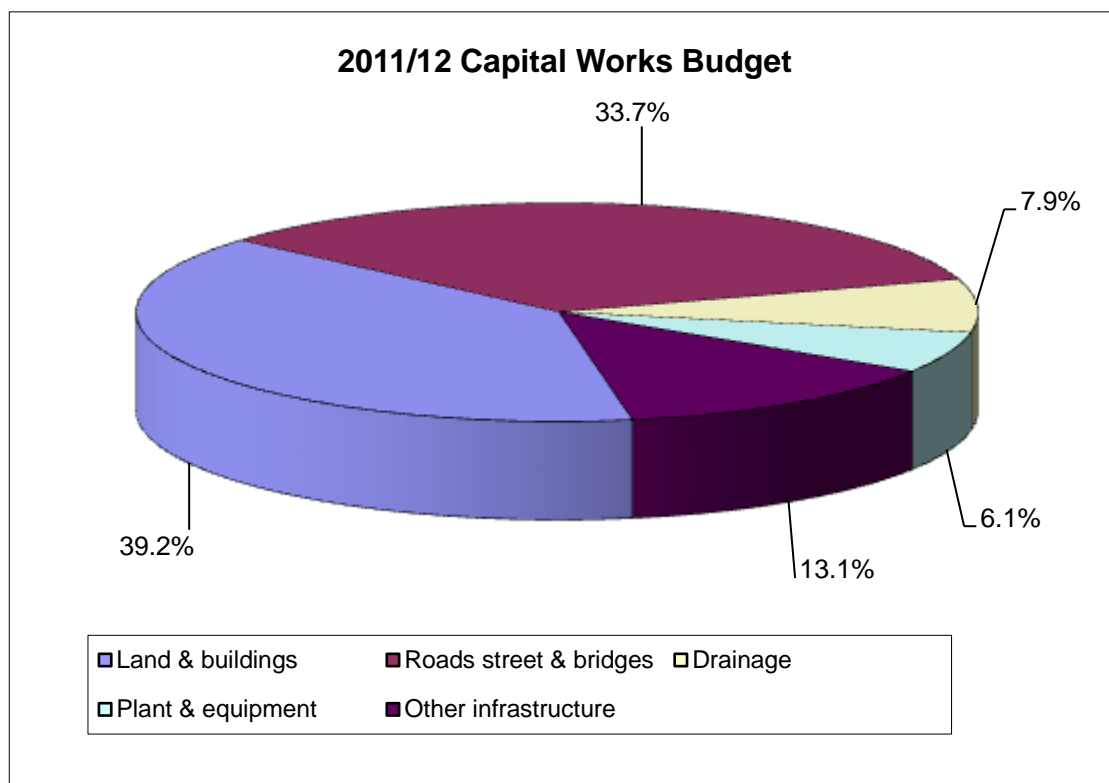
## 6. Analysis of Capital Budget

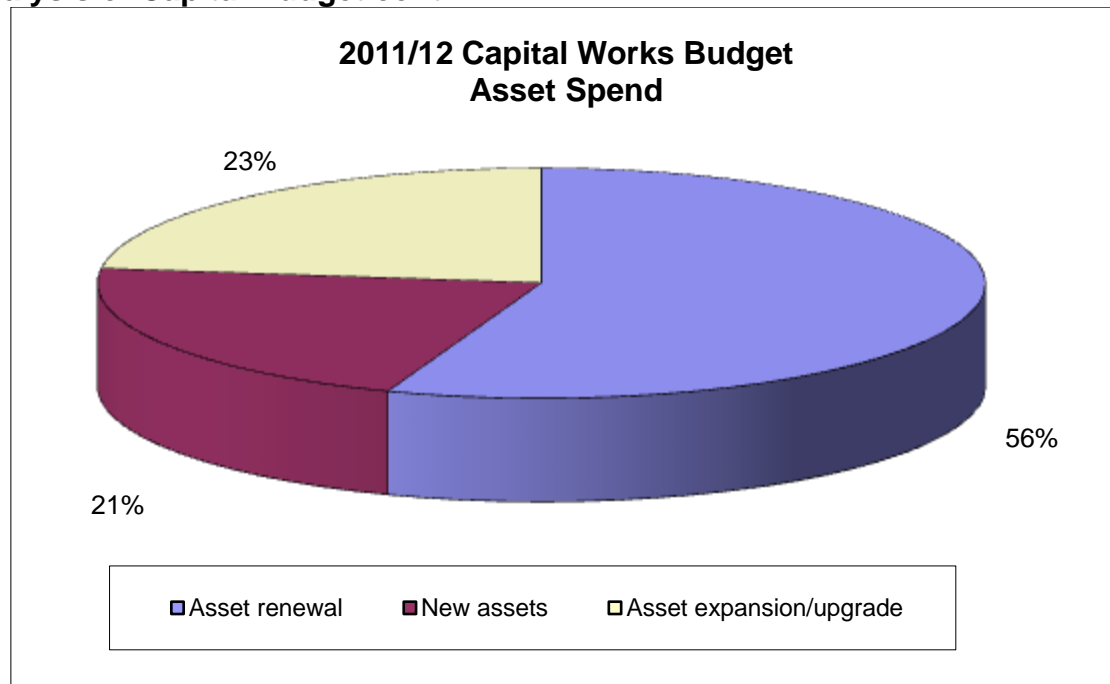
This section analyses the planned capital expenditure budget for the 2011/12 year and the sources of funding for the capital budget.

### 6.1 Capital Works

Capital Works Areas	Ref	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
<b>New works for 2011/12</b>				
Roads	6.1.2	6,174	6,991	817
Drainage	6.1.3	6,377	1,633	(4,744)
Land & Buildings	6.1.4	8,801	8,133	(668)
Plant and equipment	6.1.5	1,345	1,269	(76)
Other	6.1.6	3,793	2,714	(1,079)
<b>Total new works</b>		<b>26,490</b>	<b>20,740</b>	<b>(5,750)</b>
<b>Represented by:</b>				
Asset renewal	6.1.7	11,511	11,532	21
New assets	6.1.7	8,304	4,442	(3,862)
Asset expansion/upgrade	6.1.7	6,674	4,767	(1,907)
<b>Total capital works</b>		<b>26,490</b>	<b>20,740</b>	<b>(5,750)</b>

Source: Appendix A



**6. Analysis of Capital Budget cont.**

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

**6.1.1 Roads (\$6.99 million)**

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

For the 2011/12 year \$2.45 million will be expended on Council's annual road program and include road rehabilitation, resealing, re-sheeting and major patching works. In addition to this amounts have been budgeted for road works in the growth areas and car park works.

**6.1.2 Drainage (\$1.6 million)**

Drains include all drains and pits which comprise Council's extensive stormwater drainage network and new works in the cities growth areas.

**6.1.3 Land & Buildings (\$8.13 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. For 2011/12 \$4.85 million is committed to the completion of the Warrnambool Entertainment Centre redevelopment and \$1.3 million for the acquisition of the old Post Office building.

**6.1.4 Plant & equipment (\$1.27 million)**

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

For the 2011/12 year, \$1.27 million will be expended on plant, equipment and other items which is a \$0.08m reduction over the previous year.

**6.1.5 Other (\$2.71 million)**

For the 2011/12 year, \$2.71 million will be expended on other capital projects with the major allocations including city centre renewal works, works for general recreation, saleyards and the airport.

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## **6. Analysis of Capital Budget cont.**

### **6.1.6 Asset renewal (\$11.53 million), new assets (\$4.44 million), & expansion/upgrade (\$4.76 million)**

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

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

The expenditure on the Warrnambool Entertainment Centre redevelopment has a significant effect on the Capital Works statement and has been split between asset renewal and upgrade.

## 7. Analysis of Budgeted Financial Position

### 7.1 Budgeted Balance Sheet

	Ref	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
<b>Current assets</b>	7.1.1			
Cash and cash equivalents		13,633	9,910	(3,722)
Trade and other receivables		2,759	2,600	159
Inventories		128	110	(18)
Other current assets		531	230	(301)
<b>Total current assets</b>		<b>17,051</b>	<b>12,850</b>	<b>(4,200)</b>
<b>Non-current assets</b>	7.1.1			
Trade and other receivables		144	119	(25)
Investments in associates		619	619	0
Property, infrastructure, plant and equipment		422,931	440,251	17,320
<b>Total non-current assets</b>		<b>423,694</b>	<b>440,989</b>	<b>17,295</b>
<b>Total assets</b>		<b>440,744</b>	<b>453,839</b>	<b>(13,095)</b>
<b>Current liabilities</b>	7.1.2			
Trade and other payables		4,867	4,894	27
Trust funds		1,004	1,000	(4)
Provisions		4,052	4,202	150
Interest-bearing loans and borrowings		1,546	1,523	(23)
<b>Total current liabilities</b>		<b>11,469</b>	<b>11,619</b>	<b>150</b>
<b>Non-current liabilities</b>	7.1.2			
Provisions		571	621	50
Interest-bearing loans and borrowings		9,242	10,320	1,078
Other non-current liabilities		494	0	(494)
<b>Total non-current liabilities</b>		<b>10,307</b>	<b>10,941</b>	<b>634</b>
<b>Total liabilities</b>		<b>21,776</b>	<b>22,559</b>	<b>783</b>
<b>Net assets</b>	7.1.3	<b>418,968</b>	<b>431,280</b>	<b>12,312</b>
<b>Equity</b>	7.1.4			
Accumulated surplus		158,757	170,978	12,221
Asset revaluation reserve		255,757	257,802	2,045
Other reserves		4,454	2,500	1,954
<b>Total equity</b>		<b>418,968</b>	<b>431,280</b>	<b>12,312</b>

Source: Appendix A

#### 7.1.1 Current assets (\$4.2 million decrease) and Non-Current Assets (\$17.30 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of less than twelve months. These balances are projected to decrease by \$3.72 million during the year. This is attributable to carrying forward funds to finance capital works carried forward from the 2010/11 year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to reduce over the 2011/12 year as some larger projects are completed and funding is received.

Long term debtors (non-current) generally relate to loans to community organisations and investment principle are not expected to marginally reduce.

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.

## 7. Analysis of Budgeted Financial Position cont.

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

### 7.1.2 Current liabilities (\$0.15 million increase) and Non-Current Liabilities (\$0.63 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 2010/11 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 \$1.55 million over the year and drawdown new loan funds of \$2.60 million in accordance with the Loan Strategy.

Other non-current liabilities reflect Council's decision to defer half of its Defined Benefit Superannuation shortfall until July 2012.

### 7.1.3 Net Assets (\$12.31 million increase)

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

The increase in net assets of \$12.31 million results predominantly from the operating surplus and asset revaluations.

### 7.1.4 Equity (\$12.31 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 2012 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 2011/12 year
- Trade and other creditors to remain consistent with 2010/11 high levels due to superannuation creditor
- Debtors to reduce slightly as funding for major projects will be received during the year as construction is completed
- 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 \$1.55 million and new borrowings to be \$2.60 million
- Capitalised expenditure to be \$15 million, revaluation increment of \$7 million, receive gifted assets of \$5 million and depreciation of \$8.5 million.

## 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 2011/12 to 2014/15 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.

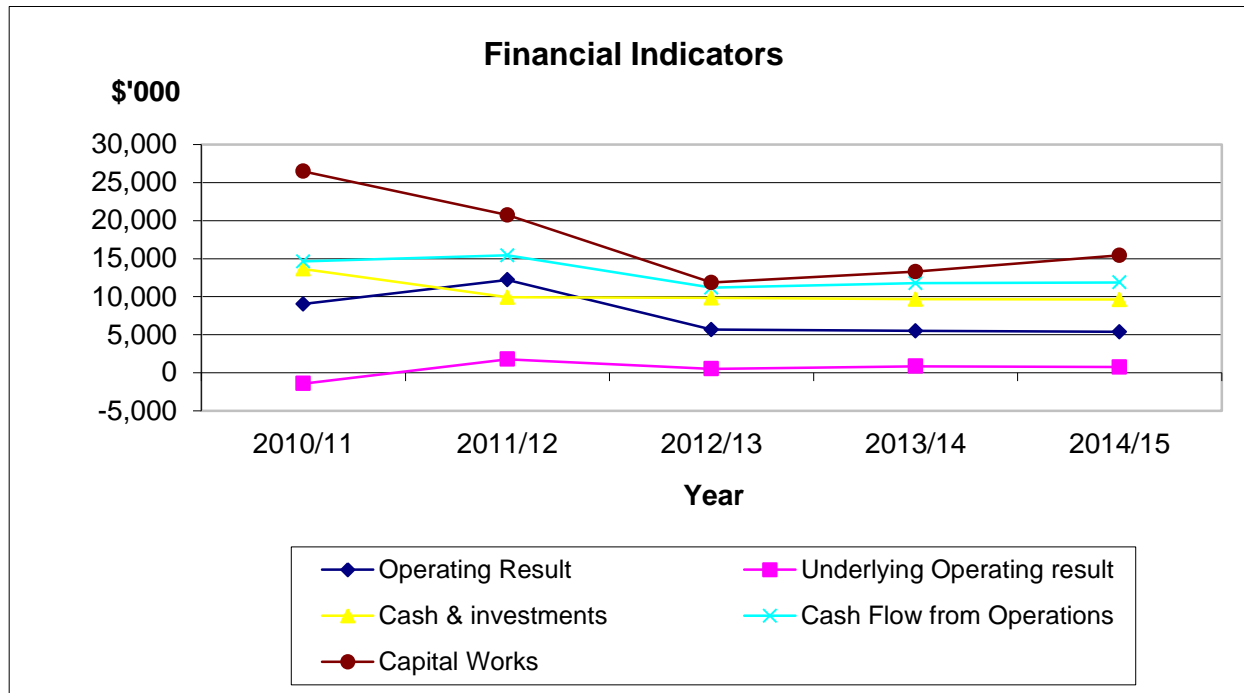
### 8.2 Financial Resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2011/12 to 2014/15. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2010/11	2011/12	2012/13	2013/14	2014/15
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating result	9,031	12,221	5,653	5,502	5,367
Underlying operating result	(1,433)	1,769	513	840	727
Cash and investments	13,633	9,910	9,821	9,669	9,627
Cash flow from operations	14,634	15,434	11,171	11,759	11,864
Capital works	26,490	20,740	11,862	13,278	15,431

## 8. Strategic Resource Plan & Key Financial Indicators cont.

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



The key outcomes of the SRP are as follows:

- **Financial sustainability (section 5)** – Cash and investments are forecast to decrease over the next four years from \$13.63 million to \$9.63 million, as Council completes some major capital works.
- **Rating strategy (section 9)** – A 6.9% rate increase has been built into the 2011/12 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 \$11.84 million in 2011/12 as borrowings for infrastructure works in the identified growth areas are maximised. Net borrowings reduce through 2012/13 and 2013/14 before increasing in 2014/15 as funds are borrowed for drainage works.



**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		
		2010/11	2011/12	2012/13	2013/14	2014/15
<b>Financial performance</b>						
Underlying result/underlying revenue		(2.69%)	3.12%	0.90%	1.42%	1.19%
Operating expenses/Assessment		3,482	3,504	3,556	3,608	3,701
Rate revenue/Underlying revenue	2	45.1%	46.0%	47.7%	47.9%	48.2%
Rate revenue/Assessment		1,531	1,664	1,711	1,752	1,805
Debt Servicing/Total revenue		1.04%	1.13%	1.06%	0.89%	0.73%
Grants/Total revenue		28.3%	24.8%	22.1%	22.2%	22.3%
Fees and charges/Total revenue		22.9%	22.5%	25.4%	25.7%	26.0%
Debt servicing & redemption/rate revenue		9.5%	8.9%	7.4%	6.4%	5.6%
<b>Financial position</b>						
Indebtedness/Rate revenue	3	44.9%	45.3%	37.9%	31.5%	32.5%
Underlying result/Total assets		(0.33%)	0.39%	0.11%	0.18%	0.15%
Current assets/Current liabilities	4	1.49	1.11	1.21	1.19	1.18
Total liabilities/Assessment		1,388	1,438	1,273	1,181	1,225
<b>Capital expenditure</b>						
Capital works		26,490	20,740	11,862	13,278	15,431
- Asset renewal		11,511	11,532	7,553	9,399	11,338
- New assets		8,304	4,442	1,898	2,013	3,073
- Asset expansion/upgrade		6,674	4,767	2,411	1,866	1,020
Cash op act/Net capital outlays		85.1%	76.4%	112.7%	110.0%	93.0%
Capital works/Rate revenue		110.3%	79.4%	43.6%	46.9%	52.4%
Asset renewal/Total depreciation	5	142.1%	135.7%	86.3%	104.4%	122.6%

**Notes to indicators**

**1. Underlying operating result** – Council aims to return positive underlying results in the long term.

**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 to complete major capital works before returning to more consistent levels in the forward outlook period.

**5. Asset renewal/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		
	2010/11	2011/12	2012/13	2013/14	2014/15
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs	23,027	<b>22,849</b>	24,020	25,221	26,482
Employee numbers (EFT)	361	<b>361</b>	362	363	364

## 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 42.00% 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 6.9% in 2011/12 raising a total rate of \$26.11 million, including \$0.24 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.

## 9. Rating Strategy cont.

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

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

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

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

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

The following table summarises the rates to be levied for the 2011/12 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2010/11	2011/12
Other land rates	Cents in \$ of CIV	.002880	.003049
Farm land rates	Cents in \$ of CIV	.001585	.001694
Commercial land rates	Cents in \$ of CIV	.004720	.005046
Industrial land rates	Cents in \$ of CIV	.004909	.005248
Vacant land rates	Cents in \$ of CIV	.004646	.004967
Industrial 2 land rates	Cents in \$ of CIV	.003803	.004065
Recreational land Cat 1	\$ per property	\$17,095.36	\$18,274.94
Recreational land Cat 2	Cents in \$ of CIV	.002852	.003049
Municipal charge	\$ per property	\$188.00	\$201.00
Waste Management charge	\$ per property	\$237.00	\$253.00

### 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 2011/12 rating year.

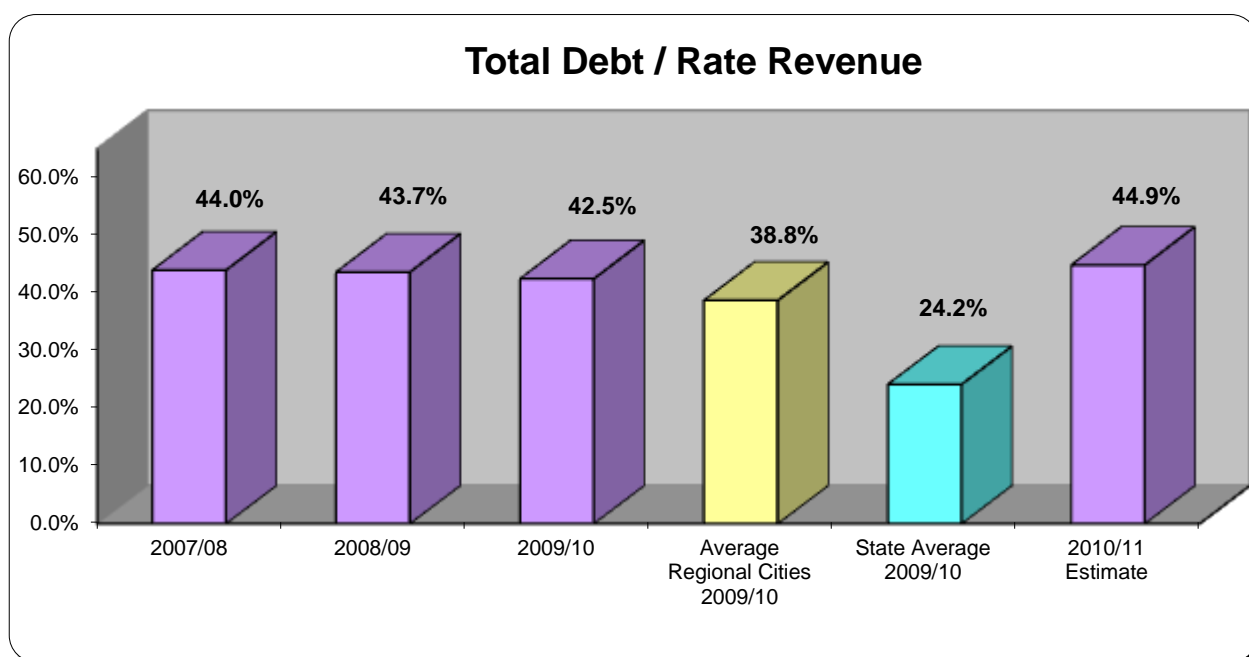
### 10. Borrowing Strategies

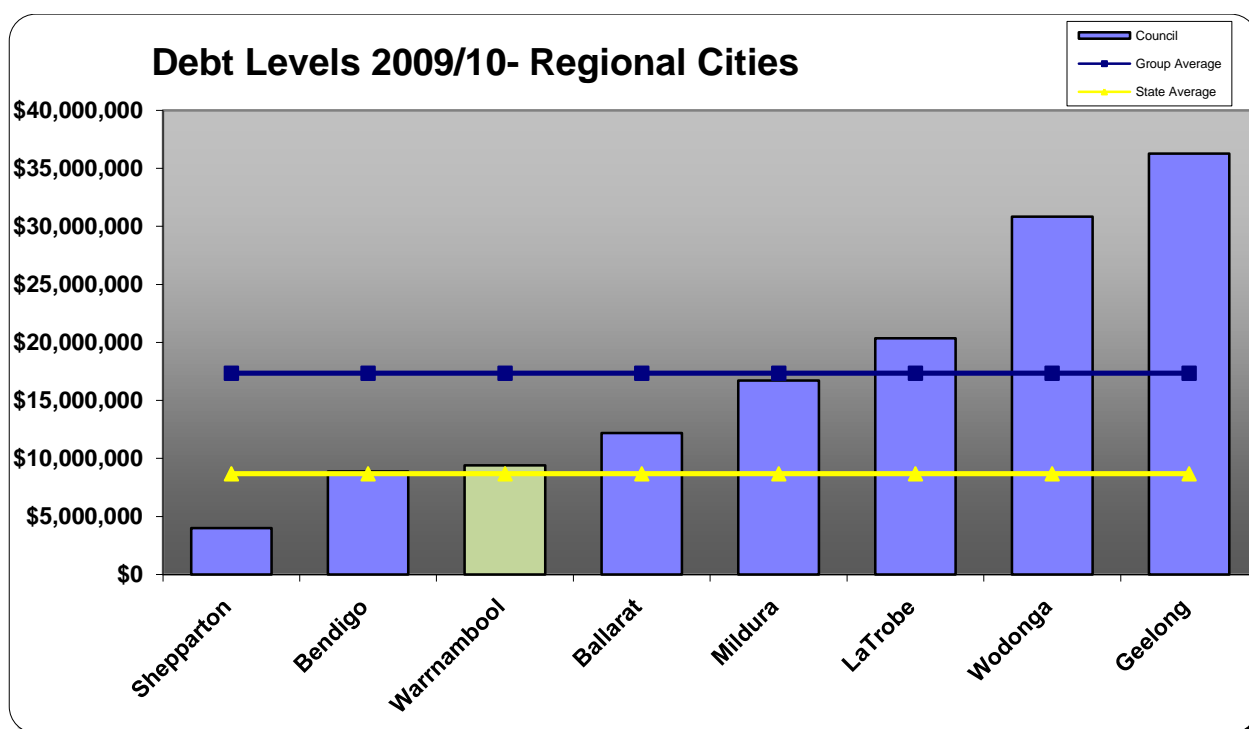
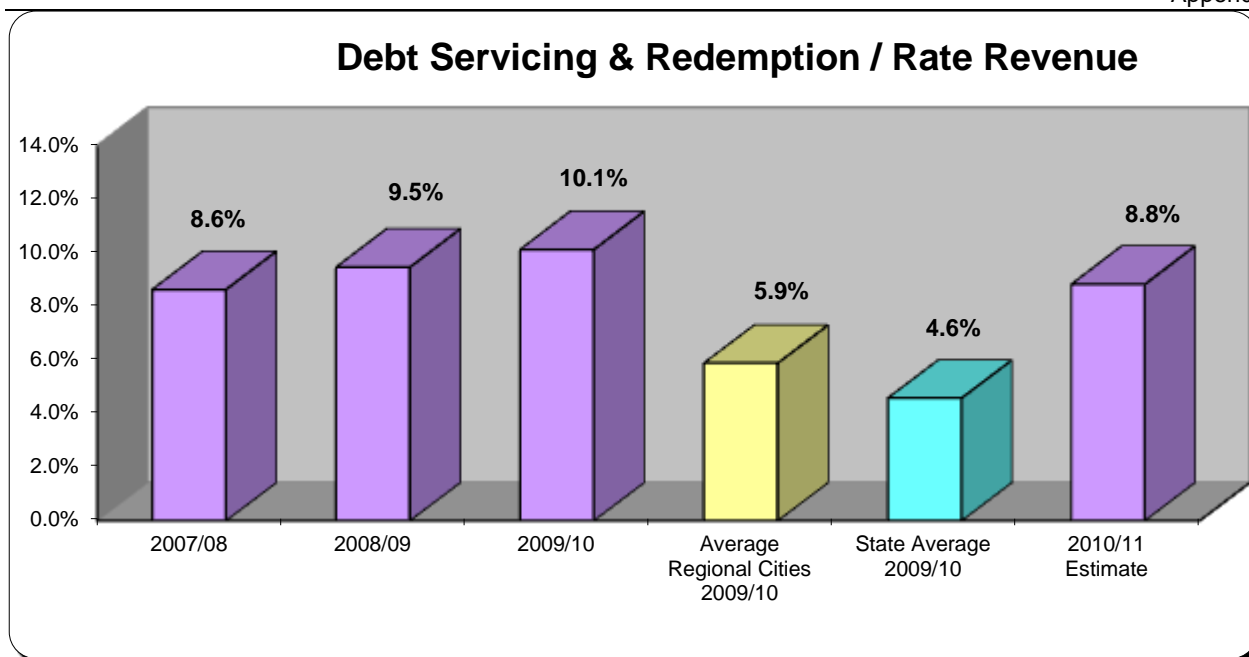
In developing the Strategic Resource Plan SRP (see Section 8), borrowings have been identified as an important funding source for infrastructure necessary to support the new growth areas. In the past, Council has borrowed strongly to finance large infrastructure projects and the provision of drainage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

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

For the 2011/12 year, Council continues with new borrowings of \$2.60 million and makes loan principal repayments of \$1.55 million, which will see total debt rise to \$11.84 million as at 30 June 2012. The following table sets out future proposed borrowings and loan repayments based on the forecast financial position of Council as at 30 June 2011.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2010/11	3,000	1,615	622	10,788
2011/12	2,600	1,546	618	11,842
2012/13	0	1,523	762	10,320
2013/14	0	1,412	863	8,908
2014/15	2,000	1,359	754	9,549





## Appendices

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

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budgeted standard statements	46
B	Statutory disclosures	51
C	Capital works program	59
D	Key Strategic Activities	62
E	Fees and Charges	63
F	Activities and Initiatives	79

## **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 2015

	Forecast		Strategic Resource Plan		
	Actual	Budget	Projections		
	2011 \$'000	2012 \$'000	2013 \$'000	2014 \$'000	2015 \$'000
<b>Income</b>					
Rate charges	24,023	<b>26,114</b>	27,207	28,296	29,426
Statutory fees and fines	1,109	<b>1,180</b>	1,227	1,276	1,327
User fees	13,446	<b>13,952</b>	14,552	15,134	15,738
Grants - Operating	11,045	<b>11,258</b>	11,564	11,975	12,453
Grants - Capital	6,954	<b>5,412</b>	2,165	2,188	2,165
Contributions - Cash	2,281	<b>2,919</b>	1,192	1,067	693
Contributions - Non Monetary Assets	3,000	<b>5,000</b>	3,000	2,500	2,500
Net (loss) gain on disposal of property, infrastructure, plant and equipment	510	<b>40</b>	(25)	(25)	(25)
Interest	875	<b>891</b>	854	888	924
Other revenues	438	<b>442</b>	459	478	497
<b>Total revenues</b>	<b>63,680</b>	<b>67,207</b>	<b>62,196</b>	<b>63,776</b>	<b>65,697</b>
<b>Expenses</b>					
Employee benefits	23,027	<b>22,849</b>	23,791	24,743	25,731
Materials, services and contracts	22,524	<b>22,541</b>	22,994	23,603	24,496
Bad and doubtful debts	13	<b>14</b>	15	15	16
Depreciation	8,100	<b>8,500</b>	8,750	9,000	9,250
Finance costs	985	<b>1,082</b>	993	912	837
<b>Total expenses</b>	<b>54,649</b>	<b>54,986</b>	<b>56,543</b>	<b>58,274</b>	<b>60,330</b>
<b>Surplus (deficit) for the year</b>	<b>9,031</b>	<b>12,221</b>	<b>5,653</b>	<b>5,502</b>	<b>5,367</b>
<b>Other Comprehensive Income</b>					
Net Asset Revaluation Increment/(Decrement)	10,000	<b>7,000</b>	3,000	7,000	3,000
<b>Comprehensive Result</b>	<b>19,031</b>	<b>19,221</b>	<b>8,653</b>	<b>12,502</b>	<b>8,367</b>



**Budgeted Standard Balance Sheet**

For the four years ending 30 June 2015

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2011 \$'000	2012 \$'000	2013 \$'000	2014 \$'000	2015 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash assets	13,633	<b>9,910</b>	9,822	9,669	9,628
Receivables	2,759	<b>2,600</b>	2,750	2,900	3,050
Inventories - consumables	128	<b>110</b>	100	100	100
Other current assets	531	<b>230</b>	230	230	230
<b>Total current assets</b>	<b>17,051</b>	<b>12,850</b>	12,902	12,899	13,008
<b>Non-current assets</b>					
Receivables	144	<b>119</b>	90	80	70
Investments in associates	619	<b>619</b>	619	619	619
Property, infrastructure, plant & equipment	422,931	<b>440,251</b>	444,826	454,601	460,101
<b>Total non-current assets</b>	<b>423,694</b>	<b>440,989</b>	445,535	455,300	460,790
<b>Total Assets</b>	<b>440,744</b>	<b>453,839</b>	458,436	468,199	473,798
<b>Liabilities</b>					
<b>Current liabilities</b>					
Payables	4,867	<b>4,894</b>	3,900	3,950	4,000
Trust funds	1,004	<b>1,000</b>	1,000	1,000	1,000
Employee benefits	4,052	<b>4,202</b>	4,352	4,502	4,652
Interest-bearing liabilities	1,546	<b>1,523</b>	1,412	1,359	1,414
<b>Total current liabilities</b>	<b>11,469</b>	<b>11,619</b>	10,664	10,811	11,066
<b>Non-current liabilities</b>					
Employee benefits	571	<b>621</b>	671	721	771
Interest-bearing liabilities	9,242	<b>10,320</b>	8,908	7,549	8,135
Other non-current liabilities	494	<b>0</b>	0	0	0
<b>Total non-current liabilities</b>	<b>10,307</b>	<b>10,941</b>	9,579	8,270	8,906
<b>Total liabilities</b>	<b>21,776</b>	<b>22,559</b>	20,243	19,081	19,972
<b>Net Assets</b>	<b>418,968</b>	<b>431,280</b>	438,194	449,118	453,826
<b>Represented by:</b>					
Accumulated surplus	158,757	<b>170,978</b>	176,631	182,133	187,501
Asset revaluation reserve	255,757	<b>257,802</b>	259,063	264,485	263,825
Other reserves	4,454	<b>2,500</b>	2,500	2,500	2,500
<b>Equity</b>	<b>418,968</b>	<b>431,280</b>	438,194	449,118	453,826

**Budgeted Standard Cash Flow Statement**

For the four years ending 30 June 2015

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2011	2012	2013	2014	2015
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Receipts					
General rates	24,023	<b>25,853</b>	26,935	28,013	29,131
Operating grants & contributions	11,714	<b>11,851</b>	12,182	12,617	13,121
Capital grants & contributions	8,566	<b>7,737</b>	2,740	2,613	2,190
Interest	875	<b>891</b>	854	888	924
Statutory fees and fines	1,109	<b>1,180</b>	1,227	1,276	1,327
User fees	13,446	<b>13,952</b>	14,552	15,134	15,738
Other revenue	438	<b>442</b>	459	478	497
	60,170	<b>61,906</b>	58,949	61,018	62,928
Payments					
Employee costs	(22,027)	<b>(22,849)</b>	(23,791)	(24,743)	(25,731)
Materials, consumables & contracts	(22,524)	<b>(22,541)</b>	(22,994)	(23,603)	(24,496)
Finance costs	(985)	<b>(1,082)</b>	(993)	(912)	(837)
	(45,537)	<b>(46,472)</b>	(47,778)	(49,259)	(51,064)
Net cash provided by operating activities	14,634	<b>15,434</b>	11,171	11,759	11,864
<b>Cash flows from investing activities</b>					
Proceeds from sales of property, plant & equipment	2,213	<b>530</b>	457	476	495
Payments for property, plant and equipment	(19,410)	<b>(20,740)</b>	(10,371)	(11,168)	(13,249)
Net cash used in investing activities	(17,196)	<b>(20,210)</b>	(9,914)	(10,692)	(12,754)
<b>Cash flows from financing activities</b>					
Proceeds from borrowings	3,000	<b>2,600</b>	0	0	2,000
Repayment of borrowings	(1,614)	<b>(1,546)</b>	(1,345)	(1,220)	(1,151)
Net cash provided by (used in) financing activities	1,386	<b>1,054</b>	(1,345)	(1,220)	849
<b>Net increase/(decrease) in cash held</b>	(1,176)	<b>(3,722)</b>	(88)	(153)	(41)
Cash at the beginning of the financial year	14,809	<b>13,633</b>	9,910	9,822	9,669
<b>Cash at the end of the financial year</b>	13,633	<b>9,910</b>	9,822	9,669	9,628

**Budgeted Standard Capital Works Statement**

For the four years ending 30 June 2015

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2011	2012	2013	2014	2015
	\$'000	\$'000	\$'000	\$'000	\$'000

**Capital works areas**

Land & buildings	8,801	<b>8,133</b>	2,627	5,110	6,116
Roads street & bridges	6,174	<b>6,991</b>	2,549	2,650	2,756
Footpaths	1,386	<b>844</b>	450	766	681
Drainage	6,377	<b>1,633</b>	2,626	926	2,134
Playground equipment	250	<b>120</b>	120	120	120
Plant & equipment	1,345	<b>1,269</b>	1,520	1,373	1,427
Other infrastructure	1,899	<b>1,296</b>	1,052	2,160	2,019
Computers	208	<b>400</b>	878	133	138
Paintings & exhibits	20	<b>25</b>	25	25	25
Furniture & Fittings	30	<b>30</b>	15	15	15
<b>Total capital works</b>	<b>26,490</b>	<b>20,740</b>	<b>11,862</b>	<b>13,278</b>	<b>15,431</b>

**Represented by :**

Asset renewal	11,511	<b>11,532</b>	7,553	9,399	11,338
New assets	8,304	<b>4,442</b>	1,898	2,013	3,073
Asset expansion/upgrade	6,674	<b>4,767</b>	2,411	1,866	1,020
<b>Total capital works</b>	<b>26,490</b>	<b>20,740</b>	<b>11,862</b>	<b>13,278</b>	<b>15,431</b>

## **Appendix B**

### **Statutory Disclosures**

The appendix includes the following budgeted information:

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

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

	2010/11 \$	2011/12 \$
New borrowings (other than refinancing)	3,000,000	2,600,000
Debt redemption	1,623,000	1,545,753

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

Type of Property	2010/11 cents/\$CIV	2011/12 cents/\$CIV
General rate for rateable other land properties	.002880	.003049
General rate for rateable farm land properties	.001585	.001694
General rate for rateable commercial land properties	.004720	.005046
General rate for rateable industrial land properties	.004909	.005248
General rate for rateable vacant land properties	.004646	.004967
General rate for rateable industrial 2 land properties	.003803	.004065
Recreational land category 1 properties #	\$17,095.36	\$18,274.94
Recreational land category 2 properties	.002852	.003094

# Charge is \$ per property.

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

Type of Property	2010/11 \$	2011/12 \$
Other land	11,661,314	12,814,154
Farm land	310,914	326,971
Commercial land	3,437,518	3,768,332
Industrial land	917,553	962,132
Vacant land	888,989	879,526
Industrial 2 land	88,831	94,958
Recreational land category 1	17,095	18,275
Recreational land category 2	22,839	38,289

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

	2010/11 \$	2011/12 \$
Total rates to be raised	17,345,053	18,902,638

**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	2010/11 Change %	2011/12 Change %
Other land	6.8	6.9
Farm land	6.8	6.9
Commercial land	6.8	6.9
Industrial land	6.8	6.9
Vacant land	6.8	6.9
Industrial 2 land	6.8	6.9
Recreational land category 1	6.8	6.9
Recreational land category 2	6.8	6.9

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

Type of Property	2010/11 \$	2011/12 \$
Other land	13,332	13,587
Farm land	181	180
Commercial land	908	941
Industrial land	329	344
Vacant land	712	626
Industrial 2 land	1	1
Recreational land category 1	1	1
Recreational land category 2	14	13
<b>Total number of assessments</b>	<b>15,478</b>	<b>15,693</b>

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

Type of Property	2010/11 \$	2011/12 \$
Other land	4,049,769,000	4,161,789,000
Farm land	196,210,000	193,017,000
Commercial land	728,246,000	746,796,000
Industrial land	186,929,000	183,333,000
Vacant land	191,329,000	177,181,000
Industrial 2 land	23,360,000	23,360,000
Recreational land category 2	8,008,000	12,558,000
<b>Total</b>	<b>5,386,371,000</b>	<b>5,498,034,000</b>

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

Type of Charge	Per Rateable Property 2010/11 \$	Per Rateable Property 2011/12 \$
Municipal	188.00	201.00
Waste Management	237.00	253.00
<b>Total</b>	<b>425.00</b>	<b>454.00</b>

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

Type of Charge	2010/11 \$	2011/12 \$
Municipal	2,902,720	3,147,258
Waste Management	3,505,941	3,823,842
<b>Total</b>	<b>6,408,661</b>	<b>6,971,100</b>

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

	2010/11 \$	2011/12 \$
Rates and charges	23,753,714	25,873,739
Supplementary rates	235,000	240,000
<b>Total</b>	<b>23,988,714</b>	<b>26,113,739</b>

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

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

### **3. Differential rates**

#### **3.1 Rates to be levied**

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

- A general rate of 0.3049% (0.003049 cents in the dollar of CIV) for all rateable other land properties
- A general rate of 0.1694% (0.001694 cents in the dollar of CIV) for all rateable farm land properties.
- A general rate of 0.5046% (0.005046 cents in the dollar of CIV) for all rateable commercial properties.
- A general rate of 0.5248% (0.005248 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.4967% (0.004967 cents in the dollar of CIV) for all rateable vacant land properties.
- A general rate of 0.4065% (0.004065 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.

**3.8 Cultural and Recreational land**

Assessment Number	Property Address	Property Locality	Ratepayer	Amount
1052410009	331 Koroit St	Warrnambool	Showgrounds Reserve Committee Of Management	6,744.39
1060201509	48 Macdonald St	Warrnambool	Warrnambool Harness Racing Club	1,612.92
1099601500	Younger St	Warrnambool	Warrnambool Golf Club Inc	3,975.90
2010700101	10 Queens Rd	Warrnambool	Warrnambool Swimming Club	423.81
2040202806	66 Henna St	Warrnambool	Christ Church Tennis Club	1,292.78
3019606605	60-62 Cramer St	Warrnambool	Warrnambool City Croquet Club Inc	176.84
3037403704	2-64 Grafton Rd	Warrnambool	Warrnambool Racing Club Inc	13,516.22
3075501403	27-29 Princess St	Warrnambool	St Johns Bowling Club	1,186.06
4043700702	26 Simpson St	Warrnambool	Warrnambool Ski Club Inc	615.90
4073400904	33-45 Pertobe Rd	Warrnambool	Warrnambool Lawn Tennis Club	1,777.57
4089102800	81-85 Timor St	Warrnambool	Warrnambool Bowls Club	4,149.69
6734011850	36 Princes Hwy	Dennington	Dennington Bowling Club Inc	1,558.04
2012709201	40 Bromfield St	Warrnambool	St Joseph Primary School Supergrass Tennis	1,259.24
3019606702	50-56 Cramer St	Warrnambool	Warrnambool City Memorial Bowling Club	18,274.94

**Appendix C**  
**Capital Works Program**  
**Capital Works Program**  
**For the year ending 30 June 2012**

	<b>Capital Expenditure</b>	<b>Capital Income</b>	<b>Net Capital Cost</b>
<b>Roads</b>			
Employment Park Road Construction	1,000,000	0	1,000,000
Reseal Programs	615,000	0	615,000
Local Roads & Asphalt Resheets	232,000	0	232,000
Line Marking & Carpark Program	76,500	0	76,500
Local Roads Construction	1,015,000	(325,000)	690,000
Major Patching Works	450,000	0	450,000
Street Lighting Upgrade	52,000	0	52,000
Road Safety Strategies & Audits	73,000	0	73,000
<b>Total Roads</b>	<b>3,513,500</b>	<b>(325,000)</b>	<b>3,188,500</b>
<b>Footpaths Paths &amp; Trails</b>			
Footpath Construction	124,000	0	124,000
Concrete Footpath Replacements	237,040	0	237,040
Timor St Upgrade	250,000	0	250,000
<b>Total Footpaths Paths &amp; Trails</b>	<b>611,040</b>	<b>0</b>	<b>611,040</b>
<b>Open Space &amp; Recreation</b>			
Lake Pertobe Pedestrian Bridges	140,000	0	140,000
McGennans Precinct Works	343,000	0	343,000
Wollaston Bridge	100,000	(50,000)	50,000
Public Signage	27,000	0	27,000
River & Port Improvements	68,000	0	68,000
Playground Improvements	120,000	0	120,000
Parks & Gardens Improvements	51,500	0	51,500
Harris St Reserve Lighting	199,950	(149,950)	50,000
Country Football/Netball Improvements	495,000	(395,000)	100,000
BMX Facility Redevelopment	250,000	(140,000)	110,000
Recreation Plan Implementation	45,000	0	45,000
Public Art Initiatives	20,000	0	20,000
<b>Total Open Space &amp; Recreation</b>	<b>1,859,450</b>	<b>(734,950)</b>	<b>1,124,500</b>
<b>Land &amp; Buildings</b>			
Post Office Site Acquisition	1,300,000	(1,300,000)	0
WEC Redevelopment	4,853,152	(3,720,000)	1,133,152
Car Park Improvements	430,000	0	430,000
Public Toilet Upgrades	118,160	0	118,160
Art Gallery Improvements	55,000	0	55,000
ARC Stadium Improvements	33,000	0	33,000
Aquazone Minor Improvements	50,000	0	50,000
Queens Rd Land Sale	10,000	(90,000)	(80,000)

**Capital Works Program Cont.**  
**For the year ending 30 June 2012**

	Capital Expenditure	Capital Income	Net Capital Cost
Airport Improvements	128,000	0	128,000
Flagstaff Hill Improvements	80,000	0	80,000
Holiday Park Improvements	100,000	0	100,000
Building Renewal Program	284,296	0	284,296
Asset Renewal STEP Program Funding	367,000	0	367,000
Aquazone Boiler Replacement	165,000	0	165,000
Allansford Kindergarten Extensions	270,000	0	270,000
<b>Total Land &amp; Buildings</b>	<b>8,243,608</b>	<b>(5,110,000)</b>	<b>3,133,608</b>
<b>Developer Contribution Plan Works</b>			
Infrastructure in Growth Areas	3,891,407	(2,300,565)	1,590,842
<b>Total Developer Contribution Plan Works</b>	<b>3,891,407</b>	<b>(2,300,565)</b>	<b>1,590,842</b>
<b>Drainage</b>			
Mortlake Rd Flood Works	242,000	(500,000)	(258,000)
Priority Backlog Works	70,000	(25,000)	45,000
West Warrnambool Drainage	100,000	0	100,000
<b>Total Drainage</b>	<b>412,000</b>	<b>(525,000)</b>	<b>(113,000)</b>
<b>Plant Equipment &amp; Other</b>			
Fleet	1,269,000	(439,200)	829,800
IT & Other Equipment	880,000	(500)	779,500
Livestock Exchange Improvements	160,000	0	160,000
<b>Total Plant Equipment &amp; Other</b>	<b>2,209,000</b>	<b>(439,700)</b>	<b>1,769,300</b>
<b>Total Capital Works 2011/12</b>	<b>20,740,005</b>	<b>(9,435,215)</b>	<b>11,304,790</b>

**Projects**  
**For the year ending 30 June 2012**

	<b>Project Expenditure</b>	<b>Project Income</b>	<b>Net Project Cost</b>
<b>Environmental</b>			
Flood Warning Systems GHCMA	300,000	(285,000)	15,000
Coastal Risk Beach Access Repair Exp	5,000	(5,000)	0
Coastal Vegetation Including Thunder Pt Precinct	30,000	0	30,000
<b>Total Environmental</b>	<b>335,000</b>	<b>(290,000)</b>	<b>45,000</b>
<b>Road Safety Initiatives</b>			
L2P Program	54,060	(54,060)	0
Road Safety Strategy Review & Update	10,000	0	10,000
<b>Total Road Safety Initiatives</b>	<b>64,060</b>	<b>(54,060)</b>	<b>10,000</b>
<b>Community Support &amp; Culture</b>			
Pre School 3 Year Old - Early Involvement	85,944	(39,008)	46,936
Kinder Policy Changes	12,000	0	12,000
Community Infrastructure & Services Plan	60,000	(15,000)	45,000
Maternal & Child Health - Service Feasibility	20,000	(10,000)	10,000
National Respite Care Services	213,626	(213,626)	0
Rural Access - Getting Started Disability Services	77,561	(77,561)	0
Warrnambool Culture Plan	40,000	(35,000)	5,000
Global Skills Provincial Victoria	95,000	(95,000)	0
Warrnambool Event Strategy	35,000	(17,500)	17,500
<b>Total Community Support &amp; Culture</b>	<b>639,131</b>	<b>(502,695)</b>	<b>136,436</b>
<b>Planning &amp; Development</b>			
WEC Streetscape Works Timor St	30,000	0	30,000
South West Regional Transport Plan	120,000	(100,000)	20,000
Matron Swinton Building Extensions	25,000	0	25,000
Heritage Strategy Implementation	50,000	0	50,000
St James Park Implementation	33,300	0	33,300
City Wide Structure Plan	125,000	(50,000)	75,000
Sustainable Transport Strategy	30,000	0	30,000
<b>Total Planning &amp; Development</b>	<b>413,300</b>	<b>(150,000)</b>	<b>263,300</b>
<b>Miscellaneous</b>			
OHS Management System Review	20,000	0	20,000
Scanning of Microfilm Data	7,000	0	7,000
<b>Total Miscellaneous</b>	<b>27,000</b>	<b>0</b>	<b>27,000</b>
<b>Total Projects for 2011/12</b>	<b>1,478,491</b>	<b>(996,755)</b>	<b>481,736</b>

## Appendix D

### Key Strategic Activities

For the year ending 30 June 2012

Activities & Initiatives	How Data is Reported	Performance Target
<b>Leadership</b>		
Conduct a community strategic planning forum to guide budget planning.	Council Report	Forum to be conducted
Report core information technology systems replacement program to Council.	Council Report	Report to be submitted to Council
Conduct a series of community forums to develop the Council Plan 2012/2016.	Council Report	Forums to be conducted
<b>Environment</b>		
Implement priority actions in the Environmental Sustainability Strategy 2008-13.	Council Report	Priority actions implemented.
Research and implement a recycling service to Council facilities.	Council Report	Final report to Council for decision
Prepare and adopt an Open Space Strategy.	Council Report	Open Space Strategy adopted by Council
<b>Liveability</b>		
Complete a strategy to guide the management and development of Aquazone through to 2025.	Council Report	Strategy to be presented to Council
Complete the skate park redevelopment.	Council Report	Development completed
Complete the Warrnambool Entertainment Centre Redevelopment Project.	Council Report	Project completed
Complete the feasibility study into the joint use library with South West TAFE and report the study findings to Council and key stakeholders.	Council Report	Feasibility study reported to Council
Implement key strategies from the Municipal Early Years Plan 2009- 2012.	Council Report	Strategies to be implemented.
<b>Growth</b>		
Complete construction of the lower landing at the Breakwater.	Council Report	Project completed.
Complete a Municipal Traffic Management Plan including a hierarchy review.	Council Report	Present the report to Council
Commence Municipal Strategic Statement review.	Council Report	Review works commenced
Develop a Warrnambool Events Policy.	Council Report	Policy presented to Council

**Appendix E****2011/12 Fees and Charges**

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

**1. LEADERSHIP****Property Management**

<b>User Fees &amp; Charges</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Applications to use Crown & Council Land	\$16.50	\$17.20	\$18.00
Licences preparation fee	\$87.00	\$90.50	\$92.50
Lease preparation fee	\$120.00	\$125.00	\$130.00
Survey plan fee	\$280.00	\$292.00	\$305.00
Title search fee	\$19.20	\$20.00	\$22.00
Rate history search fee (1 <sup>st</sup> 3 hours)	\$280.00	\$292.00	\$305.00
Rate history search fee (after 3 hours)	\$80.00/hr	\$84.00/hr	\$88.00
Rate history search fee (0 - 10 years)	\$10.00	\$10.50	\$11.00

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

In accordance with Section 227(a) of the Local Government Act 1989 Council sets the rate of interest to apply to unpaid monies, other than rates and charges, at 11.74%.

**2. ENVIRONMENT****Coast & Rivers**

New fees to apply from 1 August 2011

<b>User Fees &amp; Charges</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Mooring Fees</b>			
Boat less than 10m pa	\$200.00	\$210.00	\$215.00
Boat 10.1m to 15m pa	\$260.00	\$270.00	\$270.00
Boat 15.1 – 20m pa	\$300.00	\$310.00	\$315.00
Boat 20.1 – 25m pa	\$380.00	\$390.00	\$395.00
Jetty Fees – pa	\$150.00	\$160.00	\$170.00
Permit for breakwater and Hopkins River			
<b>Annual Parking Permit Fees</b>			
Breakwater (per vehicle)	\$40.00	\$45.00	\$50.00

**Infrastructure Services**

New fees to apply from 1 July 2011

<b>User Fees &amp; Charges</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Road reserve works permit fee	\$70.00	\$75.00	\$80.00
Road reserve works additional inspection	\$45.00	\$50.00	\$55.00
Road reserve works – crossover fee	\$70.00	\$75.00	\$80.00
Stormwater connection permit:			
Single dwelling development	\$70.00	\$55.55	\$55.55
Multi – dwelling development	\$80.00	\$55.55	\$55.55
Commercial premises	\$80.00	\$55.55	\$55.55
Industrial premises	\$80.00	\$55.55	\$55.55
Information only	\$45.00	\$50.00	\$50.00
Short notice fee	\$90.00	\$95.00	\$95.00



**3. LIVEABILITY****Warrnambool Entertainment Centre**

New fees to apply from 1 July 2011

<b>User Fees and Charges</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Theatre</b>			
<b>Amateur (Local)</b>			N/A
Hire rate plus 5% of gross takings (technician for 4 hrs)	\$465.00	\$485.00	
Front of House Staff – per hour	\$31.00	\$32.00	
Technician per hour thereafter	\$37.50	\$39.00	
<b>Amateur (Non Local)</b>			N/A
Hire rate plus 5% of gross takings (technician for 4 hrs)	\$575.00	\$595.00	
Front of House Staff – per hour	\$31.00	\$32.00	
Technician per hour thereafter	\$43.50	\$43.50	
<b>Professional (Subsidised)</b>			N/A
Hire rate plus 5% of gross takings (technician for 4 hrs)	\$875.00	\$910.00	
Front of House Staff – per hour	\$36.00	\$37.50	
Technician per hour thereafter	\$48.00	\$49.00	
Additional Technicians		\$39.00	
<b>Commercial</b>			N/A
Hire rate plus 5% or 10% of gross takings (whichever the greater)	\$920.00	\$960.00	
Front of House Staff & Box Office Staff – per hour	\$36.00	\$37.50	
Technician per hour	\$48.00	\$49.00	
Additional Technicians		\$39.00	
<b>Equipment &amp; Consumable Items (Community)</b>			N/A
Gel & Bubble Fee	\$44.00	\$46.00	
Gaffer Tape	\$25.00	\$26.00	
9V batteries	\$5.95	\$6.50	
Specific Lighting gels	As ordered	As ordered	
Steinway Grand piano	\$72.00	\$75.00	
Radio Mics	\$35.00	\$35.00	
Stage Extension	\$120.00	\$125.00	
<b>Equipment &amp; Consumable Items (Professional)</b>			N/A
Gel & Bubble Fee	\$88.00	\$88.00	
Gaffer Tape	\$25.00	\$26.00	
9V batteries	\$5.95	\$6.50	
Specific Lighting gels	As ordered	As ordered	
Steinway Grand piano	\$140.00	\$145.00	
Radio Mics	\$99.00	\$99.00	
Stage Extension	\$220.00	\$225.00	
<b>Film Screenings</b>			N/A
Hire rate plus 5% of gross takings	\$572.00	\$595.00	
Technician per hour	\$48.00	\$49.00	
Additional screenings	\$260.00	\$275.00	
<b>Conferences, Seminars</b>			N/A
½ day and evening 1pm – 11pm	\$920.00	\$960.00	
Full day 9am – 5pm	\$655.00	\$680.00	
9am – 7pm	\$920.00	\$960.00	
Day & Evening 9am – 11pm	\$1,070.00	\$1,120.00	
<b>Graduation Ceremonies/Speech Nights</b>			N/A
Includes Civic Hall plus one rehearsal	\$770.00	\$800.00	
<b>Rehearsals (Per Hour)</b>			N/A
Weekdays and bump-in (no lights)	\$47.00	\$49.00	
Evenings and weekends (without lights and technician)	\$66.00	70.00	
Evenings & weekends (includes lights and technician)	\$83.00	89.00	
<b>Other Hires</b>			N/A
Less than 4 hours Weekdays per hour	\$145.00	\$155.00	
Technician – per hour	\$48.00	\$49.00	
<b>User Fees and Charges</b>			
<b>Pass 2 Ticketing</b>			
Commercial Tix under \$20.00	\$2.85	\$2.85	N/A
Tix \$20.00 - \$40.00	\$3.70	\$3.70	
Tix \$40.00 plus	\$4.20	\$4.20	
Credit Card Fees	3.0%	3.0%	

**Warrnambool Entertainment Centre (Cont.)**

New fees to apply from 1 July 2011

<b>User Fees and Charges cont.</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Amateur (local) Tix under \$11.00	\$1.20	\$1.20	N/A
Tix \$11.00 - \$40.00	\$2.30	\$2.30	
Tix \$40.00 plus	\$3.20	\$3.20	
Credit Card Fees	3.0%	3.0%	
<b>Advertising</b>			
Newspaper - Commercial	Application	Application	N/A
Newspaper - Local	Application	Application	
Radio - Commercial	Application	Application	
Deposits- Commercial	\$400.00	\$400.00	
Poster Delivery	\$85.00	\$90.00	
<b>Civic Hall</b>			
Weddings - Room hire	\$605.00	\$630.00	N/A
Dinners, Luncheons, Picnic Cabarets, Discos, Balls	\$445.00	\$465.00	
<b>Conference/Meetings/Seminar</b>			
Used in conjunction with theatre – day & evening	\$465.00	\$485.00	N/A
Used in conjunction with theatre – weekdays 9am – 5pm	\$370.00	\$385.00	
Used in conjunction with theatre – evening or weekend	\$420.00	\$440.00	
Used separately from theatre – day & evening	\$750.00	\$780.00	
Used separately from theatre – weekdays 9am – 5pm	\$380.00	\$400.00	
Used separately from theatre – evening or weekend	\$465.00	\$485.00	
Graduation/speech nights	As per theatre	As per theatre	
<b>Examinations</b>			
Day & evening	\$465.00	\$485.00	N/A
Week days – 9am – 5pm	\$380.00	\$390.00	
Evening or weekends	\$465.00	\$485.00	
<b>Performance</b>			
Educational	\$465.00	\$485.00	N/A
Other	\$465.00	\$485.00	
Film night	As theatre	As theatre	
Fashion parade	\$465.00	\$485.00	
Cat walk	As theatre	As theatre	
<b>Exhibition</b>			
Day, evening, weekend	\$465.00	\$485.00	N/A
Other hires/rehearsals	As theatre	As theatre	
Bookings/security deposits	\$400.00	\$400.00	
In-house caterer	\$250.00	\$250.00	
Full setting crockery/cutlery	\$2.25	\$2.25	
Morning/afternoon tea/supper setting	\$1.10	\$1.10	
Glasses: beer, wine, sherry per dozen	\$3.00	\$3.00	
Jugs and carafes	\$1.10	\$1.10	
Tablecloths	\$8.00	\$8.00	
Table settings (per 10 people)	\$38.00	\$38.00	
Conference co-ordination	Negotiated	Negotiated	
In-house caterers	Negotiated	Negotiated	
<b>Green Room</b>			
<b>Long-Term Hire</b>			
Weekdays – 9am – 5pm per hour	\$33.00	\$34.00	N/A
Evenings & weekends – per hour	\$43.00	\$45.00	
<b>Other Hires</b>			
Minimum 2 hours	\$67.00	\$70.00	N/A
Thereafter per hour	\$26.00	\$27.00	
9am – 5pm	\$140.00	\$145.00	
Day & evening	\$195.00	\$200.00	
Staff rate for access & security out of hours (per hour)	\$37.00	\$39.00	
<b>Foyers</b>			
Used in Conjunction with theatre	No Charge	No Charge	N/A
Hired separately – per hour	\$65.00	\$70.00	
Exhibition openings	\$95.00	\$100	
<b>Reception Room</b>			
Reception room – per day	\$190.00	\$200.00	N/A
Additional rooms – per day	\$90.00	\$95.00	
<b>Merchandise</b>			
11% retained on all merchandise sold (including Foyers, Theatre, Civic Hall & Green Room)			

**AquaZone**

New fees to apply from 1 July 2011

<b>User Fees and Charges</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Day Admissions - Aquatics</b>			
Adult swim	\$5.10	\$5.30	\$5.60
Child swim (3-15 years)	\$3.60	\$3.80	\$4.00
Concession swim	\$4.40	\$4.60	\$4.80
Family swim (unlimited family members/same residence)	\$15.90	\$16.50	\$17.50
School student entry (in school hours)	\$3.30	\$3.40	\$3.60
<b>Day Admissions – Health &amp; Fitness</b>			
Gymnasium	\$14.30	\$14.90	\$15.70
Fitness class	\$11.15	\$11.60	\$12.20
Older adult exercise class	\$8.30	\$8.60	\$9.00
Reactivate for life	\$4.70	\$5.00	\$5.30
School aerobics	\$5.70	\$6.30	\$6.30
Spin casual entry (per class)	\$12.70	\$13.20	\$13.90
Spin Fitness member entry (per class)	\$3.90	\$4.00	\$4.20
Personal Training 1 hour	\$52.00	\$58.00	\$58.00
Personal Training 45 minutes		\$46.40	\$46.40
Personal Training ½ hour	\$31.20	\$34.80	\$34.80
<b>Creche</b>			
Per child per hour	\$4.50	\$4.70	\$5.00
<b>Occasional Care</b>			
Per child per hour	\$6.70	\$6.90	\$7.30
<b>Learn to Swim (Pool Entry &amp; Assessment)</b>			
Per class (2 <sup>nd</sup> child and 3 <sup>rd</sup> child discounts apply)	\$11.35	\$11.80	\$12.60
Private lessons ½ hour lesson	\$34.50	\$36.00	\$37.80
1 hour lesson	\$55.30	\$57.70	\$60.60
School swim no instruction	\$3.30	\$3.40	\$3.60
School swim with instruction	\$6.15	\$6.40	\$6.80
School at pool	\$7.50	\$7.80	\$8.30
<b>Group Entry</b>			
Adult Swim	\$4.60	\$4.80	\$5.00
Gym	\$12.90	\$13.40	\$14.00
Fitness class	\$10.00	\$10.40	\$11.00
Spin Class			\$12.50
Child Swim	\$3.30	\$3.40	\$3.60
<b>Other</b>			
General entry	\$2.20	\$2.30	\$2.40
Locker hire	\$2.20	\$2.30	\$2.40
Towel hire	\$2.20	\$2.30	\$2.40
Instructor hire - all areas	\$52.00	\$54.00	\$56.00
Gym assessment ½ hour	\$30.90	\$32.10	\$33.50
Gym assessment 1 hour	\$49.40	\$51.40	\$54.00
<b>Multi Pass – Health &amp; Fitness</b>			
Fitness class – 20 pass	\$200.20	\$208.20	\$218.60
Personal training – multi-hour-packages attract 10% discount from hourly rate			
<b>Multi Pass – Aquatics</b>			
Adult 20 Pass	\$90.85	\$94.50	\$99.25
50 Pass	\$227.00	\$236.10	\$247.90
Child 20 Pass	\$66.60	\$69.25	\$72.70
50 Pass	\$165.15	\$171.75	\$180.35
Concession 20 Pass	\$78.40	\$81.55	\$85.65
50 Pass	\$196.00	\$203.85	\$214.05

**AquaZone (Cont.)**

New fees to apply from 1 July 2011

<b>User Fees and Charges</b>		<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Multi Pass – Creche/Occasional Care</b>				
1 child/1hr Creche	10 Pass	\$45.00	\$46.80	\$50.00
1 child/1hr Occasional Care	10 Pass	\$67.00	\$69.70	\$73.00
<b>Facility Hire</b>				
Pools	Up to four hours	\$394.90	\$340.90	\$357.95
	Up to ten hours	\$667.10	\$629.00	\$660.45
	Lane hourly commercial	\$27.00	\$28.10	\$29.50
	Lane hourly community	\$2.00	\$2.50	\$3.00
Pool closure advertising fee			\$100.00	\$105.00
School booking cancellation fee (< 12 hours notice)			\$28.10 per lane	\$29.80
Crèche – per hour		\$27.00	\$28.10	\$29.80
Multi-purpose room – per hour		\$27.00	\$28.10	\$29.80
<b>Birthday Party</b>				
Host (per 45 minutes)		\$52.00	\$54.00	\$56.00
Table		\$20.00	\$21.00	\$22.00
<b>Memberships</b>				
Gold	12 months	\$859.90	\$894.30	\$939.00
	3 months	\$343.95	\$357.70	\$375.60
	Direct debit	\$107.48/ \$71.66	\$111.80/ \$74.50	\$117.40/ \$78.25
	1 month		\$178.40	\$187.32
Gym & Swim	12 months	\$701.15	\$729.20	\$765.70
	3 months	\$280.45	\$291.70	\$306.30
	Direct debit	\$84.77/ \$58.43	\$88.20/ \$60.80	\$92.61/ \$63.85
	1 month		\$145.60	\$152.90
Fitness & Swim	12 months	\$701.15	\$729.20	\$765.65
	3 months	\$280.45	\$291.70	\$306.30
	Direct debit	\$84.77/ \$58.43	\$88.20/ \$60.80	\$92.61/ \$63.85
	1 month		\$145.60	\$152.90
Swim Only	12 months	\$619.10	\$643.90	\$676.10
	3 months	\$247.60	\$257.50	\$270.40
	Direct debit	\$73.86/ \$51.59	\$76.80/ \$53.70	\$80.65/ \$56.40
	1 month		\$128.30	\$134.70
Family Swim	12 months	\$1,326.00	\$1,379.00	\$1,447.95
	3 months	\$435.70	\$453.10	\$475.75
	Direct debit	\$112.00/ \$110.57	\$116.50/ \$115.00	\$122.33/ \$120.75
Youth Fit (13 – 15 years)				
12 month			\$516.00	\$536.65
3 months			\$206.40	214.65
Direct Debit			\$43.00	44.75
Corporate				
10 – 20 people		- 12.5% term - 12.5% debit	- 12.5% term - 12.5% debit	- 12.5% term - 12.5% debit
21 + people		- 15% term - 15% debit	- 15% term - 15% debit	- 15% term - 15% debit
Summer Pass (6 weeks over Summer holidays)				
Adult		\$90.80	\$94.40	\$98.80
Concession		\$78.00	\$81.10	\$85.15
Child		\$66.00	\$68.60	\$72.25

**Warrnambool Art Gallery**

New fees to apply from 1 July 2011

<b>User Fees &amp; Charges</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
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	\$28.00
Curatorial Advice – per hour	\$25.00	\$26.50	\$28.00
New Social Commentary artists entry fee	\$30.00	\$33.00	NA
Education workshop/activity		Dependent on activity	Dependent on activity
Public program event/activity		Dependent on activity	Dependent on activity
<b>Annual Subscription</b>			
Family	\$55.00	\$57.50	\$60.00
Individual	\$33.00	\$35.00	\$37.00
Individual concession	\$22.00	\$23.50	\$25.00
Life	\$650.00	\$770.00	\$800.00
Corporate	\$300.00	\$550.00	\$575.00
Student	\$20.00	\$21.00	\$22.00
School	\$150	\$360.00	\$360.00
<b>Rental</b>			
Exhibition by artist in Alan Lane Community Gallery (3 weeks)	\$495.00	\$520.00	NA
Exhibition by organisation or agency in Alan Lane Community Gallery (1 week)	\$575.00	\$605.00	\$650.00
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	\$110.00	\$110.00	\$115.00
Weddings (2 hours. Additional hours \$110ph)	\$350.00	\$350.00	\$370.00
Piano – per hour	\$90.00	\$90.00	\$90.00
Transparency/digital image (for reproduction)	\$185.00	Negotiation	Negotiation
Exhibition equipment	Negotiation	Negotiation	Negotiation
<b>Advertising</b>			
Artpage 1/12 page	\$100.00	\$110.00	\$115.00
Artpage 1/24 page	\$50.00	\$55.00	\$60.00
Enclosure in mailout – 20 cents per DL item	\$60.00	\$66.00	\$70.00

**Sports Grounds**

New fees to apply from 1 July 2011

<b>User Fees &amp; Charges</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Sports ground casual hire (includes use of pavilion)</b>			
Half day	\$50.00	\$52.00	\$56.00
Full day	\$100.00	\$104.00	\$112.00
Pre-season training session	\$50.00	\$52.00	\$56.00
Football practice match (with line marking)	\$100.00	\$104.00	\$112.00
Football practice match (without line marking)	\$50.00	\$52.00	\$56.00
Football finals – Senior (per day)	10% of gate	10% of gate	\$450.00
Football finals – Junior (only) (per day)	-	-	\$225.00
<b>Pavilion casual hire</b>			
Half day	\$25.00	\$26.00	\$29.00
Full day	\$50.00	\$52.00	\$56.00

**Warrnambool Stadium**

New fees to apply from 1 July 2011

<b>User Fees &amp; Charges</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Player Fees</b>			
Adult	\$9.00	\$9.20	\$9.40
Junior	\$6.20	\$6.40	\$6.60
<b>Senior training</b>	\$7.10	\$7.40	\$7.70
Junior training	\$4.20	\$4.40	\$4.60
School	\$3.55	\$3.70	\$3.80
<b>Stadium Hire</b>			
Three courts up to 12 hours	\$1,040.00	\$1,085.00	\$1,130.00
Hourly rate without lights – commercial	\$130.00	\$136.00	\$141.50
Hourly rate without lights – community/school	\$100.00	\$105.00	\$110.00
Hourly rate with lights – commercial	\$145.00	\$151.00	\$160.00
Hourly rate with lights – community/school	\$115.00	\$120.00	\$125.00
School use between 9.00am - 3.00pm	\$625.00	\$650.00	\$680.00
Single court hourly – user group squads-out of hours	\$26.00	\$28.00	\$30.00
Highball court up to 12 hours	\$370.00	\$385.00	\$400.00
Hourly rate without lights – commercial	\$42.00	\$44.00	\$46.00
Hourly rate without lights – community/school	\$33.00	\$35.00	\$36.50
Hourly rate with lights – commercial	\$47.00	\$49.00	\$52.00
Hourly rate with lights – community/school	\$39.00	\$41.00	\$44.00
School use between 9.00am - 3.00pm	\$220.00	\$229.00	\$240.00
Show court up to 12 hours	\$495.00	\$515.00	\$536.00
Hourly rate without lights – commercial			\$60.00
Hourly rate without lights – community/school			\$50.00
Hourly rate with lights – commercial			\$65.00
Hourly rate with lights – community/school			\$55.00
School use between 9.00am -3.00pm	\$125.00	\$130.00	\$250.00
<b>Seahawks/Mermaids Home Games &amp; Finals</b>			
Both Teams	\$525.00	\$546.00	\$570
Single Team	\$312.00	\$325.00	\$340
<b>Multi-Purpose Room</b>			
Up to 12 hours (with other hires)	\$146.00	\$152.00	\$180.00
Up to 12 hours (room only)	\$220.00	\$230.00	\$320.00
Per hour	\$21.00	\$22.00	\$30.00
User groups up to 12 hours	\$100.00	\$104.00	\$108.50
User groups per hour	\$10.40	\$11.00	\$11.50
Meeting room up to 12 hours	\$50.00	\$52.00	\$54.00
Per hour	\$10.50	\$11.00	\$11.50
Kitchen facilities	\$115.00	\$120.00	\$140.00
User group sports hire up to 12 hours	\$870.00	\$905.00	\$940.00
Commercial users up to 12 hours	\$1,400.00	\$1,460.00	\$1,520.00
<b>Program Fees</b>			
<b>Gymnastics</b>			
1 hour recreational class fee - per hour	\$8.70	\$9.05	\$9.40
2 hour classes class fee - per hour	\$8.70	\$9.05	\$9.40
3 hour class fee - per hour	\$6.00	\$6.25	\$6.50
Above 3 hour class fee - per hour	\$6.00	\$6.25	\$6.50
School gymnastics			
With instruction (per student)	\$4.50	\$4.70	\$4.90
Small school group class fee (1hr)	\$35.00	\$40.00	\$50.00
Adult Group (per Person)		\$8.00	\$8.50
Gymnastics facility hire (per hour) for external gymnastics groups.		\$35.00	\$50.00
Ed gym 1 hour class	\$7.00	\$7.40	\$7.70
School Holiday Program 2 hour class	\$12.00	\$15.00	\$16.00
Birthday Party Program per child	\$9.00	\$10.00	\$10.50
<b>Outside School Hours Care</b>			
Vacation care daily rate	\$41.00	\$45.00	\$50.00
After school care casual rate per session	\$13.50	\$14.50	\$17.00
After school care permanent rate per session	\$12.50	\$13.50	\$15.00

## Kindergartens

New fee to apply from 1 January 2012

User Fees & Charges	2009/10	2010/11	2011/12
Annual fee	\$520.00	\$530.00	\$560

## Centre Based Care

New fees to apply from 1 July 2011

User Fees & Charges	2009/10	2010/11	2011/12
Weekly fee	\$260.00	\$290.00	\$325.00
Daily fee	\$62.00	\$63.00	\$70.00
Session fee - morning	\$37.00	\$40.00	\$40.00
Session fee - afternoon	\$35.00	\$38.00	\$40.00

## Family Day Care

New fees to apply from 1 July 2011

User Fees & Charges	2009/10	2010/11	2011/12
8am to 6pm – per hour	\$5.00	Independent fees & charges set by Care providers under National guidelines	Independent fees & charges set by Care providers under National guidelines
After hours – per hour	\$6.00	As above	As above
Public holidays – per hour	\$6.00	As above	As above
Breakfast	\$1.50	As above	As above
Lunch	\$2.80	As above	As above
Dinner	\$3.30	As above	As above
Snacks	\$1.50	As above	As above
Trips	\$4.00	As above	As above
Service fee	\$7.00	\$6.75	\$7.30
In home care:			
One child in a family per hour	N/A	N/A	N/A
Each for two or more children in a family	N/A	N/A	N/A
Trips	N/A	N/A	N/A
Service Fee	N/A	N/A	N/A

## Home Care

New fees to apply from 1 July 2011

User Fees & Charges	2009/10	2010/11	2011/12
Home care – low	\$7.10	\$7.40	\$7.70
Home care – medium	\$12.70	\$13.20	\$13.70
Home care – high	\$30.00	\$31.00	\$32.25
Personal care	\$6.00	\$6.20	\$6.45
Respite care – adult	\$6.00	\$6.20	\$6.45
Respite care – children	\$4.50	\$4.70	\$5.00
Linkages (GST inc.)	\$35.50	\$36.50	\$42.00
CACPS (GST inc.)	\$40.00	\$40.50	\$42.00
Post Acute Care (GST inc.)	\$40.00	\$40.50	\$42.00
Plus travel costs per km – 6 cylinder vehicle			\$1.02
Plus travel costs per km – 4 cylinder vehicle			\$0.84

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

Minimum ½ hour applies to Personal Care services.

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

## Home Maintenance

New fee to apply from 1 July 2011

User Fees & Charges	2009/10	2010/11	2011/12
Home maintenance: lawn mowing and tip fees: low	\$12.00	\$12.50	\$16.00
Home maintenance: lawn mowing and tip fees: medium	-	\$25.00	\$29.00
Home maintenance: lawn mowing and tip fees: high	\$47.00	\$47.00	\$51.88
Property maintenance (plus cost of materials): low			\$13.00
Property maintenance (plus cost of materials): medium			\$26.00
Property maintenance (plus cost of materials): high			\$48.88

New fee to apply from 1 July 2011 – Minimum 1 hour applies.

## Adult Day Care

New fees to apply from 1 July 2011

User Fees & Charges	2009/10	2010/11	2011/12
Daily session fee – low	\$6.40	\$6.70	\$7.00
Daily session fee – medium	-	\$10.50	\$11.00
Daily session fee – high (GST free)	\$25.00	\$25.00	\$27.00
Meal	\$7.50 (2 course) \$9.00 (3 course)	\$7.80 (2 course) \$9.40 (3 course)	\$6.50
Soup			\$1.70
Sweet			\$1.70

## Food Services

New fees to apply from 1 July 2011

User Fees & Charges	2009/10	2010/11	2011/12
Main meal	\$5.60	\$5.80	\$7.20
Dessert	\$1.10	\$1.15	\$1.40
Soup	\$0.95	\$1.00	\$1.30
Full cost meals (GST free)	\$13.00	\$13.50	\$14.50

## Archie Graham Community Centre

New fees to apply from 1 July 2011

User Fees & Charges	2009/10	2010/11	2011/12
Hydro pools casual admission	\$4.00	\$4.20	\$5.30
Commercial pool use	\$30.00	\$31.20	\$40.60
Community pool use	\$18.00	\$18.80	\$23.70
Commercial rate per hour per room	\$22.00	\$23.00	\$24.00
Casual community rate per hour per room	\$15.00	\$15.60	\$16.00
Annual regular community rate (less than 10 bookings per year) per hour per room	\$18.00	\$18.80	\$20.00
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	\$8.00	\$8.50	\$9.00
Monthly and weekly regular community booking (with more than 10 bookings per year) over 20 people per hour per room	\$13.00	\$13.50	N/A
Bus hire day rate – 1	\$40.00	\$41.60	N/A
Bus hire day rate – 2	\$95.00	\$98.80	N/A
Bus hire day rate – 3	\$125.00	\$130.00	N/A
Bus hire km rate	\$0.65 – \$0.75	\$0.70 – \$0.80	N/A
Meals – main	\$6.00	\$6.20	\$6.50
Meals – soup	\$1.50	\$1.60	\$1.70
Meals – dessert	\$1.50	\$1.60	\$1.70
Community Computer Centre per 1 hour session	\$3.00	\$3.20	\$3.50
Health promotion programs	\$5.00	\$5.20	\$5.50
Health promotion programs – Warrnambool Senior Club Members	\$4.00	\$4.20	\$5.00



**Health**

New fees to apply from 1 August 2011

User Fees & Charges		2009/10	2010/11	2011/12
<b>*Food</b>				
<b>Class 1</b>			\$360.00	\$375.00
<b>Class 2</b>	Class 2 General (where not more than 5 full-time persons are employed)		\$330.00	\$345.00
	Where more than five such full-time persons are employed, additional fee for each person in excess of five (total fee not to exceed \$1,500) (eg supermarkets)		\$19.00	\$20.00
	Accommodation Kitchen (eg motels)		\$250.00	\$260.00
	Bed and Breakfast (register as a food)		\$150.00	\$155.00
	Community Group (eg not-for-profit groups)		\$100.00	\$105.00
<b>Class 3</b>	Class 3 General		\$120.00	\$125.00
	Domestic Kitchen		\$150.00	\$155.00
	Community Group (eg not-for-profit groups)		\$90.00	\$95.00
<b>Class 4</b>			No Fee	No Fee
<b>Health</b>				
	Hairdressers, beauty salons	\$78.00	\$90.00	\$95.00
	Skin penetration establishments	\$78.00	\$90.00	\$95.00
	Accommodation premises (motels)	\$162.00	\$170.00	\$180.00
	Additional fee for microbiological testing of swimming pools and spas	\$95.00	\$95.00	\$100.00
	Septic tank applications	\$190.00	\$200.00	\$210.00
	* Caravan Parks (per site)	Fees set by State Government	Fees set by State Government	Fees set by State Government
	Inspection request fee (prior to transfers)	\$95.00	\$100.00	\$105.00
	New registrations	Annual Fee + 50% of scheduled fee	Annual Fee + 50% of scheduled fee	Annual Fee + 50% of scheduled fee
	Transfer fee and late payment fee	50% of scheduled fee	50% of scheduled fee	50% of scheduled fee

\* Food Act fees adjusted 1 November 2010

- Pro-rata fees apply for new registrations

**Local Laws**

New fees to apply from 1 July 2011

User Fees & Charges	2009/10	2010/11	2011/12
Derelict vehicle release	\$250.00	\$260.00	\$280.00
Tables and chairs	\$135.00	\$140.00	\$150.00
Goods on footpath	\$135.00	\$140.00	\$150.00
A/Frames permit	\$95.00	\$100.00	\$105.00
Impounded trolley release fee	\$60.00	\$65.00	\$70.00
Permit to burn	\$45.00	\$50.00	\$55.00
Horses on beach permit	\$140.00	\$145.00	\$160.00
Hire of cat cage	-	\$20.00	\$20.00

**Parking Fees & Fines**

New fees to apply from 1 August 2011

User Fees & Charges	2009/10	2010/11	2011/12
<b>On-Street (per hour)</b>			
Area A (1P)	\$0.80	\$1.00	\$1.00
Area B (2P)	\$0.60	\$0.80	\$0.80
Area C (4P)	\$0.30	\$0.50	\$0.50
<b>Off-Street Carparks (per hour and day if applicable)</b>			
Zone 1 (Coles-Younger, Ozone, Parkers and Target)	\$0.60/hr	\$0.80/hr	\$0.80/hr
Zone 2 (Crammond & Dickson, Art Gallery, off Koroit Street and off Kepler Street)	\$0.50/hr or \$3.00/day	\$0.70/hr or \$4.00/day	\$0.70/hr or \$4.00/day
<b>Parking Permits</b>			
Disabled and Returned Service – Replacement	\$5.00	\$5.00	\$5.00
– New	\$10.00	\$10.00	\$10.00
<b>Carparking Fines</b>			
Carparking fines set by Council	\$55.00	\$58.00	\$58.00

## Animal Registrations

New fees to apply from 1 August 2011

User Fees & Charges	2009/10	2010/11	2011/12
Unsterilised dog	\$90.00	\$105.00	\$120.00
Sterilised dog	\$30.00	\$35.00	\$40.00
Unsterilised dog (pensioner)	\$45.00	\$52.00	\$60.00
Sterilised dog (pensioner)	\$20.00	\$20.00	\$22.00
Unsterilised cat	\$65.00	\$76.00	\$87.00
Sterilised cat	\$22.00	\$25.00	\$30.00
Unsterilised cat (pensioner)	\$33.00	\$35.00	\$43.00
Sterilised cat (pensioner)	\$11.00	\$12.00	\$14.00
Replacement registration tag	\$9.00	\$10.00	\$11.00
Grazing permit	\$140.00	\$145.00	\$150.00
Registered animal businesses	\$130.00	\$135.00	\$140.00
Impounded animal release fee	Cat: \$80.00 Dog: \$120.00	Cat: \$80.00 Dog: \$120.00	Cat: \$85.00 Dog: \$123.00

## 4. GROWTH

### Warrnambool Livestock Exchange

New fees to apply from 1 September 2011

User Fees & Charges	2009/10	2010/11	2011/12
Calves	\$3.41	\$3.52	\$3.52
Bulls	\$15.84	\$16.50	\$16.50
Cattle	\$8.80	\$11.33	\$11.33
Sheep	\$0.53	\$0.55	\$0.55
Store - cattle	\$7.48	\$10.01	\$10.01
Dairy - cattle	\$10.01	\$12.60	\$12.60
Hire of dairy ring	< 100 \$6.88 per head	< 100 \$10.45 per head	< 100 \$10.45 per head
	> 100 \$687.50	> 100 \$1,045.00	> 100 \$1,045.00
	> 200 \$1,006.50	> 200 \$1,364.00	> 200 \$1,364.00
	> 300 \$1,292.50	> 300 \$1,672.00	> 300 \$1,672.00
	> 400 \$1,589.50	> 400 \$1,980.00	> 400 \$1,980.00
	> 500 \$1,898.60	> 500 \$2,310.00	> 500 \$2,310.00
Agents fees	\$69,300	\$94,050	\$97,812
Office rental	\$22,880	\$23,760	\$24,706
<b>Truck Wash</b>			
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday	\$0.83	\$0.86	\$0.86
Truck wash fees (per minute) all other times	\$1.05	\$1.09	\$1.09
Weigh fees average	\$1.32	\$1.60	\$1.60
Scanner fee hire/day	\$82.50	\$88.00	\$91.30
Scanner transfer fee/head	\$1.54	\$1.60	\$1.65
Private weighs	\$5.28	\$5.50	\$5.50

### Flagstaff Hill Maritime Village

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

User Fees & Charges	2009/10	2010/11	2011/12
<b>Admission Fees</b>			
Adults	\$15.95	\$16.00	\$16.00
Concession	\$12.50	\$12.50	\$12.50
Child	\$6.50	\$6.50	\$6.50
Family	\$39.00	\$39.00	\$39.00
<b>"Shipwrecked" Sound &amp; Light Show Admissions</b>			
Adults	\$25.50	\$26.00	\$26.00
Concession	\$22.50	\$23.00	\$23.00
Child	\$13.95	\$13.95	\$13.95
Family	\$64.95	\$67.00	\$67.00
<b>Flagstaff Hill Memberships</b>			
Individual	\$35.00	\$40.00	\$40.00
Grandparents (2A + 2C)	\$70.00	\$75.00	\$75.00
Family (2A + 2C)	\$75.00	\$80.00	\$80.00

## Visitor Services

User Fees & Charges	2009/10	2010/11	2011/12
<b>Access to Visitor Information Centre</b>			
Displays in Visitor Centre		\$100 p/w	\$100p/w
Display of brochures and access to visitor	\$39.00	\$39.00	

## Holiday Parks

New fees to apply from 1 July 2011

Note: Surfside is moving to use of online sales.

Rates will move to demand yield model in 2011/12 and will vary dependent upon demand.

User Fees & Charges	2009/10	2010/11	2011/12
<b>Peak</b>			
Site fees – weekly powered	\$300.00	\$314.00	\$320.00
Site fees – daily powered	\$45.00	\$47.00	\$49.00
Additional adult – daily	\$10.00	\$10.00	\$10.00
Additional adult – weekly	\$70.00	\$70.00	\$65.00
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	\$150.00	\$156.00	\$165.00
Cedar cottages – weekly	\$941.00	\$936.00	\$990.00
Mariners cottages – daily	\$145.00	\$151.00	\$158.00
Mariners cottages – weekly	\$912.00	\$906.00	\$948.00
Cabins – daily	\$128.00	\$133.00	\$140.00
Cabins – weekly	\$796.00	\$798.00	\$840.00
Extra tent – daily	-	-	
Extra tent – weekly	-	-	
Storage – daily	\$4.00	\$4.00	\$5.00
Storage – weekly	\$20.00	\$20.00	\$25.00
<b>Public Holidays &amp; School Holidays</b>			
Cedar cottages – daily	\$124.00	\$130.00	\$136.00
Cedar cottages – weekly	\$744.00	\$780.00	\$816.00
Mariners – daily	\$107.00	\$112.00	\$117.00
Mariners – weekly	\$642.00	\$672.00	\$702.00
Cabins – daily	\$101.00	\$104.00	\$110.00
Cabins – weekly	\$606.00	\$624.00	\$660.00
<b>Off Season</b>			
Site fees – weekly	\$190.00	\$192.00	\$198.00
Site fees – night	\$30.00	\$32.00	\$33.00
Additional adults – weekly	\$63.00	\$70.00	\$65.00
Additional adults – daily	\$9.00	\$10.00	\$10.00
Cedar cottages – daily	\$118.00	\$123.00	\$130.00
Cedar cottages – weekly	\$708.00	\$738.00	\$780.00
Mariners cottages – daily	\$96.00	\$100.00	\$105.00
Mariners cottages – weekly	\$576.00	\$600.00	\$630.00
Cabins – daily	\$89.00	\$94.00	\$95.00
Cabins – weekly	\$534.00	\$564.00	\$570.00
<b>Miscellaneous</b>			
Washing machines	\$3.00	\$3.00	\$3.00
Dryers	\$1.00	\$1.00	\$1.00

## City Strategy & Development

New fees to apply from 1 July 2011

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	2009/10	2010/11	2011/12
1	Use Only	\$487.00	\$502.00	\$502.00
2	Single Dwelling (\$10,000 - \$100,000)	\$232.00	\$239.00	\$239.00
3	Single Dwelling (More than \$100,001)	\$476.00	\$490.00	\$490.00
	To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:			
4	Other Developments (10,000 or less)	\$99.00	\$102.00	\$102.00
5	Other Developments (\$10,000 - \$250,000)	\$586.00	\$604.00	\$604.00
6	Other Developments (\$250,000 - \$500,000)	\$686.00	\$707.00	\$707.00
7	Other Developments (\$500,000 - \$1 million)	\$791.00	\$815.00	\$815.00
8	Other Developments (\$1,000,001 million - \$7 million)	\$1,119.00	\$1,153.00	\$1,153.00
9	Other Developments (\$7,000,001 - \$10 million)	\$4,696.00	\$4,837.00	\$4,837.00
10	Other Developments (\$10,000,001 - \$50 million)	\$7,829.00	\$8,064.00	\$8,064.00
11	Other Developments (More than \$50,000,000)	\$15,660.00	\$16,130.00	\$16,130.00
12	To Subdivide an existing building	\$375.00	\$386.00	\$386.00
13	To Subdivide land into two lots	\$375.00	\$386.00	\$386.00
14	To effect a realignment of a common boundary between lots or to consolidate two or more lots	\$375.00	\$386.00	\$386.00
15	All other Subdivisions than Class 12, 13, 14	\$758.00	\$781.00	\$781.00
16	An application to remove a restriction (within the meaning of the Subdivision Act 1988) in the circumstances described in Section 47(2) of the Planning and Environment Act 1987	\$242.00	\$249.00	\$249.00
17	An application to create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right-of-way.	\$525.00	\$541.00	\$541.00
18	To Create, vary or remove an easement other than a right of way; or to vary or remove a condition in the nature of an easement other than a right of way in a Crown	\$392.00	\$404.00	\$404.00
<b>Subdivision of Land</b>		<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
	Fee for processing application to certify a plan of subdivision in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 3	\$100.00 per application, plus \$20 per lot	\$100.00 per application, plus \$20 per lot	\$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	2011/12
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	\$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	\$102.00

**Applications for Amendments to Permit (Regulation 8B)**

Class	Type of Permit Application	2009/10	2010/11	2011/12
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	\$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	\$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	\$239.00
4	> \$100,001	476.00	\$490.00	\$490.00
5	To amend a permit to develop land if the estimated cost of any additional development to be permitted by the amendment is \$10,000 or less	\$99.00	\$102.00	\$102.00
6	To amend a permit if the estimated cost of any additional development to be permitted by the amendment is > \$10,001 - \$250,000	\$586.00	\$604.00	\$604.00
7	> \$250,001 - \$500,000	\$686.00	\$707.00	\$707.00
8	> \$500,001	\$791.00	\$815.00	\$815.00
9	To amend a permit to: (a) subdivide an existing building. (b) Subdivide land into two lots. (c) Effect a realignment of a common boundary between lots or to consolidate two or more lots.	\$375.00	\$386.00	\$386.00

**Planning Scheme Amendment Fees**

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

Class	Type of Permit Application	2009/10	2010/11	2011/12
1.	Considering a Request for an Amendment	\$775.00	\$798.00	\$798.00
2.	Independent Panel (considering submissions which seek a change to an amendment)	\$775.00	\$798.00	\$798.00
3.	Adoption of Amendment by Responsible Authority	\$509.00	\$524.00	\$524.00
4.	Consideration of a Request to Approve an Amendment (by the Minister for Planning)	\$775.00	\$798.00	\$798.00

**Other Matters Regulation 10, 11 & 12**

User Fees & Charges	2009/10	2010/11	2011/12
The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of the Responsible Authority	\$99.00	\$102.00	\$102.00
Planning Certificates	\$17.70	\$18.20	\$18.20
Certificates of Compliance	\$143.00	\$147.00	\$147.00

**Planning Fees**

User Fees & Charges	2009/10	2010/11	2011/12
<b>Planning</b>			
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	\$75.00	\$78.00	\$81.00
Extension of time for Planning Permits:			
First extension	\$80.00	\$83.00	\$86.00
Second extension	\$220.00	\$229.00	\$238.00
Additional extensions	\$300.00	\$312.00	\$324.00
Approval of Development Plans to the satisfaction of the Responsible Authority	\$520.00	\$541.00	\$562.00
Approval of 173 Agreements (plus cost of legal advice if required)	\$120.00	\$125.00	\$130.00
Liquor License requests	\$120.00	\$125.00	\$130.00
Notification of Planning Applications:			
Up to 10 letters/notices	\$70.00	\$73.00	\$76.00
Additional letters/notices	\$5.00	\$5.00	\$5.00
Property Inquiry relating to planning history	\$60.00	\$62.00	\$64.00

**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	2010/11	2011/12
A0	\$114.00	\$118.80
A1	\$91.00	\$94.60
A2	\$68.00	\$70.40
A3	\$46.00	\$48.40
A4	\$23.00	\$46.20

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

**Mapping Products (Commercial Use)**

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

Size	2010/11	2011/12
A0	\$172.00	\$184.80
A1	\$138.00	\$143.00
A2	\$103.00	\$107.80
A3	\$68.00	\$70.40
A4	\$34.00	\$35.20

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

**Building Services - Building Fees**

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

Item	Class	Description	Value of Work	Fee*
1.	1B & 2-9	Residential and commercial works other than Class 1A	Value >\$500,000	$4 \left( \frac{\text{value}}{2000} + \sqrt{\text{value}} \right)$ Minimum Fee: \$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	\$1,300.00 \$1,720.00 \$2,220.00 \$2,860.00 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	\$475.00 \$590.00 \$810.00 \$1,130.00 \$1,450.00 Value ÷ 100
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	\$350.00 \$475.00 \$700.00 \$885.00 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	\$350.00 \$480.00 \$590.00 \$700.00 \$885.00 Value ÷ 110
6.	10B	Pool fence (without pool)	N/A	\$150.00
7.	Sundry	Any additional inspection	Domestic Commercial	\$160.00 (min) \$220.00 (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)	\$44.40 each
9.	Amendment and/or extension of building permits Amendment of approved plans	\$165.00
10.	Dispensation for siting of single dwellings	\$210.00
11.	Application for demolition consents (Section 29A) (GST not applicable)	\$55.50
12.	Building notice	\$500.00
13.	Building order	\$350.00
14.	Temporary structure siting approval	\$310.00
15.	Places of public entertainment occupancy permit	\$460.00
16.	Subdivision statements for buildings - Regulation 503(2)	\$210.00
17.	Pool safety fence inspections	\$100.00
18.	Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$36.00
19.	Provide copy of Building Permit including plans (with owners consent)	\$65.00

\* 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:**

- 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)
- A lodgement fee of \$33.30 must be paid before the permit can be issued for all works with a project cost >\$5,000 (GST exempt).
- The fee schedule is based on structural design certification being provided where applicable in accordance with BCC Practice Note 3.
- Checking of specialist system designs (structural, mechanical, electrical and hydraulic) where necessary and/or where an appropriate design compliance certificate is not provided is charged on a cost recovery basis.
- Statutory fees incurred relating to property requisitions, lodgement of permit documents etc are charged on a cost recovery basis.

## Appendix F Activities & Initiatives

### 1. LEADERSHIP

<b>4 YEAR STRATEGY:</b>		
<b>1.01 Govern as a well-planned, accountable, strategic and sustainable Council.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
1.01.01 Prepare Annual Report for the 2010/11 financial year.	September 2011	DCS
1.01.02 Review the Council Plan.	June 2012	DCS
1.01.03 Produce quarterly reports to monitor financial performance and completion of Activities and Initiatives.	June 2012	DCS
<b>4 YEAR STRATEGY:</b>		
<b>1.02 Advocate for the City and the South West community</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
1.02.01 Support the community to advocate for services and facilities that promote growth and lifestyle improvements in Warrnambool.	June 2012	DCS
1.02.02 Advocate for funding for a Community/Neighbourhood Renewal program in Warrnambool	June 2012	DCD
1.02.03 Advocate for early roll out of the National Broadband Network in the Great South Coast Region.	June 2012	DCS
<b>4 YEAR STRATEGY:</b>		
<b>1.03 Enhance community engagement and transparency in all Council activities.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
1.03.01 Conduct a community strategic planning forum to guide budget planning.	June 2012	DCS
1.03.02 Engage with groups and individuals through community meetings in relation to capital works and infrastructure project planning.	June 2012	DCS
1.03.03 Enhance Council's electronic communication with the community including monthly electronic newsletters and online information.	June 2012	DCS
1.03.04 Produce 5 C2C magazines annually.		DCS
1.03.05 Conduct a series of community forums to develop the Council Plan 2012/2016.	June 2012	DCS
<b>4 YEAR STRATEGY:</b>		
<b>1.04 Provide excellent customer service.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
1.04.01 Undertake a "Train the Trainer" program focusing on delivery of uniform customer service standards within the organisation.	June 2012	DCS
<b>4 YEAR STRATEGY:</b>		
<b>1.05 Provide quality information and communication technology services.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
1.05.01 Implement Unified Communications component of VOIP telephone system.	June 2012	DCS
1.05.02 Report core information technology systems replacement program to Council.	July 2011	DCS
<b>4 YEAR STRATEGY:</b>		
<b>1.06 Implement new systems for efficiency and productivity savings</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
1.06.01 Actively promote the delivery of responsive service across the organisation through the development and delivery of continuous improvement programs and initiatives.	June 2012	DCS



<b>4 YEAR STRATEGY:</b>		
<b>1.07 Embed risk management practices through Council.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
1.07.01 Continue the implementation of changes to the risk management procedures and reporting framework to ensure that systems and processes are operating effectively and providing support to eliminate risk.	June 2012	DCS
1.07.02 Continue to enhance and implement the corporate occupational health and safety strategic plan and systems.	June 2012	DCS
<b>4 YEAR STRATEGY:</b>		
<b>1.08 Promote an open and supportive workplace culture</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
1.08.01 Continuously improve staff engagement through the development and delivery of corporate training, staff health and wellbeing program and internal climate surveys.	June 2012	DCS
<b>4 YEAR STRATEGY:</b>		
<b>1.09 Implement an accountable, sustainable budget and financial strategy.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
1.09.01 Undertake and return a General Revaluation of the municipality to ensure up to date and accurate valuations are available for the levying of the 2012/2013 and 2013/2014 property rates.	June 2011	DCS
1.09.02 Review Council's scoping, budgeting and management of projects through the Major Projects Control Group. (Monthly)	June 2012	DCI
<b>4 YEAR STRATEGY:</b>		
<b>1.10 Ensure adequate resources are provided to appropriately maintain and expand Council's infrastructure.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
1.10.01 Adopt a 5 year prioritised works strategy for Road Rehabilitation Program.	August 2011	DCI
1.10.02 Review and update current Asset Management plans and report to the Council Asset Steering Committee.	March 2012	DCI
1.10.03 Ensure that an Essential Safety Measures audit is carried out at all buildings as required under the Act.	December 2011	DCI
1.10.04 Develop new Asset Management Plans for drainage and open space and report to the Council Asset Steering Committee.	December 2011	DCI
1.10.05 Review the Asset Renewal Model to determine funding for infrastructure asset renewal.	December 2011	DCI

**2. ENVIRONMENT**

<b>4 YEAR STRATEGY:</b>		
<b>2.01 Aim to be a leading environmentally sustainable organisation</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
2.01.01 Increase green energy consumption/use in the Council from 20% to 30% as per the Environmental Sustainability Strategy 2008-13.	June 2012	DCI
2.01.02 Implement priority actions in the Environmental Sustainability Strategy 2008-13.	June 2012	DCI
2.01.03 Reduce waste volumes to landfill in accordance with Regional and State Waste Management Guidelines.	June 2012	DCI
2.01.04 Research and implement a recycling service to Council facilities.	December 2011	DCI
2.01.05 Increase interest and awareness of home composting through sustainable gardening workshops.	June 2012	DCI
<b>4 YEAR STRATEGY:</b>		
<b>2.02 Educate and inform our community about sustainability</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
2.02.01 Provide household chemical waste disposal opportunities and coordinate Clean Up Australia Day.	May 2012	DCI
2.02.02 Prepare and deliver a range of sustainability events and initiatives in Warrnambool.	June 2012	DCG
2.02.03 Support and promote Horizon 21 efforts in raising community awareness about sustainability issues.	June 2012	DCG
<b>4 YEAR STRATEGY:</b>		
<b>2.03 Promote sustainable design principles in new residential and commercial buildings</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
2.03.01 Encourage permit applicants, surveyors and building designers to respond to environmental design principles.	June 2012	DCG
2.03.02 Through the "Sustain the Bool" program provide information to the community relating to design and building principles to improve energy efficiency of housing.	June 2012	DCG
<b>4 YEAR STRATEGY:</b>		
<b>2.04 Protect, enhance and improve access to our coastal reserves and waterways</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
2.04.01 Provide for improved riparian and flood plain management via Planning Scheme Amendments	June 2012	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 2012	DCI
2.04.03 Undertake renewal and upgrade works of the Breakwater subject to funding allocations.	December 2011	DCI
2.04.04 Apply for funding to improve and protect infrastructure access to beach area.	December 2011	DCI
<b>4 YEAR STRATEGY:</b>		
<b>2.05 Promote sustainable transport systems.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
2.05.01 Implement 2011/12 actions from the Sustainable Transport Strategy 2010-2020.	June 2012	DCG
2.05.02 Adopt a 5 year prioritised works footpath and other pedestrian facilities program, including both on road and off road projects in accordance with Council's Sustainable transport plan.	September 2011	DCI
2.05.03 Undertake identified enhancement and safety/usability of the on road bike route network as per the Sustainable Transport Strategy 2010-2020.	June 2012	DCI

<b>4 YEAR STRATEGY:</b>		
<b>2.06 Create natural and open space environments in Warrnambool</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
2.06.01 Prepare and adopt an Open Space Strategy.	June 2012	DCG
2.06.02 Implement priority actions from St James Park Masterplan.	June 2012	DCG
2.06.03 Complete and adopt the Coastal Management Plan for 2011 and beyond.	December 2011	DCG
2.06.04 Complete and adopt the Coastal Vegetation Management Plan.	December 2011	DCG
2.06.05 Improve the footpath network within the Warrnambool Botanic Gardens to ensure safe pedestrian and disability access.	June 2012	DCI
<b>4 YEAR STRATEGY:</b>		
<b>2.07 Provide and maintain healthy and sustainable parks, gardens and recreation reserves.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
2.07.01 Remove trees in Council open space areas which have been identified as a high risk to community safety.	June 2012	DCI
2.07.02 Create and resource a watering program to support all new plantings throughout the municipality.	June 2012	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**

<b>4 YEAR STRATEGY:</b>		
<b>3.01 Develop and support sport and recreation activities to promote healthy lifestyles and community wellbeing.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
3.01.01 Complete renewal works to provide contemporary pool heating systems at AquaZone.	November 2011	DCD
3.01.02 Complete a strategy to guide the management and development of AquaZone through to 2025.	June 2012	DCD
3.01.03 Implement key priority improvements from year four as recommended in the Warrnambool Recreation Plan 2007-2017.	June 2012	DCD
3.01.04 Identify funding for the development of the Reid Oval netball changerooms.	December 2011	DCD
3.01.05 Complete the skate park redevelopment.	December 2011	DCD
3.01.06 Undertake the BMX track development.	June 2012	DCD
3.01.07 Work with local sporting clubs and South West Sports Assembly to support them in the adoption of the Victorian Code of Conduct and Good Sports Program.	June 2012	DCD
3.01.08 Develop policies including club/organisation contributions for capital works projects and fees and charges for Football Netball League finals use of sports grounds.	June 2012	DCD
3.01.09 Undertake the Harris Street Reserve sports ground lighting upgrade project subject to funding.	June 2012	DCD
3.01.10 Support the Russells Creek Club to undertake improvements to facilities at Mack Oval subject to funding.	June 2012	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.02 Develop and support cultural activities that provide opportunities to celebrate engage and participate in creative and artistic endeavours.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
3.02.01 Complete the Warrnambool Entertainment Centre Redevelopment Project.	March 2012	DCD
3.02.02 Develop and implement arrangements for the re-opening of the Warrnambool Entertainment Centre, including provision of an outreach program while the centre is closed.	March 2012	DCD
3.02.03 Commence development of a Cultural Development Plan for Warrnambool.	June 2012	DCD
3.02.04 Review and update Council's Public Art Policy and the Public Art and Cultural Materials Management Plan.	December 2011	DCD
3.02.05 Undertake an Art Gallery education pilot project targeting rural schools.	March 2012	DCD
3.02.06 Undertake a review of the Art Gallery's key operating policies.	June 2012	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.03 Provide opportunities for young people to plan, coordinate and participate in activities.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
3.03.01 Complete the review of Council's Youth Service.	October 2011	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.04 Review opportunities to improve the provision of public library services in Warrnambool.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
3.04.01 Complete the feasibility study into the joint use library with South West TAFE and report the study findings to Council and key stakeholders.	August 2011	DCD

<b>4 YEAR STRATEGY:</b>			
<b>3.05</b>	<b>Provide leadership in the provision of early childhood and family services.</b>		
<b>Activities and Initiatives 2011-2012</b>		<b>Timing</b>	
<b>Resp.</b>			
3.05.01	Implement key strategies from the Municipal Early Years Plan 2009-2012.	June 2012	DCD
3.05.02	Implement National and State Early Years framework in childcare and kindergarten services.	June 2012	DCD
3.05.03	Implement government initiatives to increase access of disadvantaged children in early years services.	June 2012	DCD
3.05.04	Lead the development of the Regional Early Years Network across the Great South Coast with a focus on strengthening partnerships with agencies and stakeholders.	December 2011	DCD
3.05.05	Finalise planning for the introduction of 15 hours of universal kindergarten access in 2013.	June 2012	DCD
3.05.06	Develop and begin implementing a workforce strategy for Maternal and Child Health.	June 2012	DCD
<b>4 YEAR STRATEGY:</b>			
<b>3.06</b>	<b>Increase access to early childhood and family services through inclusive planning and partnership arrangements.</b>		
<b>Activities and Initiatives 2011-2012</b>		<b>Timing</b>	<b>Resp.</b>
3.06.01	Work with the South West Primary Care Partnership to promote healthy eating, physical activity and resilience in early childhood settings.	June 2012	DCD
3.06.02	Undertake a feasibility study into the development of a Regional Maternal and Child Health Service.	June 2012	DCD
<b>4 YEAR STRATEGY:</b>			
<b>3.07</b>	<b>Implement strategies that support the needs of Warrnambool's culturally diverse community</b>		
<b>Activities and Initiatives 2011-2012</b>		<b>Timing</b>	<b>Resp.</b>
3.07.01	Review the Diversity Plan for Home and Community Care Services in accordance with the Victorian Charter of Human Rights and Responsibilities (2008).	December 2011	DCD
<b>4 YEAR STRATEGY:</b>			
<b>3.08</b>	<b>Improve access to services, information and facilities through inclusive planning.</b>		
<b>Activities and Initiatives 2011-2012</b>		<b>Timing</b>	<b>Resp.</b>
3.08.01	Implement adopted strategies in the Community Access Plan 2009 – 2013.	June 2011	DCD
3.08.02	Strengthen systems that promote integration of Council Early Years Services.	June 2012	DCD
3.08.03	Develop an approach to human services planning for growth areas.	December 2011	DCD
3.08.04	Commence preparation of a whole of City Community Services and Infrastructure/Facilities Plan.	June 2012	DCD
3.08.05	Develop a master plan for Briery and explore opportunities for a joint use community facilities at the reserve.	June 2012	DCD
3.08.06	Undertake an accessibility review of the Archie Graham Centre.	December 2011	DCD
3.08.07	Develop and implement an approach to support disability access/inclusion self-assessment audits across Council services.	June 2012	DCD
<b>4 YEAR STRATEGY:</b>			
<b>3.09</b>	<b>Promote positive and active ageing.</b>		
<b>Activities and Initiatives 2011-2012</b>		<b>Timing</b>	<b>Resp.</b>
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 Maintenance Services.	June 2012	DCD
3.09.03	Implement the Active Service Model in collaboration with key stakeholder agencies and community organisations.	June 2011	DCD
3.09.04	Complete and evaluate the Active Service Model Information Project.	June 2011	DCD
3.09.05	Complete and evaluate the Social Inclusion Project.	June 2011	DCD

<b>4 YEAR STRATEGY:</b>		
<b>3.10 Strengthen and increase volunteer participation.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
3.10.01 Lead the development of a Volunteer Strategy for Warrnambool.	October 2011	DCD
3.10.02 Develop an audit tool to assess compliance with the National Volunteer Standards for Council volunteer programs.	June 2012	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.11 Facilitate the development of affordable housing policy in Warrnambool.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
3.11.01 Explore potential opportunities to increase accessible and affordable housing in Warrnambool.	December 2011	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.12 Provide direction for public health and community safety.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
3.12.01 Provide social and health policy input into the review of the Municipal Strategic Statement.	June 2012	DCD
3.12.02 Undertake an annual review of the Warrnambool Health and Wellbeing Plan.	December 2011	DCD
3.12.03 Develop a Council Alcohol Policy.	October 2011	DCD
3.12.04 Develop a Social Impact Assessment methodology for application to Council projects.	December 2011	DCD
3.12.05 Develop a Violence Prevention Strategy.	June 2012	DCD
3.12.06 Undertake 95% compliance for inspection of registered premises.	June 2012	DCI
3.12.07 Maintain immunisation rates above 90% and identify opportunities to promote and offer immunisation services to the wider sector.	June 2012	DCI
3.12.08 Continue to conduct "Summerbool" programs in conjunction with the local Police to improve safety at Lake Pertobe and foreshore areas.	November 2012	DCI
3.12.09 Implement Road Safety Strategy and Road Safety Education Plan in accordance with available funding.	June 2012	DCI
3.12.10 Implement the Healthy Moves Program in accordance with available funding.	June 2012	DCI
3.12.11 Implement strategies contained in the Municipal Public Health Plan 2009-13.	June 2012	DCI
3.12.12 Implement strategies contained in the Municipal Emergency Management Plan.	June 2012	DCI
3.12.13 Complete 80% of all outstanding footpath works from inspections in Category 2 zones.	June 2012	DCI
3.12.14 Develop a public toilet strategy to identify current usage, new locations and future upgrades.	June 2012	DCI

**4. GROWTH**

<b>4 YEAR STRATEGY:</b>		
<b>4.01 Promote quality urban design that delivers environmental sustainability</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.01.01 Provide and promote information on sustainable principles in residential and commercial designs through the "Sustain the Bool" program.	June 2012	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.02 Ensure the City's infrastructure network meets growth demands.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.02.01 Finalise the Development Contribution Plans North of the Merri, North East and North Dennington.	December 2011	DCG
4.02.02 Review high priority structure plan drainage projects and undertake drainage designs for future years.	March 2012	DCI
4.02.03 Complete a Municipal Traffic Management Plan including a hierarchy review.	December 2011	DCI
4.02.04 Review and implement the regional Infrastructure Design Manual (IDM) to replace current Guidelines for the Subdivision and Development of Land.	June 2012	DCI
<b>4 YEAR STRATEGY:</b>		
<b>4.03 Develop a City-wide structure plan.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.03.01 Prepare a framework plan 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 and Biodiversity Project.	December 2011	DCG
4.03.04 Finalise growth area planning to complete North of Merri, North Dennington, North East and Coastal Hopkins growth areas.	June 2012	DCG
4.03.05 Commence structure plan for land east of Aberline Road.	December 2011	DCG
4.03.06 Commence Municipal Strategic Statement review.	December 2011	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.04 Develop the Warrnambool Floodplain Management Plan and implement adopted works and measures.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.04.01 Finalise design and funding for flood mitigation measures along Russells Creek at the Mortlake Road Culvert (Queens Road – Whites Road segment).	December 2011	DCI
4.04.02 Work with the Catchment Management Authority to adopt appropriate flood level indicators with consideration to climate change for South Warrnambool and Dennington.	June 2012	DCI
4.04.03 Include North Warrnambool Flood Study levels in the planning scheme through a planning scheme amendment from the Catchment Management Authority.	June 2012	DCI
<b>4 YEAR STRATEGY:</b>		
<b>4.05 Support events that grow the economy and promote the City</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.05.01 Host high-yielding sporting events and develop a process for the sharing of costs with external stakeholders.	June 2011	DCD
4.05.02 Develop a Warrnambool Events Policy.	June 2012	DCD
<b>4 YEAR STRATEGY:</b>		
<b>4.06 Deliver projects that develop Warrnambool as a dynamic and sustainable tourism destination.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.06.01 Complete the Flagstaff Hill Maritime Village – Action 2017 report.	November 2011	DCG
4.06.02 Launch and action the Surfside Holiday Parks Development Plan.	June 2012	DCG
4.06.03 Participate in the Great Ocean Road Regional Tourism Board and regional tourism structures for Western Victoria.	November 2011	DCG

<b>4 YEAR STRATEGY:</b>		
<b>4.07 Maintain a Positive visitor experience for guests to the City.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.07.01 Develop Warrnambool Welcomers Plan in conjunction with industry and Visitor Centre staff – review VIC, Town Entry Statements, Website, Services for Guests, WayFinding and publications.	April 2012	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.08 Develop and implement an economic development and investment strategy which maximises net economic benefit to the region.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.08.01 Implement the Economic Development and Investment Strategy 2010.	June 2012	DCG
4.08.02 Complete a robust database of economic development statistical information that promotes the city and regional growth.	June 2012	DCG
4.08.03 Maximise external grant funding opportunities to leverage investment to City projects, infrastructure and services.	June 2012	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.09 Provide expert support, guidance and advice to employers and skilled candidates resulting in the attraction of skills necessary to sustain regional growth.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.09.01 Support and promote Warrnambool as a premier location for education and training.	June 2012	DCG
4.09.02 Address skills shortages through the delivery of the Global Skills for Provincial Victoria skilled migration program.	June 2012	DCG
4.09.03 Promote Warrnambool and region as a great place to “Live, Work and Invest”.	June 2012	DCG
4.09.04 Pursue external funding for targeted employment programs.	June 2012	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.10 Advocate to State and Federal Government to ensure retention and improvement to transport infrastructure to support regional growth.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.10.01 Investigate potential growth opportunities for the airport through the additional use of land, new business opportunities and in the long-term establishment of passenger services.	June 2012	DCG
4.10.02 Review the user fees and charges at the airport and report back to Council with recommendations.	December 2011	DCI
4.10.03 Implement the development plan to identify physical locations for future infrastructure and runway improvements at the airport, subject to an external funding allocation.	June 2012	DCI
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 2012	DCG
4.10.05 Play a partnership and leadership role in the campaign to upgrade the Princes Highway West.	June 2012	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.11 Maximise business engagement through active promotion of Council’s business support services</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.11.01 Recognise excellence and innovation in the City’s business community through a program of awards and networking events.	June 2012	DCG
4.11.02 Provide strong support to the region’s dairy industry as the pre-eminent industry in the Great South Coast region.	June 2012	DCG
4.11.03 Deliver a comprehensive program of small business support initiatives to assist skill development and competitiveness of the local business community.	June 2012	DCG
4.11.04 Support Deakin University and key businesses to promote industry sustainability and profitability.	June 2012	DCG



<b>4 YEAR STRATEGY:</b>		
<b>4.12 Maintain a viable port facility.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.12.01 Complete construction of the lower landing at the Breakwater.	June 2011	DCI
4.12.02 Upgrade and renew the Breakwater surface condition.	June 2012	DCI
4.12.03 Apply for funding to implement actions as per the Safety and Environment Management Plan at the port.	June 2012	DCI
<b>4 YEAR STRATEGY:</b>		
<b>4.13 Ensure Warrnambool's sub regional land use planning is undertaken as a basis for improved planning outcomes.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.13.01 Complete Warrnambool/Moyne Rural Housing Strategy.	December 2011	DCG
4.13.02 Complete Warrnambool/Corangamite Land Suitability Study.	June 2012	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.14 Strive to deliver a planning approvals system that meets the expectations of the community.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
4.14.01 Deliver a best practice decision making process in statutory town planning.	June 2012	DCG
4.14.02 Benchmark Council's statutory planning approvals systems against Victorian regional cities.	June 2012	DCG
4.14.03 Implement online access to statutory planning and subdivision services.	June 2012	DCG
4.14.04 Introduce new opportunities for applicants and objectors to engage with the statutory planning process.	June 2012	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.15 Create a thriving and culturally rich City Centre supported by secondary retail precincts.</b>		
<b>Activities and Initiatives 2011-2012</b>	<b>Timing</b>	<b>Resp.</b>
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 2012	DCG
4.15.02 Complete and adopt a position on Warrnambool City Centre Structure Plan for the City Centre.	September 2011	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.16 Maximise the economic benefit from water resources.</b>		
<b>Activities and Initiatives 2010-2011</b>	<b>Timing</b>	<b>Resp.</b>
4.16.01 Implement Waste Water Management Plan initiatives subject to funding.	June 2012	DCI
4.16.02 Develop priorities from the Municipal Sustainable Water Use Plan to ensure a 75% compliance with the Priority 1 actions.	June 2012	DCI
4.16.03 Incorporate sustainable stormwater reuse in new subdivision development areas.	December 2012	DCI