

# AGENDA

**ADDITIONAL COUNCIL MEETING**

**WARRNAMBOOL CITY COUNCIL**

**5:45 PM - MONDAY 27 JUNE 2022**



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## **VENUE:**

**Lighthouse Theatre Studio**

**Lighthouse Theatre**

**Timor Street**

**Warrnambool**

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## **COUNCILLORS**

Cr. Vicki Jellie AM (Mayor)

Cr. Otha Akoch

Cr. Debbie Arnott

Cr. Ben Blain

Cr. Angie Paspaliaris

Cr. Max Taylor

Cr. Richard Ziegeler

Copies of the Warrnambool City Council's Agendas & Minutes  
can be obtained online at [www.warrnambool.vic.gov.au](http://www.warrnambool.vic.gov.au)

**Peter B. Schneider**

**CHIEF EXECUTIVE OFFICER**

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All Scheduled and Additional Council Meetings will be audio recorded, with the exception of matters identified as confidential items in the agenda. This includes public participation sections of the meeting. Audio recordings of meetings will be made available for download on the internet via the Council's website by noon the day following the meeting and will be retained and publicly available on the website for 12 months following the meeting date. The recordings will be retained for the term of the current Council, after which time the recordings will be archived and destroyed in accordance with applicable public record standards. By participating in Scheduled and Additional Council meetings, individuals consent to the use and disclosure of the information that they share at the meeting (including any personal/sensitive information), for the purposes of Council carrying out its functions.

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## **1. OPENING PRAYER & ORIGINAL CUSTODIANS STATEMENT**

Almighty God  
Grant to this Council  
Wisdom, understanding and Sincerity of purpose  
For the Good Governance of this City  
Amen.

### **ORIGINAL CUSTODIANS STATEMENT**

I wish to acknowledge the traditional owners of the land on which we stand and pay my respects to their Elders past and present.

## **2. APOLOGIES**

## **3. DECLARATION BY COUNCILLORS AND OFFICERS OF ANY CONFLICT OF INTEREST IN ANY ITEM ON THE AGENDA**

Section 130 of the Local Government Act 2020 (Vic) (**the Act**) provides that a relevant person must disclose a conflict of interest in respect of a matter and exclude themselves from the decision making process in relation to that matter including any discussion or vote on the matter at any Council meeting or delegated committee meeting and any action in relation to that matter.

Section 126(2) of the Act sets out that a relevant person (Councillor, member of a delegated Committee or member of Council staff) has a conflict of interest if the relevant person has a **general conflict of interest** within the meaning of section 127 of the Act or a **material conflict of interest** within the meaning of section 128 of the Act.

A relevant person has a **general conflict of interest** in a matter if an impartial, fair minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.

A relevant person has a **material conflict of interest** in a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken. Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.



## **4. REPORTS**

### **4.1. THE 2021-2025 COUNCIL PLAN (2022 REVISION)**

#### ***DIRECTORATE : Corporate Strategies***

#### **PURPOSE:**

***This report presents the Council Plan 2021-2025 (2022 revision) to Council and includes a recommendation that the Council Plan be adopted***

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#### **EXECUTIVE SUMMARY**

Council is required under Section 90 of the Act to prepare and approve a four-year Council Plan by October 31 following a general election.

The Council Plan is the feature document in Council's suite of strategic planning documents, formulated to guide the work for which Council has responsibility. Although it is a four-year plan, it is reviewed annually to ensure it is relevant, has responded to significant events and/or remains aligned with the community wishes.

Council's vision for Warrnambool expressed in the Council Plan is for Warrnambool to be "A thriving city at the heart of coast and country."

The Council Plan supports the visions from the long-term community plan, Warrnambool 2040, which are.

- People: in 2040 Warrnambool will be a city where all people thrive.
- Environment: in 2040 Warrnambool will be most sustainable regional city in Australia.
- Place: in 2040 Warrnambool will be Australia's most liveable regional city.
- Economy: in 2040 Warrnambool will be Australia's most resilient and thriving regional economy.

The Draft Council Plan also lists key activities and initiatives to deliver on the five objectives described in the Plan.

These actions and initiatives demonstrate to the community important areas of effort in the delivery of the plan's key objectives.

These objectives are:

1. A HEALTHY COMMUNITY: To be a healthy, inclusive, and thriving community with equitable access to services, cultural opportunities and recreational activities.
2. A SUSTAINABLE ENVIRONMENT: To protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.
3. A STRONG ECONOMY: Support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities attracting ongoing investment.
4. A CONNECTED, INCLUSIVE PLACE: Provide quality places that all people value and want to live, work, play and learn in.
5. AN EFFECTIVE COUNCIL: To be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and Victoria's South West.

During the Council Plan review Council received feedback from a resident who raised concerns relating to ensuring Council used soon-to be-released census data; Aboriginal artefacts at the Warrnambool Art Gallery; a survey of flora and fauna in Warrnambool; sewage treatment standards; residential housing energy ratings; plastics recycling; education on the use of computers; and kerbside bins.

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## RECOMMENDATION

1. That Council acknowledge the community involvement in the review of the Council Plan.
2. That Council, pursuant to Section 90 of the Local Government Act 2020, adopt the Council Plan and make a copy of the Plan available for public inspection at the Civic Centre, 25 Liebig Street, Warrnambool, and on Council's website, [www.warrnambool.vic.gov.au](http://www.warrnambool.vic.gov.au) .

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## BACKGROUND

The Community Vision, Warrnambool 2040, was developed over two years and involved thousands of Warrnambool residents and numerous clubs, groups, schools, businesses and community organisations who shared their 'Wishes for Warrnambool' and their aspirations for the future of the city.

The plan is owned by the community and the W2040 network partners including Warrnambool City Council.

Warrnambool's Council Plan seeks to align with and contribute towards achieving the objectives contained in Warrnambool 2040.

The annual review of the Council Plan is typically a "fine-tune" rather than a major overhaul to ensure that the views of the community expressed during extensive consultation in 2021 for the Council Plan remain embedded in the plan.

As a result of the review minor changes have been made to activities and initiatives in the Council Plan. These have include removal of references to projects that have been completed, for example the upgrade of Reid Oval. Other changes reflect the next stage of ongoing projects, such as the expansion of kindergarten programs for three-year-olds and the relaunch of the library under Council management.

During this year's review of the Council Plan a submission was received which raised a number of issues. These issues and Council's responses are described in the table below.

ISSUE RAISED	COUNCIL RESPONSE
<b>Council needs to ensure it uses updated census data in its Healthy Warrnambool plans, particularly around the percentage of population that is computer literate.</b>	Council will make full use of the 2021 census data when it becomes available. The rollout of the new information is expected to start this August.

ISSUE RAISED	COUNCIL RESPONSE
<b>How does the Aboriginal community want the Aboriginal artefacts at the Warrnambool Art Gallery cared for?</b>	<p>The Warrnambool Art Gallery (WAG) works closely with the Warrnambool Aboriginal community and in recent years this has led to the creation of the Maar Nation Gallery within the WAG, a space dedicated to Aboriginal artists and their work.</p> <p>Council also recently appointed a Community Development Officer – Aboriginal Liaison, who will work with the local Aboriginal community to ensure First Nations peoples are considered in Council decisions and operations.</p>
<b>Council should have a reputable consultant undertake a municipal flora and fauna survey.</b>	<p>In the Green Warrnambool Plan Council has committed to completing a Warrnambool Biodiversity Plan by 2026. This will involve a flora and fauna assessment.</p>
<b>Sewage should be treated to a reusable standard.</b>	<p>Sewage is collected and treated by Wannon Water in accordance with relevant environmental regulations.</p>
<b>New homes should have an energy rating of eight stars.</b>	<p>Energy rating is governed by the Victorian Government and the current benchmark for new homes is a six-star rating. Compliance is managed by the Victorian Building Authority. Government agency Sustainability Victoria is running a program to accelerate the transition to seven-star energy efficiency rated homes.</p>
<b>Should have a separate recycling bin for paper.</b>	<p>Paper can go into the yellow-lidded recyclables bin along with many types of recyclable plastic.</p> <p>Information on what can be placed in the recyclables bin can be found here: <a href="https://www.warrnambool.vic.gov.au/kerbside-bin-collection">https://www.warrnambool.vic.gov.au/kerbside-bin-collection</a></p>
<b>Computer lessons should be provided for those who require them so people can more easily make contributions to society.</b>	<p>Archie Graham Community Centre runs regular “tech support” sessions. Staff at Warrnambool Library are also able to offer help and advice.</p>
<b>Is it better to put out kerbside bins with not much content or wait until they are full?</b>	<p>Council encourages residents to put their bins out even when they are not full.</p> <p>It places less strain on the collection truck’s lifting mechanism and helps reduce the risk of a household running out of bin space before the next collection.</p>

## FINANCIAL IMPACT

The Draft 2022-2023 Budget describes the allocation of resources required to deliver on the activities and initiatives contained in the Council Plan.

## LEGISLATION/POLICY/COUNCIL PLAN CONTEXT

Section 90 of the Local Government Act (2020) instructs Council to prepare and adopt a Council Plan for a period of at least four financial years after a general election. The Act also states that Council must review the plan in accordance with its deliberative engagement practices.

## **COMMUNITY IMPACT/CONSULTATION**

Council undertook an extensive community engagement effort in 2021 as part of the development of the four-year Council Plan and 2021-2022 Budget.

In recent months Council has sought the community's involvement in the preparation of the 2022-2023 Budget and annual review of the Council Plan.

This has included calling for online and written submissions and holding a "conversation café" which allowed the community to speak face-to-face with Councillors and Council directors about their ideas and suggestions for the Council Plan and Budget.

Those making written submissions also had an opportunity to speak at an open Council meeting in support of their submissions however this option was not taken up by those who had made submissions.

## **OFFICERS' DECLARATION OF INTEREST**

Nil.

## **CONCLUSION**

The 2022 review of the 2021-2025 Council Plan has been completed and the final draft Plan is now ready for Council to consider.

## **ATTACHMENTS**

1. 2918 council plan DRAFT June 13, 2022 [4.1.1 - 38 pages]



WARRNAMBOOL  
CITY COUNCIL

# Council Plan 2021-2025

**A thriving city at the heart of coast and country**

Draft revision 2022



[www.warrnambool.vic.gov.au](http://www.warrnambool.vic.gov.au)

Connect to Council    

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The Local Government Act stipulates that Council must prepare a Council Plan which will include the strategic objectives of the council and strategies for achieving those objectives for the next four years as well as indicators for monitoring the achievement of the objectives.

The Council Plan is supported by the Annual Council Budget which describes the financial resources required to implement the actions and initiatives described in the Plan.







# Acknowledgement of Traditional Owners

**Warrnambool City Council acknowledges the Traditional  
Owners of this Country and pays respects to their Elders  
past, present and emerging.**







# Our Vision

## A thriving city at the heart of coast and country.

**Warrnambool is the bright beacon at the western edge of the Great Ocean Road.**

Within the Warrnambool municipality are beautiful beaches, parks, buildings and pathways. The city of Warrnambool is the South West's professional, commercial, retail, education, sporting and health capital and our attractive townships of Allansford, Bushfield and Woodford enhance our liveability.

# Our Councillors

## Warrnambool City Council is an unsubdivided municipality represented by seven Councillors.

At the October 2020 Victorian Local Government elections Otha Akoch, Debbie Arnott, Ben Blain, Vicki Jellie, Angie Paspaliaris, Max Taylor and Richard Ziegeler were elected to Council.



**From left:** Cr Angie Paspaliaris, Cr Otha Akoch, Cr Richard Ziegeler, Cr Vicki Jellie, Cr Ben Blain, Cr Max Taylor, Cr Debbie Arnott.

2021 - 2025 Warrnambool City Council Plan



## Mayor's foreword

### Cr Vicki Jellie

**On behalf of Council I am pleased to present to the community the Draft 2022 revision of the Council Plan 2021-2025.**

**T**he Council Plan is a key strategic document for Council and guides the work we perform on behalf of the community.

The Council Plan is strongly influenced by, and aligns with, the wishes expressed in the long-term community vision, Warrnambool 2040.

Council is a key partner in Warrnambool 2040 and it is imperative that the Council Plan follows a trajectory that helps deliver the targets contained in W2040.

The Council Plan was initially developed following facilitated workshops with Councillors, Council staff and the community.

We also engaged the community through listening posts and through the use of an online survey. We received input

from right across the Warrnambool municipality and we acknowledge all those who provided us with feedback and in doing so made a contribution towards the future of their city and its people.

Council has committed to reviewing the Plan annually. These reviews are a fine-tuning of the Plan and will not detract from the input we received from the community during the Plan's development.

In creating the Plan, Councillors discussed the need to take a conservative approach to the use of Council resources.

Recovering from the impact of COVID-19 and the role Council could play in helping our community return to a post-COVID normal was also at the forefront of deliberations.

Encouragingly we have seen a steady recovering from the pandemic that is reflected in a low unemployment rate and healthy retail spending.

On the major project front the Reid Oval redevelopment is now complete and looks magnificent while the new Learning and Library Hub is now clearly visible from the street and will not only be a landmark piece of our city's architecture but a major improvement of our public library service.

Work to replace Edwards Bridge is well under way along with the upgrade of the Lake Pertobe Adventure PlaySpace.

Council remains committed to taking stock, "steading the ship" and ensuring our financial sustainability but we also recognise that a growing city inevitably needs infrastructure that responds to population growth and 21st century expectations. With this in mind we are examining the future of our aquatic centre, AquaZone, and the Warrnambool Art Gallery to ensure these community assets remain functional in the decades to come. This measured approach to prospective new infrastructure accords with the community's wishes – we received feedback from the community during Council Plan consultation in 2021 on the need to be responsible and to safeguard the financial sustainability of the city.

We will continue to manage existing assets to ensure that the liveability and amenity that residents and visitors enjoy is not compromised.

In relation to our livestock exchange, while a budget allocation has been made, Council is reviewing information ahead of making a fully informed decision on budgeted expenditure for this commercial proposal. We will also continue to investigate the possibilities and opportunities provided by Flagstaff Hill.

Council committed to working meaningfully and effectively with the Aboriginal community and again, this was raised regularly by the community during the Council Plan consultation. We recently appointed an Aboriginal Liaison Officer who will play a vital role in ensuring that the Traditional Owner community is heard in Council.





There are many activities and services that Council will continue to perform. While they could be described as “business as usual” activities they are all reflected in this plan and are essential to our community.

For instance we will always ensure that our city's parks, gardens and public spaces are well kept and visually appealing. They are a part of what makes Warrnambool so liveable and able to attract new residents and maintain steady, manageable population growth.

We will continue to care for our most vulnerable residents through the provision of Home and Community Care services and through the delivery of a Meals on Wheels program.

We remain very excited about the future of our great and growing city.

We have low unemployment, booming residential development and are fortunate to be home to a Deakin University campus and the central campus of the South West Institute of TAFE.

Over the coming years we will also have a completely redeveloped Base Hospital that will deliver care to many people from across the South West.

Our enviable location includes stunning beaches and a climate that lends itself to beach holidays and winter getaways. With all the advantages our city has we must continue to be proactive about ensuring that Warrnambool in decades to come remains an attractive, liveable city with opportunities to thrive available to all residents.

Ultimately this plan is a plan from the community for the community. While it is a four-year plan it will be reviewed annually and Council is receptive to feedback on the plan.

2021 - 2025 Warrnambool City Council Plan



# A message from the Chief Executive Officer

## Peter Schneider

**Warrnambool City Council staff are committed to delivering on the objectives described in the Council Plan 2021-2025.**

The Council Plan is a requirement of the Local Government Act 2020. It was prepared in consultation with the community and adopted by Council on June 28, 2021.

Each year Council reviews the Plan to ensure it is relevant, remains aligned to the long-term community vision described in Warrnambool 2040 and takes into account any other emerging factors, such as a pandemic.

The Local Government Act states the Council Plan must:

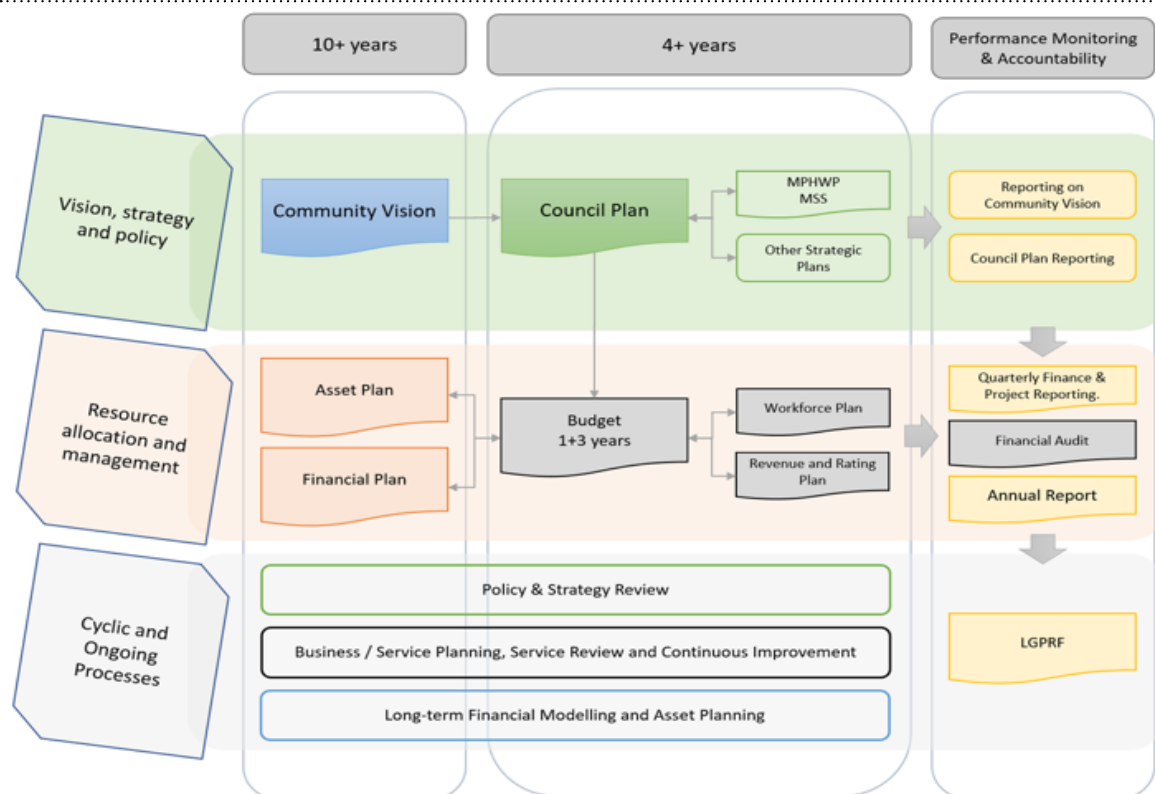
- describe the strategic direction of the Council;
- outline strategic objectives for achieving the strategic direction;
- contain strategies for achieving the objectives;
- contain strategic indicators for monitoring the achievement of the objectives; and,
- have a description of the Council's initiatives and priorities for services, infrastructure and amenity.

The Council Plan is part of an integrated planning framework with the community vision, Warrnambool 2040, providing an over-arching strategic direction for our city.

The activities and initiatives contained in this Council Plan have been developed by Council staff to help deliver the objectives contained in the plan.

Council will provide quarterly reports to the community on how we have progressed with each of the actions and initiatives.

Strategic indicators for measuring our progress include the Local Government Performance Reporting Framework, the annual Local Government Community Satisfaction Survey, the financial and operational statements contained in our Annual Reports and the targets and goals identified in our broad suite of plans and strategies.



- The integration of Local Government planning and reporting to the community.

2021 - 2025 Warrnambool City Council Plan

# The Community Vision – Warrnambool 2040 goals

## OUR PEOPLE

Warrnambool will be a city where all people thrive

**Our Goals:**

1. a welcoming and inclusive city
2. a safe and connected community
3. Warrnambool's people are healthy
4. value local Aboriginal identity and culture
5. a learning community

## OUR ECONOMY

Warrnambool will be Australia's most resilient and thriving regional economy

**Our Goals:**

1. embrace digital innovation and technological change
2. grow a resilient and diverse economy
3. foster a creative and collaborative culture
4. think globally

## OUR PLACE

Warrnambool will be Australia's most liveable regional city

**Our Goals:**

1. an affordable and accessible place to live for every one
2. encourages and prioritises sustainable transport
3. Well-connected outside the city
4. has accessible, high-quality public spaces and facilities

## OUR ENVIRONMENT

Warrnambool will be Australia's most sustainable city

**Our Goals:**

1. ZERO WARRNAMBOOL - Innovative solutions for zero net emissions
2. ADAPTABLE WARRNAMBOOL - adapt to the impacts of climate change
3. WISE WARRNAMBOOL - a wise city, that wastes not
4. NATURAL WARRNAMBOOL - enjoy, love, respect and care for the natural environment
5. BLUE WARRNAMBOOL - water for life
6. GREEN WARRNAMBOOL - a city in nature





2021 - 2025 Warrnambool City Council Plan

## How we engaged with the community in 2021

February 8 and 9	Workshops with Councillors
February 8	Online survey and registration for deliberative workshops undertaken – 72 respondents.
February 20	Online survey to seek ideas for the Council Plan and to review the community vision, Warrnambool 2040.
February 24	Workshop with Council staff.
March 3	Listening posts at the Lighthouse Studio and Warrnambool Stadium with sessions for residents of all Warrnambool localities including Allansford, Bushfield-Woodford, Dennington, Central Warrnambool, Warrnambool-Botanic, East Warrnambool, North Warrnambool, North-East Warrnambool, South-East Warrnambool, South-Warrnambool-Merrivale and West Warrnambool.
March 17	Two deliberative workshops with the community, 60 participants.
May 3	Draft Council Plan considered at open Council meeting and subsequently released for public comment.



# About Warrnambool

## Our city

**The municipality of Warrnambool covers 120sqkm in Victoria's South West.**

It includes the city of Warrnambool and townships of Allansford, Bushfield and Woodford.

It has annual population growth of about one per cent, a population of 35,500 and is the most populous city in the South West.

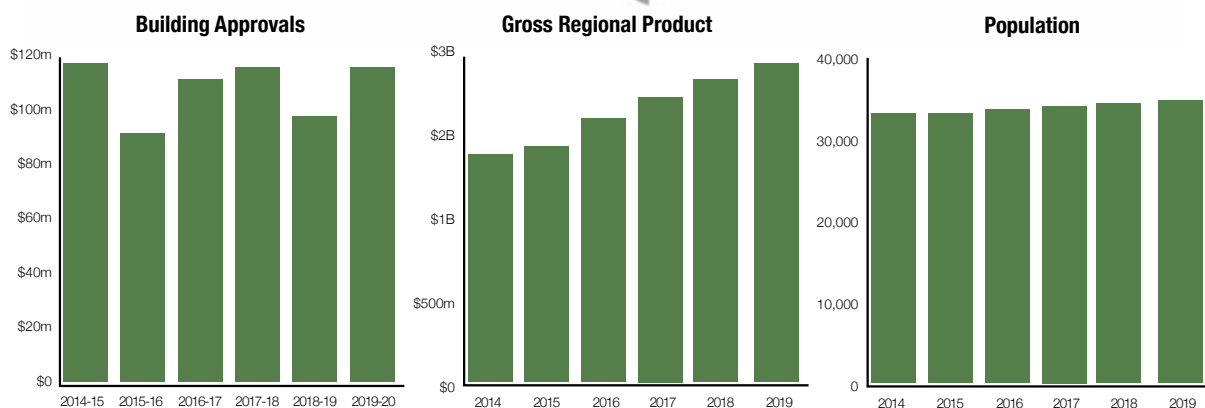
Warrnambool is the major regional centre for health care, education, professional services and sport and culture. Warrnambool's economy generates output of some \$4.5 billion accounting for over 25 per cent of the Great South Coast region's economic output from less than one per cent of the land area.

There are 16,653 jobs in Warrnambool and the following six sectors account for over two-thirds of employees whose place of work is located within Warrnambool:

- Healthcare and Social Assistance;
- Retail trade;
- Education and Training;
- Accommodation and Food Services;
- Construction and Manufacturing.

The construction industry makes the greatest contribution to economic output in the region, which at \$582.5 million accounts for 12.82 per cent of total output.

Warrnambool is a popular and expanding tourism destination. Property and business services, government administration and construction are also key growth sectors.



2021 - 2025 Warrnambool City Council Plan

# Our community

The median age group in Warrnambool (C) is 40-49 years compared to 30-39 years in 2011.

The percentage of the community 60 years or older is 24.97%. For Great South Coast this is 28.09%.



## Median age

**Warrnambool:** 40  
**Regional Victoria:** 43  
**Victoria:** 37

## Medium and high density housing

**Warrnambool:** 20 per cent  
**Regional Victoria:** 10 per cent  
**Victoria:** 27 per cent

## Population density

**2.94 per hectare**

## Median weekly household income

**Warrnambool:** \$1,180  
**Regional Victoria:** \$1,124  
**Victoria:** \$1,421

## Indigenous population

**Warrnambool:** 1.7 per cent  
**Regional Victoria:** 1.6 per cent  
**Victoria:** 0.8 per cent

## Households with a mortgage

**Warrnambool:** 29 per cent  
**Regional Victoria:** 31 per cent  
**Victoria:** 33 per cent

## Couples with children

**Warrnambool:** 25 per cent  
**Regional Victoria:** 25 per cent  
**Victoria:** 31 per cent

## Overseas born

**Warrnambool:** 8 per cent  
**Regional Victoria:** 11 per cent  
**Victoria:** 28 per cent

## Older couples without children

**Warrnambool:** 11 per cent  
**Regional Victoria:** 12 per cent  
**Victoria:** 9 per cent

## Language at home other than English

**Warrnambool:** 4 per cent  
**Regional Victoria:** 6 per cent  
**Victoria:** 26 per cent

## Lone person households

**Warrnambool:** 28 per cent  
**Regional Victoria:** 27 per cent  
**Victoria:** 23 per cent

## University attendance

**Warrnambool:** 3 per cent  
**Regional Victoria:** 3 per cent  
**Victoria:** 5 per cent



**2021 - 2025 Warrnambool City Council Plan**

University qualification

**Warrnambool:** 16 per cent  
**Regional Victoria:** 15 per cent  
**Victoria:** 24 per cent

**Regional Victoria:** 56 per cent  
**Victoria:** 60 per cent

Trade qualification

**Warrnambool:** 21 per cent  
**Regional Victoria:** 22 per cent  
**Victoria:** 17 per cent

Public transport to work

**Warrnambool:** 1 per cent  
**Regional Victoria:** 2 per cent  
**Victoria:** 12 per cent

Unemployment rate (March 2021)

**Warrnambool:** 5.3 per cent  
**Regional Victoria:** 6 per cent  
**Victoria:** 6.6 per cent

SEIFA index of disadvantage

**Warrnambool:** 986  
**Regional Victoria:** 977  
**Victoria:** 1010

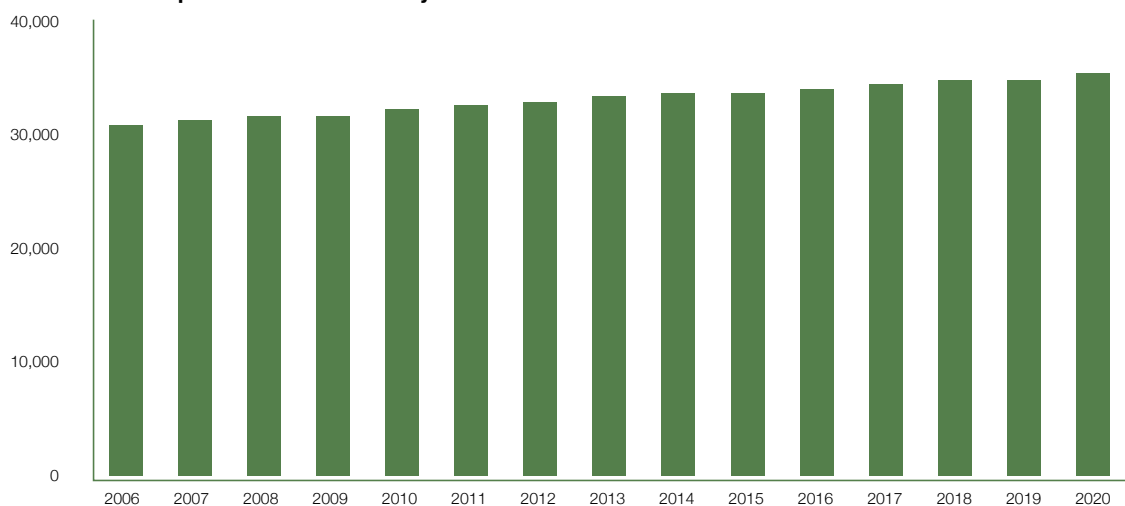
Estimated homeless (2016)

**Warrnambool:** 149

Workforce participation rate

**Warrnambool:** 60 per cent

**Estimated Resident Population - Warrnambool City Council**



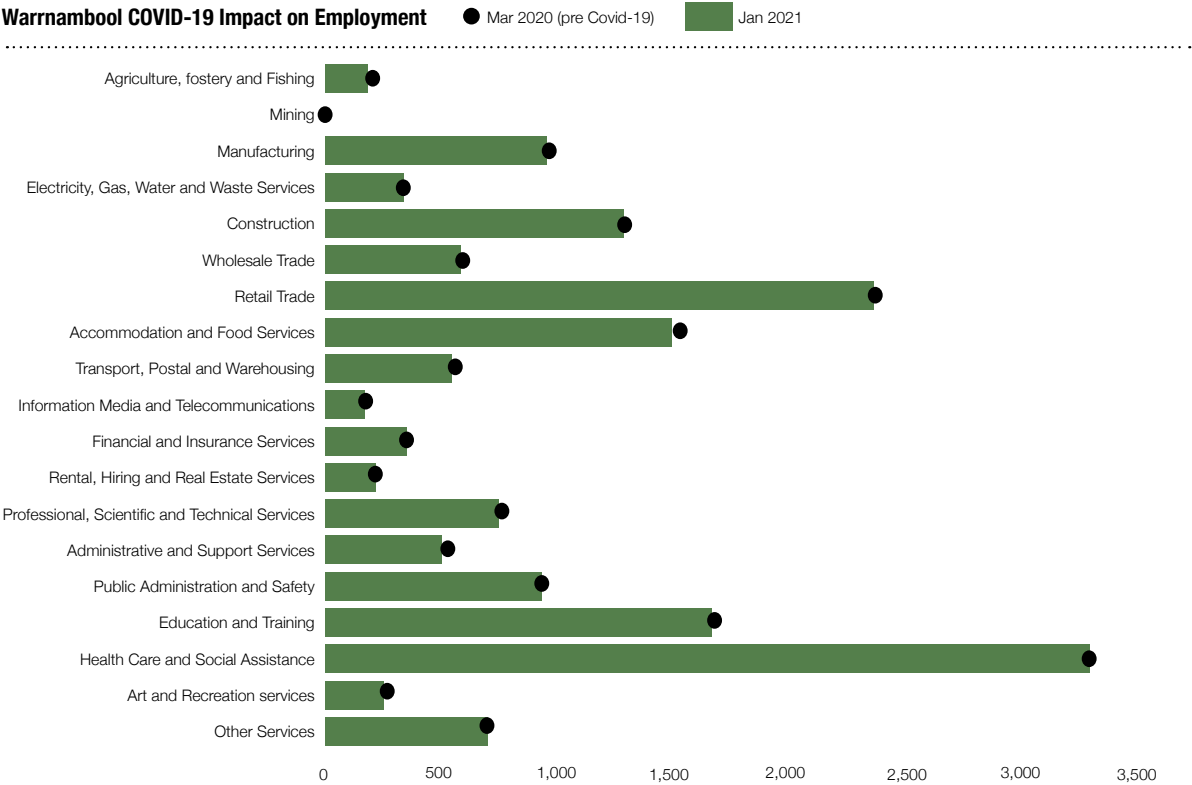
Source: Australia, Bureau of Statistics, Regional Population Growth, Australia (3218.0) Compiled and presented by .id (informed decisions)

**COVID-19 impact - JobSeeker recipients**

Current month	February 2021		August 2020		
Region - LGA/SA2	JobSeeker and youth allowance recipients	% of 15-64 age population	JobSeeker and Youth allowance recipients	% of 15-64 age population	Change
Warrnambool City	1,955	8.8	2,252	10.2	-297
Warrnambool - North	1,164	8.3	1,327	9.5	-163
Warrnambool - South	819	9.8	957	11.5	-138
Regional VIC	90,151	9.7	104,202	11.2	-14,051
Victoria	338,723	7.7	413,330	9.4	-74,607



2021 - 2025 Warrnambool City Council Plan



**Above:** employment data reveals Warrnambool accommodation and food services were hardest hit by COVID-19.



2021 - 2025 Warrnambool City Council Plan

# Our services to the community

## – a snapshot

**Environmental management** – environmental policy and projects.

**Waste management and street cleaning** – kerbside collections, leaf collection and street litter bins.

**Parks and gardens** – tree pruning, planting, maintenance of open space, conservation management.

**Community services** – Volunteer Connect, Social Inclusion, Youth Engagement, Diversity, Access and Inclusion.

**Aged services** – meals on wheels, personal care, respite, home maintenance, positive ageing and senior citizens programs.

**Family services** – preschools, maternal and child health, youth services, child care, family day care, immunisation.

**Arts and culture** – Warrnambool Art Gallery and Lighthouse Theatre.

**Library services** – Warrnambool library.

**Recreation** – sport, recreation and cultural facilities and programs.

**Leisure services** – Warrnambool Stadium and AquaZone.

**Health services** – public health, immunisation and administration of food premises.

**Festivals and events** – festivals and events to deliver economic benefits to the city.

**Asset maintenance** – buildings, roads, footpaths, tracks and drainage

**Infrastructure services** – capital works and maintenance on Council's main civil infrastructure.

**Regulatory services** – local laws, traffic control.

**Statutory building services** – includes processing of building permits.

**City strategy and development** – Council Planning Scheme, processing of development proposals.

**South-West Victorian Livestock Exchange** – livestock sales centre.





**2021 - 2025 Warrnambool City Council Plan**

**Holiday parks** – affordable holiday accommodation.

**Flagstaff Hill Maritime Village** – includes the Visitor Information Centre and maritime museum.

**Economic development** – includes industry and business support, statistical analysis and project development.

**Warrnambool Airport** – for emergency, passenger and recreational aircraft.

**Port of Warrnambool** – managed by Council on behalf of the Victorian Government.

**Elected Council** – governs our city with and on behalf of the community.

**Governance and Risk** – supports sound governance and manages Council's insurance matters.

**Executive services** – manages and facilitates implementation of Council decisions, policies and compliance with legislative requirements.

**Revenue** – revenue collection, property management.

**Information services** – enables Council staff to have the information they need to efficiently perform their roles.

**Organisation development** – promotes and implements human resource strategies and includes recruitment, staff inductions and training.

**Corporate and financial services** – banking, treasury, auditing and grants commission functions.





# Our Strategic Objectives

**The Strategic Objectives described – with the exception of the Council theme - below were developed in response to visions and goals in Warrnambool 2040.**

The deliberative engagement process including an online survey “tested” those themes to ensure they remained relevant.

Below each of the five strategic objectives are strategies which describe how each of the objectives will be achieved over the four-year life of the Council Plan.

The tables also show the alignment or connection to Warrnambool 2040.





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## 1. A healthy community

**We will be a healthy, inclusive and thriving community with equitable access to services, cultural opportunities and recreational activities.**

Our strategies for achieving this objective	Alignment with Warrnambool 2040 goals
<b>1.1 Be a welcoming and inclusive city:</b> Warrnambool will be a city that is more welcoming to all and which fosters diversity.	Warrnambool will be a welcoming and inclusive city.
<b>1.2 Engagement with the Aboriginal community:</b> Council will pursue improved partnerships and meaningful engagement with Aboriginal people to grow opportunities and better outcomes for Aboriginal people.	Warrnambool will be a city that values Aboriginal identity and culture.
<b>1.3 Health and wellbeing:</b> Council will take action to improve health, wellbeing and safety outcomes for Warrnambool's community.	Warrnambool's people are healthy. Warrnambool is a safe and connected community.
<b>1.4 An accessible city:</b> Council will improve physical and social accessibility to community services, facilities, places and precincts.	Warrnambool has accessible, high quality public spaces and facilities.
<b>1.5 Recreation, arts, culture and heritage:</b> Council will support opportunities to participate in a wide range of recreational, arts and cultural programs that promote activity, wellbeing, diversity heritage and which increase community connectedness.	Warrnambool is a safe and connected community.
<b>1.6 Community learning pathways:</b> Council will support and encourage lifelong learning that helps build community resilience and preparedness for change.	Warrnambool is a learning community.

### Supporting documents

- Healthy Warrnambool 2021-2025
- Inclusion and Diversity Policy
- Kindergarten Enrolment and Orientation Policy
- Smoking Policy
- Disability Access and Inclusion Policy
- Active Warrnambool

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## 2. A sustainable environment

**We will protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.**

Our strategies for achieving this objective	Alignment with Warrnambool 2040 goals
<b>2.1 Natural environment:</b> Council will enhance open spaces and infrastructure that support a healthy community, wildlife, flora, fauna and biodiversity.	Warrnambool is a city in nature
<b>2.2 Water and coastal management:</b> Council will protect and enhance the health of Warrnambool's coastline and inland waterways to protect and improve biodiversity.	Warrnambool has water for life.
<b>2.3 Environmental impact and a changing climate:</b> Council will encourage innovation and initiatives that minimise Warrnambool's environmental impact.	Warrnambool seeks innovative solutions for zero net emissions.
<b>2.4 Water resource management:</b> Council will promote and encourage awareness of sustainable practices in our work and in the community, including water resource management.	Warrnambool has water for life.
<b>2.5 Waste minimisation:</b> Council will pursue programs to minimise waste throughout the community, industry and promote the benefits of reduction, re-use and recycling of materials.	Warrnambool is a wise city that wastes not.
<b>2.6 Awareness and celebration:</b> Council will foster community awareness and recognition of the benefits of positive outcomes for Warrnambool's environment.	Warrnambool enjoys, loves, respects and cares for the natural environment.

### Supporting documents

- Resource Recovery, Waste Minimisation and Management Strategy
- Green Warrnambool
- Coastal Management Plan



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### 3. A strong economy

**We will support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities that attract ongoing investment.**

Our strategies for achieving this objective	Alignment with Warrnambool 2040 goals
<b>3.1 Build on competitive strengths:</b> Council will support initiatives that foster ongoing development and investment in the industries which underpin Warrnambool's economic strengths and comparative advantages	Warrnambool will grow a resilient and diverse economy.
<b>3.2 Emerging industries:</b> Council will encourage emerging industry sectors that contribute to Warrnambool's economic growth and diversity.	Warrnambool will embrace digital innovation and technological change. Warrnambool will think globally.
<b>3.3 Visitor growth:</b> Council will facilitate Warrnambool's visitor growth and year-round visitation through industry development, effective destination management and promotion of attractions, experiences and by leveraging key events.	Warrnambool will grow a resilient and diverse economy.
<b>3.4 Workforce capability:</b> Council will foster the development of a workforce capable of supporting the needs of the local and regional economy.	Warrnambool will grow a resilient and diverse economy. Warrnambool will think globally.
<b>3.5 The digital economy:</b> Council will facilitate greater digital capability	Warrnambool will embrace digital innovation and technological change.

#### Supporting documents

- Warrnambool Economic Development and Investment Strategy
- Warrnambool City Centre Parking Strategy
- Events Strategy



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## 4. A connected, inclusive place

**We will provide high quality places that people value and want to live, work, play and learn in.**

Our strategies for achieving this objective	Alignment with Warrnambool 2040 goals
<p><b>4.1 Effective planning:</b> Council will ensure its planning acknowledges the unique character and attributes of local places and that that supports social connection, equitable access, appropriate housing and sustainable population growth.</p>	<p>Warrnambool is a safe and connected community.</p>
<p><b>4.2 A connected community:</b> Council will enhance Warrnambool's connectivity through the delivery of, or advocacy for, improvement to roads, public transport, footpaths, trails and digital infrastructure.</p>	<p>Warrnambool is a safe and connected community.</p>
<p><b>4.3 Stronger neighbourhoods:</b> Council will foster neighbourhood connections and capacity building including the development of inclusive recreational and cultural opportunities.</p>	<p>Warrnambool is a welcome and inclusive city.</p>
<p><b>4.4 Sustainable practices:</b> Council will promote and encourage the implementation of sustainable design across the municipality including the attractiveness, safety, accessibility and functionality of our built environment.</p>	<p>Warrnambool encourages sustainable transport. Warrnambool adapts to the impacts of climate change. Warrnambool is well-connected outside the city.</p>

### Supporting documents

- Lake Pertobe Master Plan
- Public Amenities Strategy
- Road Users Plan
- Asset Management Policy
- Nature Strip Landscaping Policy
- Street Tree Planting and Management Policy
- Warrnambool Botanic Gardens Master Plan



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## 5. An effective Council

**We will be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and for Victoria's South West.**

### Our strategies for achieving this objective

**5.1 Leadership and governance:** Council will be a high-functioning team committed to respectful relationships, collaboration and ongoing engagement. It will provide strong, effective leadership, sound governance and informed decision-making.

**5.2 Engaged and informed community:** Council will ensure ongoing community engagement to identify changing needs and priorities when developing and delivering services and programs.

**5.3 Customer-focused services:** Council will continue to develop a program of Council services that are delivered to the community's satisfaction.

**5.4 High-performance culture:** Council will foster an organisational culture to support engaged, committed and high-performing staff for the effective delivery of Council's services and programs.

**5.5 Organisational and financial sustainability:** Council will ensure organisational and financial sustainability through the effective and efficient use of Council's resources and assets.

**5.6 Risk mitigation:** Council will mitigate and manage organisational risks through sound management systems and processes.

**5.7 Effective advocacy:** Council will pursue effective advocacy by providing compelling materials for desired support and funding for community priorities through establishing strong relationships with other levels of government, strategic partners and key stakeholders.

**5.8 Regional role and relationships:** Council will acknowledge Warrnambool's capability as the regional centre of south-west Victoria through appropriate leadership, advocacy and partnerships that enable greater opportunity for the region.

### Supporting documents

- Investment Policy
- Debt Management Policy
- Procurement Policy
- Project Management Policy
- Risk Management Policy
- Transparency Policy
- Customer Service Charter
- Warrnambool Advocacy Strategy



# Activities and Initiatives

The actions and initiatives listed below comprise the operational component of the Council Plan. Each action is linked to one or more of the strategic objectives described in this plan.



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## GOAL 1: A HEALTHY COMMUNITY

**We will be a healthy, inclusive, and thriving community with equitable access to services, cultural opportunities and recreational activities.**

### Objective 1

**WELCOMING & INCLUSIVE CITY: Warrnambool will be a city that is more welcoming to all and fosters diversity.**

Action Code	Action Name	Due Date	Start Date
1.1.1	Review the Customer Service Charter to ensure it meets the needs and expectations of Council customers.	30/6/2023	1/7/2022
1.1.2	Develop and implement a range of Council activities and events to encourage participation from diverse groups within our community.	30/6/2023	1/7/2022
1.1.3	Increase access to participation for all abilities and raise awareness of the community regarding the needs of people with a disability.	30/6/2023	1/7/2022
1.1.4	Engage with community to ensure that a diversity of voices are informing Council policies, strategies, programs, and services.	30/6/2023	1/7/2022
1.1.5	Develop and implement programs to improve community connections and reduce social isolation.	30/6/2023	1/7/2022
1.1.6	Provide library programs and collections that facilitate inclusion, understanding and acceptance of diversity.	30/6/2023	1/7/2022
1.1.7	Develop and implement programs and activities that improve community engagement and social connection through West Warrnambool Neighbourhood House.	30/6/2023	1/7/2022

### Objective 2

**ABORIGINAL COMMUNITIES: Council will pursue improved partnerships and meaningful engagement with Aboriginal people to grow opportunities and better outcomes for Aboriginal people.**

Action Code	Action Name	Due Date	Start Date
1.2.1	Develop and deliver programs and services in collaboration with Aboriginal people that support inclusiveness, culture and reconciliation	30/6/2023	1/7/2022
1.2.2	Facilitate and encourage collaborative relationships with Aboriginal and Community Controlled Organisations (ACCOs) to address key barriers to access children's and family services and build a stronger cultural connection.	30/6/2023	1/7/2022
1.2.3	Increase participation of Aboriginal families in early years services, with a focus on maternal and child health and kindergarten services.	30/6/2023	1/7/2022
1.2.4	Increase community awareness of, and promote, Aboriginal heritage, culture and sites of significance.	30/6/2023	1/7/2022

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## Objective 3

**HEALTH & WELLBEING: Council will take action to improve health, wellbeing and safety outcomes for Warrnambool's community.**

Action Code	Action Name	Due Date	Start Date
1.3.1	Implement the Municipal Health and Wellbeing Plan 2021-2025 and review as necessary.	30/6/2023	1/7/2022
1.3.2	Achieve compliance with the Child Information Sharing and Family Violence Information Sharing reforms as directed by peak bodies.	30/6/2023	1/7/2022
1.3.3	Improve children and families' health and wellbeing through attainment of targets set by the Healthy Achievement Program.	30/6/2023	1/7/2022
1.3.4	Develop and implement an Aquatic Strategy, including a new business model for AquaZone, to guide the improvement and strategic use of facilities to increase community participation in physical activity.	30/6/2023	1/7/2022
1.3.5	Develop an AquaZone fitness and program that supports and encourages well-being and water safety.	30/6/2023	1/7/2022
1.3.6	Establish a plan to assist gymnastics to move to a sustainable business model.	30/6/2023	1/7/2022
1.3.7	Increase community participation in active recreation.	30/6/2023	1/7/2022
1.3.8	Develop systems and policies that maximise the use of the Warrnambool Stadium.	30/6/2023	1/7/2022
1.3.9	Increase connection with children up to aged 4 through outreach Maternal and Child Health Key Age Stage visits to early years services.	30/6/2023	1/7/2022
1.3.10	Support vulnerable families with young children through the enhanced Maternal and Child Health service.	30/6/2023	1/7/2022
1.3.11	Provide a broad range of programs for older members of our community.	30/6/2023	1/7/2022
1.3.12	Maximise use of sportsgrounds and associated recreational facilities through ensuring shared use, where appropriate.	30/6/2023	1/7/2022
1.3.13	Deliver Maternal Child Health Key Ages and Stages framework via outreach model within universal services including early learning and kindergarten services to ensure all eligible children have attended all 10 key age stages.	30/6/2023	1/7/2022
1.3.14	Deliver sleep and settling program to eligible families with babies and toddlers through group education and in home consults with parents and guardians.	30/6/2023	1/7/2022
1.3.15	Advocate for early years workforce initiatives that support recruitment and retention of high quality early years staff and service.	30/6/2023	1/7/2022
1.3.16	Develop culturally safe early years services.	30/6/2023	1/7/2022

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## Objective 4

**ACCESSIBLE CITY: Council will improve the physical and social accessibility to community services, facilities, places and precincts.**

Action Code	Action Name	Due Date	Start Date
1.4.1	Review the requirements needed to become a Child Friendly City.	30/6/2023	1/7/2022
1.4.2	Meet the current and future needs of our growing population, programs and services through updated Community Services Infrastructure Plan.	30/6/2023	1/7/2022
1.4.3	Continue to implement the objectives set out in the Early Years Compact Agreement.	30/6/2023	1/7/2022
1.4.4	Implement the Multiple Agency Risk Assessment and Management (MARAM) framework within all Early Years programs.	30/6/2023	1/7/2022
1.4.5	Implement plans to improve the accessibility and user-friendliness for aged and those with a disability to Council owned community facilities.	30/6/2023	1/7/2022
1.4.6	Increase access for people with disabilities by upgrading Council infrastructure through recurrent capital funding.	30/6/2023	1/7/2022
1.4.7	Maintain the delivery of high-quality services to enable people to remain as independent as possible in their own homes.	30/6/2023	1/7/2022
1.4.8	Increased engagement of young people aged 12-25 years in youth development programs and activities.	30/6/2023	1/7/2022
1.4.9	Implement an accessibility audit of Council Playgrounds.	30/6/2023	1/7/2022

## Objective 5

**RECREATION, ARTS, CULTURE & HERITAGE: Council will support opportunities to participate in a wide range of recreational, arts and cultural activities that promote activity, wellbeing, diversity and heritage, and grow connectedness across the community.**

Action Code	Action Name	Due Date	Start Date
1.5.1	Deliver the Lake Pertobe Building Better Regions program of projects along with the carpark renewal and upgrade funded through Local Roads and Community Infrastructure Program.	30/6/2023	1/7/2022
1.5.2	Complete the Playspace Strategy for community playgrounds and spaces.	30/6/2023	1/7/2022
1.5.3	Deliver a Lighthouse Theatre program including the annual Primary Performers program, and implement strategies that encourages our community to experience, create, celebrate and participate in the performing arts with a focus on youth (13-25) and the disadvantaged community.	30/6/2023	1/7/2022
1.5.4	Develop and implement audience engagement and marketing strategies, including a membership program, to increase participation in performing arts presentations and seasons at the Lighthouse Theatre.	30/6/2023	1/7/2022
1.5.5	Deliver Warrnambool Art Gallery exhibitions and experiences that engage community, attract and increase visitors, support artists and build new audience.	30/6/2023	1/7/2022



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<b>1.5.6</b>	Deliver a library program of events and activities that supports lifelong learning and social inclusion.	30/6/2023	1/7/2022
<b>1.5.7</b>	Develop a Cultural Strategy for Warrnambool.	30/6/2023	1/7/2022
<b>1.5.8</b>	Development and implement policies and strategies to maximize use of community assets in areas of art and culture.	30/6/2023	1/7/2022
<b>1.5.9</b>	Support community organisations to improve participation opportunities that support health and wellbeing, social, cultural and recreational outcomes through Council's community funding programs.	30/6/2023	1/7/2022

## Objective 6

**COMMUNITY LEARNING PATHWAYS: Council will support and encourage lifelong learning that helps built community resilience and preparedness for change.**

Action Code	Action Name	Due Date	Start Date
<b>1.6.1</b>	Relaunch the Warrnambool City Library under Council Management through a reinvigorated range of activities and programs	30/6/2023	1/7/2022
<b>1.6.2</b>	Deliver the new Warrnambool Library.	30/6/2023	1/7/2022
<b>1.6.3</b>	Deliver library early years programs that support language and literacy development and parental efficacy.	30/6/2023	1/7/2022
<b>1.6.4</b>	Deliver library programs that develop literacy in all its forms and encourage a love of reading and life-long learning.	30/6/2023	1/7/2022
<b>1.6.5</b>	Advocate to peak bodies to ensure staff have access to high quality professional development opportunities that support the community's needs.	30/6/2023	1/7/2022
<b>1.6.6</b>	Maintain and further develop Council's partnership with Deakin University to enable research and development opportunities for community and industry.	30/6/2023	1/7/2022
<b>1.6.7</b>	Continue rollout of the Victorian Government's 3-year-old kindergarten reform - deliver Stage 2 of the kindergarten provision project.	30/6/2023	1/7/2022
<b>1.6.8</b>	Provide sufficient infrastructure (including indoor and outdoor structures) to meet current and future models of kindergarten provision and early years integrated models within the municipality.	30/6/2023	1/7/2022

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## GOAL 2: A SUSTAINABLE ENVIRONMENT

**We will protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.**

### Objective 1

**NATURAL ENVIRONMENT:** Council will enhance open spaces and infrastructure that support a healthy community, wildlife, flora, fauna and biodiversity.

Action Code	Action Name	Due Date	Start Date
2.1.1	Develop and implement Pest Plant and Animal Management Framework for the control of environmental weeds and pests.	30/6/2023	1/7/2022
2.1.2	Develop and implement strategy and programs that improve biodiversity and protect and enhance flora and fauna.	30/6/2023	1/7/2022

### Objective 2

**WATER & COASTAL MANAGEMENT:** Council will protect and enhance the health of Warrnambool's coastline and inland waterways to protect and improve biodiversity.

Action Code	Action Name	Due Date	Start Date
2.2.1	Implement the Domestic Waste Water Management Plan to improve health and environmental outcomes for our community.	30/6/2023	1/7/2022
2.2.2	Investigate water use opportunities to improve water resource management.	30/6/2023	1/7/2022
2.2.3	Implement the Warrnambool Coastal Management Plan to guide the future use, development and management of Warrnambool's coastline.	30/6/2023	1/7/2022
2.2.4	Develop and implement floodplain management strategies in the South Warrnambool and Russells Creek catchments to minimise environmental impacts and risks associated with flooding impacts.	30/6/2023	1/7/2022

### Objective 3

**MINIMISE ENVIRONMENTAL IMPACT & THE IMPACT OF A CHANGING CLIMATE:** Council will encourage innovation and initiatives that minimise Warrnambool's environmental impact.

Action Code	Action Name	Due Date	Start Date
2.3.1	Investigate new technologies to reduce waste from land-fill towards zero waste to landfill.	30/6/2023	1/7/2022
2.3.2	Deliver the Smart Buildings energy efficiency program to reduce greenhouse gas emissions and utilise renewable energy.	30/6/2023	1/7/2022



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2.3.3	Facilitate and support the delivery of climate change mitigation, adaptation and resilience actions to raise awareness and prepare for a changing climate.	30/06/2022	1/7/2022
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## Objective 4

**WATER RESOURCE MANAGEMENT: Council will promote and encourage awareness of sustainable practices in our work, and the community including water resource management.**

Action Code	Action Name	Due Date	Start Date
2.4.1	Develop a drainage system litter and contaminants improvement/management plan to reduce gross pollutants into the waterways.	30/6/2023	1/7/2022

## Objective 5

**WASTE MINIMISATION: Council will pursue programs to minimise waste throughout the community, industry and promote the benefits of reduction, reuse and recycling of materials.**

Action Code	Action Name	Due Date	Start Date
2.5.1	Reduce contamination of recyclable materials.	30/6/2023	1/7/2022

## Objective 6

**AWARENESS & CELEBRATION: Council will foster community awareness and recognition of the benefits of positive outcomes for Warrnambool's environment.**

Action Code	Action Name	Due Date	Start Date
2.6.1	Promote awareness and celebrate the outcomes of environmental work including actions that align with the Green Warrnambool plan.	30/6/2023	1/7/2022
2.6.2	Monitor and manage organisational greenhouse gas emissions and energy usage.	30/6/2023	1/7/2022

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## GOAL 3: A STRONG ECONOMY

**We will support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities attracting ongoing investment.**

### Objective 1

**BUILD ON COMPETITIVE STRENGTHS: Council will support initiatives that foster ongoing development and investment in the industries which underpin Warrnambool's economic strengths and comparative advantages.**

Action Code	Action Name	Due Date	Start Date
3.1.1	Implement Development Plans and Developer Contributions Plans to provide future resources for improved infrastructure across the municipality.	30/6/2023	1/7/2022
3.1.2	Develop programs and collateral to promote Warrnambool as an appealing investment destination.	30/6/2023	1/7/2022
3.1.3	Grow engagement with local businesses across the municipality.	30/6/2023	1/7/2022

### Objective 2

**EMERGING INDUSTRIES: Council will encourage emerging industry sectors that contribute to Warrnambool's economic growth and diversity.**

Action Code	Action Name	Due Date	Start Date
3.2.1	Facilitate and partner in initiatives to progress the implementation of the Great South Coast Economic Futures Plan, including the development of renewables in Warrnambool and the Great South Coast region.	30/6/2023	1/7/2022
3.2.2	Review and implement the Warrnambool Economic Development and Investment Strategy to facilitate investment and employment growth across the Warrnambool municipality.	30/6/2023	1/7/2022
3.2.3	Facilitate and promote business support initiatives to grow the local economy.	30/6/2023	1/7/2022
3.2.4	Plan for the development and implementation of precinct structure plans to facilitate investment in appropriate development across the municipality.	30/6/2023	1/7/2022

### Objective 3

**VISITOR GROWTH: Council will facilitate Warrnambool's visitor growth and year-round visitation through industry development, effective destination management and promotion of attractions and experiences leveraging key events.**

Action Code	Action Name	Due Date	Start Date
3.3.1	Review and implement the Warrnambool Destination Action Plan in partnership with Great Ocean Road Regional Tourism and industry.	30/6/2023	1/7/2022
3.3.2	Increase visitation with events across the year and enhance the profile of Warrnambool as a destination.	30/6/2023	1/7/2022

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<b>3.3.3</b>	Develop and share economic data and analysis to business and industry to inform the performance of the Warrnambool economy.	30/6/2023	1/7/2022
<b>3.3.4</b>	Increase community participation in the delivery of a diverse range of events through a grants program.	30/6/2023	1/7/2022
<b>3.3.5</b>	Participate in the establishment of the Great Ocean Road Coast and Parks Authority to protect and manage visitation of the Great Ocean Road Coast and Parks.	30/6/2023	1/7/2022

## Objective 4

**WORKFORCE CAPABILITY: Council will foster the development of a workforce capable of supporting the needs of the local and regional economy.**

Action Code	Action Name	Due Date	Start Date
<b>3.4.1</b>	Deliver the Designated Area Migration Agreement (DAMA) representative role for the Great South Coast region and the Regional Certifying Body function on behalf of the Great South Coast.	30/6/2023	1/7/2022
<b>3.4.2</b>	Partner on projects and initiatives with Deakin University Warrnambool and South West TAFE that help provide a skilled workforce that meets local industry needs.	30/6/2023	1/7/2022
<b>3.4.3</b>	Deliver education and advisory services to business and industry to raise awareness of building, planning and heritage requirements.	30/6/2023	1/7/2022

## Objective 5

**DIGITAL CAPABILITY: Council will facilitate greater digital capability.**

Action Code	Action Name	Due Date	Start Date
<b>3.5.1</b>	Participate in the implementation of the Great South Coast Digital Plan to address connectivity issues for industry and households.	30/6/2023	1/7/2022
<b>3.5.2</b>	Identify and promote investment in digital projects across the Warrnambool municipality to address priority digital infrastructure supply shortfalls, including mobile coverage, and access to business-grade broadband.	30/6/2023	1/7/2022

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## GOAL 4: A CONNECTED AND INCLUSIVE PLACE

**Provide quality places that all people value and want to live, work, play and learn in.**

### Objective 1

**EFFECTIVE PLANNING:** Council will ensure its planning acknowledges the unique character and attributes of local places, and that it supports social connection, equitable access, appropriate housing and sustainable population growth.

Action Code	Action Name	Due Date	Start Date
4.1.1	Deliver the building renewal program.	30/6/2023	1/7/2022
4.1.2	Develop and adopt a tree Asset Management Plan including significant and heritage trees.	30/6/2023	1/7/2022
4.1.3	Complete service level reviews for parks, gardens, roads and drainage services.	30/6/2023	1/7/2022
4.1.4	Review CBD Parking Strategy including accessible parking and expansion of off-street parking areas.	30/6/2023	1/7/2022

### Objective 2

**CONNECTED COMMUNITY:** Council will enhance Warrnambool's connectivity through the delivery of, or advocacy for, improvement to roads, public transport, footpaths, trails and digital infrastructure.

Action Code	Action Name	Due Date	Start Date
4.2.1	Advocate for essential safety and road improvements on the Princes Highway West.	30/6/2023	1/7/2022
4.2.2	Advocate for improved passenger and freight rail services between the South West region and Melbourne.	30/6/2023	1/7/2022
4.2.3	Plan for growth and changes in traffic movements by identifying current and future traffic volumes and use this to review the Municipal Road Management Plan and Road Hierarchy.	30/6/2023	1/7/2022
4.2.4	Facilitate the implementation of Cycling Reference Group actions adopted by Council.	30/6/2023	1/7/2022
4.2.5	Review City Centre traffic flows with implementation of new pedestrian crossings.	30/6/2023	1/7/2022
4.2.7	Seek funding for and deliver road safety projects.	30/6/2023	1/7/2022



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## Objective 3

**STRONGER NEIGHBOURHOODS:** Council will fostering neighbourhood connection and capacity building including the development of inclusive recreational and cultural opportunities.

Action Code	Action Name	Due Date	Start Date
4.3.1	Implement the key initiatives of the Open Space Strategy, including our review of the strategy.	30/6/2023	1/7/2022

## Objective 4

**SUSTAINABLE PRACTICES:** Council will promote and encourage the implementation of sustainable design across the municipality including the attractiveness, safety, accessibility and functionality of our built environment.

Action Code	Action Name	Due Date	Start Date
4.4.1	Identify and regularly monitor condition of Council's built assets to ensure effective management.	30/6/2023	1/7/2022

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## GOAL 5: AN EFFECTIVE COUNCIL

**To be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and Victoria's south west.**

### Objective 1

**LEADERSHIP & GOVERNANCE: Council will be a high-functioning team committed to respectful relationships, collaboration, and ongoing engagement. It will provide strong, effective leadership, sound governance and informed decision-making.**

Action Code	Action Name	Due Date	Start Date
5.1.1	Ensure key priorities of the community are appropriately reflected in the development and review of the Council Plan with the appropriate prioritisation of resources to key strategic themes.	30/6/2023	1/7/2022
5.1.2	Identify and report on changes to Council operations, policies and procedures in line with the Local Government Act.	30/6/2023	1/7/2022
5.1.3	Improve Council's systems and policies through review of Governance Framework.	30/6/2023	1/7/2022
5.1.4	Improve asset management practices.	30/6/2023	1/7/2022
5.1.5	Improve the Warrnambool Planning Scheme which controls land use and development within the municipality.	30/6/2023	1/7/2022
5.1.6	Work with neighbouring Councils to develop sub-regional and regional plans and advocacy strategies to benefit the region and deliver on the community's aspirations.	30/6/2023	1/7/2022
5.1.7	Align the implementation of the Warrnambool 2040 Plan with the Financial Sustainability Plan	30/6/2023	1/7/2022
5.1.8	Continue to enhance organisational awareness of Victoria's Child Safe Standards via customised training programs and maintaining compliance with the Standards.	30/6/2023	1/7/2022
5.1.9	Develop and rollout the Regional and Rural Liveability Strategy in partnership with the Victorian Government and South West Primary Care Partnership.	30/6/2023	1/7/2022

### Objective 2

**ENGAGED & INFORMED COMMUNITY: Council will ensure ongoing community engagement to identify changing needs and priorities when developing and delivering services and programs.**

Action Code	Action Name	Due Date	Start Date
5.2.1	Improve accessibility, transparency and accountability of Council decision-making.	30/6/2023	1/7/2022
5.2.2	Monitor and report on the reach and effectiveness of Council's communications measures including engagement through the Your Say website.	30/6/2023	1/7/2022
5.2.3	Produce the annual State of the Assets Report that identifies the asset renewal funding performance to inform renewal expenditure.	30/6/2023	1/7/2022

**2021 - 2025 Warrnambool City Council Plan**

<b>5.2.4</b>	Review adopted Asset Management Plans for major asset classes to inform operational activities.	30/6/2023	1/7/2022
<b>5.2.5</b>	Review strategies and plans to comply with Council's Asset Management Policy.	30/6/2023	1/7/2022
<b>5.2.6</b>	Provide communications support to promote Council services, facilities, programs and events.	30/6/2023	1/7/2022

## Objective 3

**CUSTOMER-FOCUSED SERVICES:** Council will continue and develop a program of Council services that are delivered to the community's satisfaction.

Action Code	Action Name	Due Date	Start Date
<b>5.3.1</b>	Review and update Council's complaint handling policy and processes in line the Local Government Act changes and Ombudsman's guidelines.	30/6/2023	1/7/2022
<b>5.3.2</b>	Improve outcomes in the delivery of Council's customer services.	30/6/2023	1/7/2022
<b>5.3.3</b>	Deliver library customer programs in partnership with community organisations, non-government organisations and business.	30/6/2023	1/7/2022
<b>5.3.4</b>	Develop and influence strategic integrated planning process and decisions to ensure Council strategy is appropriately prioritised and executed.	30/6/2023	1/7/2022

## Objective 4

**HIGH-PERFORMANCE CULTURE:** Council will foster an organisational culture to support engaged, committed and high-performing staff for the effective delivery of Councils services and programs.

Action Code	Action Name	Due Date	Start Date
<b>5.4.1</b>	Prepare and develop appropriate service and organisational review processes to maximise operational efficiency.	30/6/2023	1/7/2022
<b>5.4.2</b>	Support an organisational approach to strategic procurement to ensure effective operational decision making that improves organisational performance.	30/6/2023	1/7/2022
<b>5.4.3</b>	Review and improve human resource operational processes to ensure best practice.	30/6/2023	1/7/2022
<b>5.4.4</b>	Continue to evolve the staff training and development programs in order to drive enhanced employee engagement and culture.	30/6/2023	1/7/2022
<b>5.4.5</b>	Implement workplace actions identified within Council's Gender equity Action Plan, (GEAP), resulting in improved gender equity outcomes.	30/6/2023	1/7/2022
<b>5.4.6</b>	Support the resourcing of Development Engineering assessments and approvals.	30/6/2023	1/7/2022
<b>5.4.7</b>	Ensure the actions identified within Council's Workforce Management Plan are allocated implemented and measured	30/6/2023	1/7/2022
<b>5.4.8</b>	Improve systems and structures that facilitate the recruitment and retention of volunteers.	30/6/2023	1/7/2022

2021 - 2025 Warrnambool City Council Plan

## Objective 5

**ORGANISATIONAL & FINANCIAL SUSTAINABILITY:** Council will ensure organisational and financial sustainability through the effective and efficient use of Councils resources and assets.

Action Code	Action Name	Due Date	Start Date
5.5.1	Review and embed the legal and procurement processes to ensure compliance and risk mitigation and that Council is operationally effective.	30/6/2023	1/7/2022
5.5.2	Review Council's property management processes, including for Crown land that Council is the Committee of Management for, with consideration of rental agreements, property and current market valuations and disposal of surplus land.	30/6/2023	1/7/2022
5.5.3	Allocate financial resources in accordance with strategic plans.	30/6/2023	1/7/2022
5.5.4	Review and update the Long Term Financial Plan to ensure Council remains financially sustainable into the future.	30/6/2023	1/7/2022
5.5.5	Enhance business processes including IT systems integration.	30/6/2023	1/7/2022
5.5.6	Improve digital capacity for Council staff.	30/6/2023	1/7/2022
5.5.7	Monitor asset condition to ensure they meet users' needs and remain fit for purpose.	30/6/2023	1/7/2022
5.5.8	Implement COVID-19 recovery plans for Council business units.	30/6/2023	1/7/2022
5.5.9	Recommence rollout of Shared Services Project	30/6/2023	1/7/2022

## Objective 6

**RISK MITIGATION:** Council will mitigate and manage organisational risks through sound management systems and processes.

Action Code	Action Name	Due Date	Start Date
5.6.1	Review the IT Strategy and system resilience in relation to data security, confidentiality and critical incidents.	30/6/2023	1/7/2022
5.6.2	Lodge Council's Victorian Protective Data Security Plan with the Office of the Victorian Information Commissioner by 31st August 2022	30/6/2023	1/7/2022
5.6.3	Ensure effective Business Continuity Planning (BCP) is in place.	30/6/2023	1/7/2022
5.6.4	Enhance Councils risk management processes to ensure key strategic and operational decision making considers risk factors.	30/6/2023	1/7/2022



**2021 - 2025 Warrnambool City Council Plan**

<b>5.6.5</b>	Continue the development and implementation of Councils Health and Safety Management System with a focus on injury prevention, improved return-to-work processes, OHS training calendar implementation and increased organisation engagement.	30/6/2023	1/7/2022
<b>5.6.6</b>	Partner with State Government to activate and maintain Public Health Pandemic and Emergency Management Operations for staff and community wellbeing.	30/6/2023	1/7/2022

## Objective 7

**EFFECTIVE ADVOCACY:** Council will pursue effective advocacy by providing compelling materials for desired support and funding for community priorities through establishing strong relationships with other levels of government, strategic partners and key stakeholders.

Action Code	Action Name	Due Date	Start Date
<b>5.7.1</b>	Provide materials to support advocacy efforts and report on advocacy outcomes.	30/6/2023	1/7/2022
<b>5.7.2</b>	Advocate for access to safe and secure housing that is appropriate and affordable for a diversity of needs.	30/6/2023	1/7/2022

## Objective 8

**REGIONAL ROLE & RELATIONSHIPS:** Council will acknowledge Warrnambool's capability as the regional centre of south-west Victoria through appropriate leadership, advocacy and partnerships that enable greater opportunity for the region.

Action Code	Action Name	Due Date	Start Date
<b>5.8.1</b>	Participate in shared services project - for a shared Information technology enterprise system and associated processes - with Moyne and Corangamite shires.	30/6/2023	1/7/2022
<b>5.8.2</b>	Pursue funding for animal shelter redevelopment in collaboration with surrounding municipalities to facilitate a regional facility if appropriate.	30/6/2023	1/7/2022
<b>5.8.3</b>	Participate in advocacy efforts as part of Regional Cities Victoria, Regional Capitals Australia and Southwest Victoria Alliance.	30/6/2023	1/7/2022

**2021 - 2025 Warrnambool City Council Plan**



**WARRNAMBOOL**  
CITY COUNCIL

Warrnambool City Council  
PO Box 198 Warrnambool VIC 3280  
Tel: 5559 4800  
Email: [contact@warrnambool.vic.gov.au](mailto:contact@warrnambool.vic.gov.au)  
[www.warrnambool.vic.gov.au](http://www.warrnambool.vic.gov.au)  
City Assist customer service  
25 Liebig Street Warrnambool 8.30am – 5pm

The annual Council Budget outlines the major initiatives to be funded each year in order to deliver the Council Plan.

For a copy of the current documents go to [www.warrnambool.vic.gov.au](http://www.warrnambool.vic.gov.au) or call 5559 4800.

## **4.2. WARRNAMBOOL CITY COUNCIL BUDGET 2022-2023**

### ***DIRECTORATE : Corporate Strategies***

#### **PURPOSE:**

***This report presents the proposed 2022-2023 Budget for Warrnambool City Council, including a recommendation to adopt the Budget.***

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#### **EXECUTIVE SUMMARY**

- Preparation and adoption of the Annual Budget in accordance with Section 94 of the Local Government Act 2020 is a major responsibility of Council.
  - Council has proposed a \$109.6m budget which balances the ongoing services to the community (\$79.3m) with the infrastructure needs of Warrnambool (\$30.3m).
  - Council has applied the rate cap under the Victorian Government's 'Fair Go Rates System' of a 1.75% increase to rates.
  - In accordance with its Budget timetable, Council has worked through an extensive process to prepare a Proposed Budget for 2022/2023.
  - Council advertised the preparation of the Budget at the Ordinary Council meeting held on May 2, 2022.
  - Following the public notification of the Proposed Budget several submissions were received.
  - Council is required to adopt the 2022-2023 Budget by the June 30, 2022.
- 

#### **RECOMMENDATION**

##### **1. THAT THE BUDGET BE ADOPTED**

- a) That Council pursuant to Section 94 of the Local Government Act 2020 adopts the Budget for the financial year, being for the period 1 July 2022 to 30 June 2023 ("the Financial Year") - refer Attachment 1 and annexed to the recommendation.
- b) That the rate applicable in the budget has been calculated at a rate amount pursuant to section 185C of the Local Government Act 1989 and the applicable cap on rates in respect of the 2022-2023 financial year for the Warrnambool City Council is 1.75 per cent.
- c) That a copy of the adopted Budget be kept available at the Warrnambool Civic Centre for public inspection.

##### **2. THAT THE AMOUNT TO BE RAISED IS**

**\$44,602,000 (or such greater amount as is lawfully levied as a consequence of the adoption of the Recommendations) be declared as the amount which Council intends to raise in general rates by the application of differential rates, application of the annual service charge (waste management charge) and the application of a municipal charge (all described later in this Recommendation), which amount is calculated as follows;**

General Rates (including Recreational Lands & supplementary rates)	\$32,250,000
Annual Service Charge (waste management charge)	\$7,167,000
Municipal Charge	\$5,185,000
Total	\$44,602,000

##### **3. THAT A GENERAL RATE BE DECLARED**

- a) In respect of the Financial Year, being for the period 1 July 2022 to 30 June 2023.

- b) That it be further declared pursuant to Sections 158, 158A and 161 of the Local Government Act 1989 that the general rate be raised by the application of differential rates having regard to the objectives of each differential rate and characteristics of the land which are the criteria for declaring each differential rate as set out in the Revenue and Rating Plan.
- c) That it be confirmed that the differential rates for all rateable land within the municipal district be determined by multiplying “Capital Improved Value” of each rateable land by a percentage specified as the percentage of each uniform rate (which percent may be alternatively expressed as cents in the dollar of the Capital Improved Value):

Type of Rate	Rate in the Dollar on Capital Improved Value
Industrial Land Rate	0.005451
Vacant Land Rate	0.004824
Commercial Land Rate	0.006162
Other Land Rate	0.002640
Farm Land Rate	0.001750
Recreation Land Category 1	\$22,625.56
Recreation Land Category 2	0.002666

#### **4. THAT A MUNICIPAL CHARGE BE LEVIED**

- a) Pursuant to Section 159 of the Act, a Municipal Charge be declared to cover some of the administrative costs of Council;
- b) The Municipal Charge be in the sum of \$286.21 per rateable land.

#### **5. THAT AN ANNUAL SERVICE CHARGE (WASTE MANAGEMENT CHARGE) BE LEVIED**

- a) Pursuant to Section 162(1)(b) and Section 221(1)(b) of the Local Government Act 1989, an Annual Service Charge in respect of rateable and non-rateable land (excluding vacant land, being land on which no buildings are erected) be declared in respect of the 2022/2023 Financial Year.
- b) That the Annual Service Charge be declared  
That this Charge be referred to as the “Waste Management Charge”.
- c) That the Annual Service Charge be based on \$412.58 per assessment.

#### **6. THAT CULTURAL AND RECREATIONAL LAND BE LEVIED**

In accordance with Section 4(1)(3) of the Cultural and Recreational Lands Act 1963, the amounts payable in respect of recreational lands under this act shall be in accordance with Appendix A of the Proposed Budget report 2022/2023.

#### **7. THAT THE FOLLOWING REBATES BE GRANTED**

A rebate of \$200 will be made available to ratepayers who qualify for help under Council’s hardship provisions.



## 8. THAT NO INCENTIVES BE OFFERED

Or declared for early payment of the general rates, annual service charge and municipal charge for 2022/2023.

## 9. THAT ALL CONSEQUENTIAL MATTERS

- a) That may be recorded that Council requires any person to pay interest on any amounts or rates and charges which:  
that person is liable to pay; and,  
have not been paid by the date specified for their payment.
- b) The interest rate fixed under Section 2 of the Penalty Interest Rates Act 1983 be noted as the rate set out in accordance with Section 172(2) of the Act.
- c) That the Director Corporate Strategies be authorised to levy and recover or defer the general rates, annual service charge, municipal charge and amounts payable under the Act and the Cultural and Recreational Lands Act 1963.

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## BACKGROUND

At the Scheduled Council Meeting held on 2 May 2022, Council considered the 2022/2023 Proposed Budget and resolved to give public notice of the Proposed Budget and call for written submissions in accordance with Councils Community Engagement policy.

- a) Public notice was published in the Warrnambool Standard on Wednesday 4 May 2022. A number of articles appeared in the Warrnambool Standard focusing on the Proposed Budget 2022/2023 and the Proposed Budget was posted on Council's website and copies made available at the Civic Centre Customer Services desk.
- b) The 2022/2023 Budget is attached – refer **Attachment 1**.

The budget allocates resources on an annual basis to try and achieve the objectives of the Council Plan in the most financially sustainable manner possible and whilst trying to continue to provide quality services to all sections of our community.

Section 94 of the Local Government Act 2020 provides that Council must prepare and adopt a Budget for each financial year and the subsequent 3 financial years.

The Local Government Act 2020 and the Regulations prescribe the information and format of the Budget, now commonly referred to as the "Model Budget".

The Model Budget 2022-2023 includes a range of information including:

- Financial Statements
- Services and initiatives funded in the budget.
- Fees and charges
- Rating and borrowing details
- Financial performance indicators.

Council in the development of its proposed Council plan has gone through a comprehensive deliberative engagement process. This process has established the foundation of what the community would like to see achieved. As always there is more that the community wants to see achieved than there are the resources to deliver. The budget is Council's demonstration of how it will resource these aspirations and deliver on the core important services it provides to the community. A constant tension exists between different interest groups in our diverse community.

Council is required to consider all the evidence presented to it on the most prudent way forward for the use of the communities' resources.

The following activities and values aid in decision-making which reflects the interests and concerns of the community:

- community engagement includes the promise that the public's contribution will be included in the decision-making process;
- community engagement promotes sustainable decisions by recognising and communicating the needs and interests of participants, the broader community and Warrnambool City Council decision-makers;
- community engagement seeks out and facilitates the involvement of those potentially affected by or interested in, a decision;
- community engagement provides people with the information they need to participate in a meaningful way;
- engagement will recognise the diversity within a community including ages, abilities and cultures;
- the Council will report to those involved in an engagement process to complete the information loop from community input to outcome for the community; and
- people will be informed of community engagement outcomes via means which may include Council meeting reports, outcomes published on Council's website, on Council's social media platforms, in Council's newsletter to the community.

The formation of the key objectives of the budget were deliberated through the development of the Council plan and how Council would resource these objectives.

The current stage of deliberation of the budget is focussed mainly on the consultation level given the broad ranging impacts of a budget and the breadth of community members affected. This is a meaningful form of engagement that allows for specific views to be raised and considered.

Council has now prepared a Budget for adoption having considered the wide range of views from the community.

## **ISSUES**

Council has prepared a proposed Budget for the 2022-2023 budget year in accordance with Council's budget principles.

The proposed Budget has been reviewed over a series of workshops with the executive and Council.

The proposed budget has been prepared under the State Government's Fair Go Rates System. This system results in the Minister for Local Government determining the average rate cap for the next fiscal year.

The proposed budget attempts to find a balance between the ongoing service and infrastructure needs of the Warrnambool community whilst being compassionate to the recovery of the community from COVID19 and inflationary pressures.

The key drivers for the budget are:

- To maintain important community services.
- To fund renewal of infrastructure and community assets
- Focus on opportunities for our community to thrive in partnership with other levels of government.
- To consolidate a financial position that creates an opportunity to remain financial sustainable.

- To finalize delivery of some major capital projects that will enhance the communities' outcomes around learning, commerce, and recreation.

Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50, the other \$96.50 goes to the State and Federal Governments.

Council delivers a diverse and wide range of services to the community and the budget process requires the review and construction of annual income and expenditure budgets to assess the ongoing levels of resources necessary to deliver these services.

Council is mindful of its requirement to be financially sustainable (low risk rating achieved from the Victorian Auditor General) and assesses the changing environment within which it operates and the budget impacts of these changes.

The Budget comprises:

	<b>Proposed 2022/23 Budget</b>
Recurrent (operational) Budget	\$79.26m
Capital Works	\$30.35m
<b>Total Budget</b>	<b>\$109.61m</b>

The Budget also contains a range of activities and initiatives that contribute to achieving the strategic objectives contained in the Council Plan as well as providing financial resources to continue the delivery of services to the community.

## **LEGISLATION/POLICY/COUNCIL PLAN CONTEXT**

### **5 Practice good governance through openness and accountability**

#### **5.2 Annual Budget**

Section 94 of the Local Government Act 2020 details the requirement of Council in the preparation and adoption of the budget.

The rating elements in the budget refer back to the Local Government Act 1989 as a State Government commissioned Rating Review was finalised in the first half of 2021. It is anticipated that the Local Government Act 2020 will be updated to include the rating elements following consideration of the outcomes from the Rating Review.

## **COMMUNITY IMPACT/CONSULTATION**

The budget process has again been an extensive review process that commenced in 2021 and has included:

- Review of the Capital Works & Projects evaluation criteria.
- Review and evaluation of submitted major capital works and projects budget bids.
- Adoption of budget principles.
- Councilor workshops to review proposed budget.
- Community engagement through a 'conversation café' session held at the Lighthouse Theatre
- Call for public submission to the proposed budget.

The budget considerations have concentrated on and responded to the Covid-19 Pandemic and has looked to ensure that Warrnambool is well placed to respond to emerging budget and inflationary pressures.

The budget is also informed by the variety of projects and working groups that consider and refer items to budget from across the preceding year. The majority of these submissions are informed from strategic plans worked on by service areas in conjunction with extensive community consultation as to future service needs.

### **Response to budget submissions**

Council received three submissions relating to the budget which included a range of comments and questions.

The matters raised and Council's response to each are described in the table below.

ISSUE	RESPONSE
<b>Can you please forward any relevant adopted policy in relation to fees &amp; regulations ascribed to property owners who have short stay holiday rentals?</b>	<p>Currently the fee to be applied to short stay holiday accommodation is a proposal in the Budget.</p> <p>Should this be adopted in the Budget Council is then required to develop a local law specific to short stay accommodation. As part of any local law change it would be subject to community consultation.</p>
<b>Can you please forward relevant Local Law and any link to consultation that was undertaken?</b>	<p>As per above, the local law is being developed and will be available for community consultation should the proposed fee in the Budget be adopted by Council.</p>
<b>Can you please advise what additional services holiday home owners will receive as a consequence of registration and fees?</b>	<p>Warrnambool City Council has historically, and continues to, invest heavily in our City's tourism sector.</p> <p>The work of Council directly and indirectly impacts the visitor experience and short stay accommodation premises are seen to benefit from such services.</p> <p>The registration fee is an opportunity to contribute to our Visitor Economy towards the cost of providing Visitor Information Centres, Events and Festivals, Flagstaff Hill Maritime Village, Lighthouse Theatre, Warrnambool Art Gallery, Destination marketing and Regional Tourism initiatives. There is also a vast array of infrastructure used by visitors (eg. airport, port, public toilets, aquatic centre, public bins and playgrounds).</p> <p>Council also invests significant resources into maintenance of natural assets (coastal preservation and parks and opens spaces) to present our City to a high standard. While some infrastructure is principally for visitors, much is used by both locals and visitors.</p>
<b>If there are an estimated 100 short stay rentals available in Warrnambool and Council generates in the order of \$40k in fees what are these fees used for? How much is it estimated to cost administer and enforce the program?</b>	<p>The fees raised will be used to contribute and enhance the activities listed above and the administration of such will be absorbed within current resourcing levels.</p> <p>The onus will be put back onto the property owner to register the property and there is a potential fine if they choose not to register.</p>



ISSUE	RESPONSE
<p><b>There is mention that other council's ascribe a fee. Apart from Mornington for eg, which other municipalities have successfully implemented a fee and how much do they charge?</b></p>	<p>Council's deal with short stay accommodation in different ways, some charge a fee, some charge a fee and a differential rate. A differential rate would be significantly higher than charging a fee. Some local governments have applied, or have proposed applying, a limit on the number of nights a short stay property can be offered over the course of a year.</p> <p>Our research indicates the average per night rate in Warrnambool is \$200 and at an estimated 40% occupancy rate this would yield \$29,200 annually, which suggests the fee proposed by Council would not be considered an excessive amount.</p> <p>This information was sourced from the AIRDNA website - <a href="https://www.airdna.co/vacation-rental-data/app/au/default/warrnambool/overview">https://www.airdna.co/vacation-rental-data/app/au/default/warrnambool/overview</a> and we have been more conservative on the occupancy rates.</p>
<p><b>What is Council doing to alleviate homelessness and housing affordability for residents. I'm not sure that a fee for short stay rentals will change availability of houses.</b></p>	<p>Council's efforts in alleviating homelessness and housing affordability is guided by the Social and Affordable Housing Strategy and Implementation Plan which was developed with guidance from Victorian State Government in 2020/21. Council continues to advocate with federal and state government for more investment in social and affordable housing in the municipality.</p> <p>The Big Housing Build announced by the Victorian State Government in November 2020 had a \$25 million initial allocation for Warrnambool, through which the Department of Homes is providing an additional 80 homes.</p> <p>Solutions for housing will be very different whether it be social housing, homeless accommodation, housing affordability, or creating more diversity in housing choice such as higher density dwellings.</p> <p>The drivers behind housing demand and supply and prices are complex and include a multitude of factors such as land releases and demand/supply imbalance, tax policy, government incentives, banking regulation and interest rates, and broader economic conditions such as employment, wages growth, and inflation.</p> <p>Warrnambool's high level of liveability, growing significance as a regional services centre and strong track record of economic performance is seeing higher than normal growth.</p> <p>More homes are being built in Warrnambool than ever before. Council's forward planning in the zoning of numerous residential growth areas across the municipality has facilitated this strong residential development outcome through 2020 and 2021. Council continues to monitor the take-up of residential land closely and remaining supply of</p>

	<p>residential zoned land across the Warrnambool municipality. Planning is also underway for a major residential growth area in the East of Aberline area.</p> <p>Despite more houses being built in Warrnambool than ever before Council recognises the latent demand for housing and titled land at this time and continues to work with the development community and State Government agencies to do the necessary planning and technical work to bring on not only the further supply of land but also ensure the necessary associated infrastructure is delivered to the required standard. Council is working hard to increase the number of dwellings in the municipality through planning and building permits. However, there is great statutory and regulatory rigor involved in this process and Council is working hard to process the permits as fast as possible. Average building permits issued by Warrnambool City Council doubled in 2021/22.</p> <p>Council recognises that the solution to homelessness and affordable housing can only be solved through provision of homes for people who need them. And these are guided by investments from both the government and private sectors. Council is a facilitator and advocate for this.</p>
<p><b>The rate for vacant residential land is abnormally high in comparison to regular residential rates. This is demonstrated by all neighbouring councils, who do not apply a distinction in differential rates between vacant residential land and residential properties.</b></p>	<p>The rate applied is higher, however this is not an abnormal approach in regional cities. Each Council is faced with a different set of challenges and in the case of the municipalities surrounding Warrnambool they are more rural in nature and without the housing issues faced by Warrnambool.</p> <p>More appropriate comparisons around rating structures are made between regional city councils rather than more rural shires and these include:</p> <p>The City of Wodonga <a href="https://www.wodonga.vic.gov.au/About-Council/Rates/Your-rates">https://www.wodonga.vic.gov.au/About-Council/Rates/Your-rates</a></p> <p>Rural City of Wangaratta <a href="https://www.wangaratta.vic.gov.au/Residents/Rates/Your-rates-explained">https://www.wangaratta.vic.gov.au/Residents/Rates/Your-rates-explained</a></p> <p>Greater Bendigo <a href="https://www.bendigo.vic.gov.au/Payments/Rates-and-your-Property/Understand-your-Rates#:~:text=The%202021%2D2022%20rates%20in,%2C%20Maiden%20Gully%20%26%20Strathfield%20%240.00698617">https://www.bendigo.vic.gov.au/Payments/Rates-and-your-Property/Understand-your-Rates#:~:text=The%202021%2D2022%20rates%20in,%2C%20Maiden%20Gully%20%26%20Strathfield%20%240.00698617</a></p>
<p><b>The vacant residential land rate is double dipping and unjust. Vacant residential land already attracts land tax from the SRO when appropriate. By applying a higher differential rate the council is cash grabbing and unfairly targeting the same issue</b></p>	<p>Land Tax is not a Council tax. It is a Victorian Government tax which is used by the Victorian Government.</p> <p>You may find an explanation as to why this tax is collected at the State Revenue Office website. <a href="https://www.sro.vic.gov.au/land-tax">https://www.sro.vic.gov.au/land-tax</a></p> <p>While Warrnambool has a healthy supply of land that has been zoned or rezoned residential, that</p>

<b>twice. Moreover, Warrnambool is a regional centre with adequate or even good access to land and further development, it doesn't have this issue to the extent of suburban areas.</b>	does not make it immediately available for residential development. Housing developments are typically not the work of Council but by developers who own the land. The vacant residential land rate encourages the building of homes on land that is ready to be built on – which is a key to increasing housing availability.
<b>There doesn't need to be an unjust incentive to utilise Vacant Residential Land.</b>	It is certainly an incentive to encourage vacant residential land to be built on and is one of few levers available to Council to encourage an increase in housing availability.
<b>The vacant residential land rate is not appropriate. It violates the taxation principles you, the council, outline in your revenue and rating plan: Particularly, Wealth Tax and Equity.</b>	The deliberations involved in applying a differential rating system include looking at the outcomes in addition to the process. Along with seeking to achieve an equitable sharing of the rates burden, Council believes that the differential rating system is an effective means to encourage the building of homes and thereby increasing the housing stock available to purchase and/or rent by people in need of housing.
<b>By your own budget, only 4.37% of rates were raised in this differential category (which also includes Industrial, Commercial and Residential Vacant Land), so this would have a minor impact on your bottom line.</b>	The differential category makes an impact of about \$500,000 to Council's bottom line which is significant in terms of the works and services Council is able to provide. For example, over 2022-2023 Council is proposing to spend \$400,000 on stormwater management in the Japan Street catchment, which is an important flood mitigation measure.
<b>Council should increase to \$60,000 the allocation funding for the renewal and upgrade of accessible parking.</b>	Council will double the funding allocation from \$30,000 to \$60,000.
<b>Could Council develop an Accessible Parking Strategy and audit Council-owned on- and off-street parks?</b>	Council will develop a new Car Parking Strategy which will include a review of accessible parking arrangements including an audit of accessible parking spaces and compliance with current standards.

## OFFICERS' DECLARATION OF INTEREST

No declaration.

## CONCLUSION

Council has worked through an extensive process and provided opportunity for the community to comment as part of developing the Council Budget for 2022/2023.

Council is required to adopt a Budget for 2022/2023 by 30 June 2022.

## ATTACHMENTS

1. 2022-2023 Draft Budget [4.2.1 - 117 pages]



1



WARRNAMBOOL  
CITY COUNCIL

# Warrnambool City Council Draft Budget 2022-2023

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## Introduction by the Mayor and Chief Executive Officer

This Draft Budget 2022-2023 describes the way in which Council proposes to allocate resources to deliver the actions and initiatives outlined in the Council Plan 2021-2025 for our growing city of 36,000 people.

It is a formal document but in reviewing the financial allocations made to the 90-plus services Council provides it provides an insight into what Local Government does.

Every line in the Budget ultimately is about people, effort and output.

Our job is to ensure that the outputs align with our Council Plan and the long-term community vision, Warrnambool 2040.

Attention often focuses on the Local Government budget allocation which is invested in employing people.

But it is people who do the work: people drive graders, operate mowers, design roads, plant trees, clear drains, build footpaths, vaccinate children, inspect restaurant kitchens, care for vulnerable people in their homes, deliver road safety programs, evaluate applications for funding support, contain savage dogs at large, help school kids across busy roads, operate sporting venues, operate community centres, operate visitor attractions, run a library, deliver swimming lessons, provide childcare, assess planning and development proposals, supervise building projects and balance the books.

We anticipate that over the 2022-2023 we will:

- renew 3km of footpaths;
- build 2km of new footpaths;
- respond to more than 150 calls about dogs at large;
- respond to more than 25 calls for stock on roads;
- complete 300 fire hazard inspections;
- carry out 1.7 million kerbside bin lifts;
- handle more than 40,000 telephone inquiries;
- collect more than 240 domestic animals of which more than half will be returned directly to their owners by Council officers; and,
- complete more than 100,000sqm of road reseals.

We carry out about 120 traffic counts annually so that we have accurate insights on traffic volumes across our road network.

Our kindergartens provide education and care to more than 400 children.

We deliver or support dozens of events across the calendar year. Council-run events have included BeachFest, Solstice Searching and we help out with events and activities including summer markets, Australia Day, ANZAC Day, the Melbourne to Warrnambool Cycling Classic, tennis championships and the Nippers Carnival.

The number of new homes being built in our city has jumped dramatically in recent years and this has reset the average number of new homes being built annually from about 230 to well over 350. The value of residential and non-residential building activity leapt from \$116 million in 2019-2020 to \$213 million in 2020-2021.

We are expecting that the construction industry will continue to boom over 2022-2023.

As the city prospers so do businesses. Warrnambool is home to more than 40 businesses with an annual turnover in excess of \$10 million.

Another major part of what we do is advocate for the community. Advocacy takes time, it's a competitive space and it's about building relationships. It's about explaining, not complaining.

Councillors and Council staff chase external funding for major projects like the new library, Lake Pertobe, Edwards Bridge, a new boat ramp and dredging. Many grants from Federal and State governments are secured each year for a range of services and projects. This eases the burden on ratepayers and means that we can do more for our community.

That's just a small sample of the thousands of different actions undertaken by Council staff across more than 90 service categories.

Over the coming year Council will explore the possible addition of outdoor casual basketball and netball facilities at Lake Pertobe and other areas of the municipality. This initiative is about providing opportunities for young people and families to stay active and connected with their communities and will be funded through Council's Small Infrastructure Fund.

Council will also explore an additional public art installation, resourced through the Public Art Fund, at the harbour precinct to enhance the amenity of the area and the visitor offering in what is a very popular and important city precinct.

The Budget describes our commitment to maintaining the levels of service the community has come to expect and to operating in a financially sustainable manner.

It's a balancing act. We must maintain or renew existing infrastructure and consider carefully the addition of new community infrastructure.

We are proposing a substantial capital works program of \$30.4 million that will include the following new work:

- road rehabilitation and re-sheeting: \$3.1 million;
- footpath and bike path renewal: \$1.395 million;
- public toilet renewal: \$385,000;
- animal pound upgrade: \$400,000;
- Japan Street catchment diversion: \$400,000;
- hockey pitch renewal: \$600,000;
- playground renewal: \$330,000; and,
- livestock exchange renewal: \$1.8 million to \$3 million.

The \$30.4 million includes carry-over work and new works.

Council crews undertake much of the work involved with capital works projects and for the larger projects we go to the market, providing opportunities for local contractors to make competitive bids for work.

In relation to the livestock exchange, while an allocation has been made in this budget, further information will be reviewed to allow councillors to make a fully informed decision on the budgeted expenditure for this commercial proposal.

We are very active in either delivering or supporting events across the calendar year. Council-run events have included BeachFest, Solstice Searching and we help out with events and activities including summer markets, Australia Day, ANZAC Day, the Melbourne to Warrnambool Cycling Classic, tennis championships and the Nippers Carnival.

We have planned to increase our investment in library services. This reflects the move into the new shared library at the South West TAFE site, which will offer: a floorspace four times that of the current library, more books, more connectivity, better accessibility, multimedia facilities and amenities including a children's play space and a café. The number of annual visits to the library is projected to increase from under 200,000 at the existing library to more than 500,000 at the landmark new building which is designed to meet the needs of our growing population and help improve education attainment levels.

The budget includes a rate increase of 1.75 per cent which is in line with the State Government Rate Cap. Council is required to balance its ongoing financial sustainability against the capacity of its ratepayers to pay additional amounts.

Council will continue with its hardship provisions that can include payment plans, interest deferrals and, for those who meet the eligibility requirements for hardship, a rebate of \$200 to help offset the average residential rate increase. Council remains committed to working with ratepayers in a compassionate and respectful manner to achieve satisfactory outcomes for both parties where possible.

Council is also proposing to introduce a \$400 fee for short-term accommodation providers. This is in line with actions taken by other municipalities to address the inequity between recognised, registered visitor accommodation providers (eg motels, hotels) who pay a commercial rate and those also providing visitor accommodation through newer platforms such as AirBnB which have a residential rate differential applied to their properties.

In response to community feedback on the Draft Budget, Council will increase its allocation to accessible parking facilities from \$30,000 to \$60,000 and complete a Car Parking Strategy that includes an audit of accessible parking.

The vision for the four-year life of the Council Plan is for Warrnambool to be a Thriving City in the Heart of Coast and Country.

To support the vision Council developed the following five key objectives.

1. A healthy community
2. A sustainable environment
3. A strong economy
4. A connected, inclusive place
5. An effective Council

These objectives align with the four key long-term visions contained within the community vision, Warrnambool 2040.

The four pillars of the vision

1. People: in 2040 Warrnambool will be a city where all people thrive.
2. Environment: in 2040 Warrnambool will be most sustainable regional city in Australia.
3. Place: in 2040 Warrnambool will be Australia's most liveable regional city.
4. Economy: in 2040 Warrnambool will be Australia's most resilient and thriving regional economy.

### Budget influences

Council continues to balance the needs of the community versus pressure of financial sustainability. Pressure to maintain infrastructure and maintain service levels constantly challenges the organisation to find more efficient and innovative methods to deliver services.

Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. Consequently, a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

The cost of waste disposal is accelerating at a rate far in excess of CPI. Council undertakes a direct cost recovery for waste management from the community through our rates and charges per assessment. Last year Council was able to maintain that increase below CPI, this year changes to the Victorian Government landfill levy and impacts of the recycling crisis have seen an increase in the cost recovery equal to 47% of the average rates and charges increase and overall is a 6.88% increase on last year's charge.

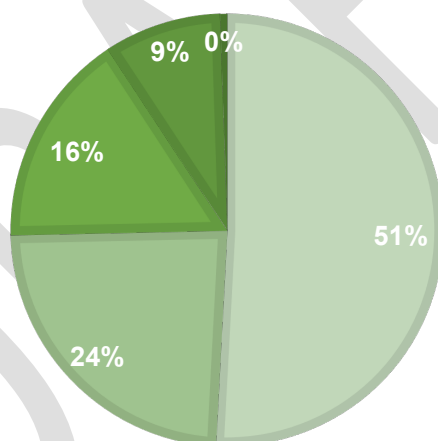
Expected Average Residential Rates	2021/22	Increase/ (Decrease)	2022/23	% Increase/ (Decrease)
Average Residential Rates	\$1,417.23	\$24.80	\$1,442.03	1.75%
Municipal Charge	\$281.29	\$4.93	\$286.22	1.75%
Waste Management Fee	\$386.00	\$26.58	\$412.58	6.88%
Average Residential Rates & Charges	<b>\$2,084.52</b>	<b>\$56.31</b>	<b>\$2,140.83</b>	<b>2.70%</b>

Waste Management Charge	2022/23	2021/22	2020/21
Garbage collection & disposal (including Naroghid)	\$91.35	\$89.99	\$85.34
Recycling collection & processing	\$66.80	\$59.58	\$58.52
FOGO collection & processing	\$58.14	\$57.73	\$52.46
Glass collection & processing	\$25.39	\$14.30	\$26.08
Street cleaning	\$64.48	\$57.82	\$54.44
Drainage cleaning/rubbish removal/foreshore cleaning	\$51.03	\$49.36	\$47.76
Council overhead	\$55.40	\$57.22	\$54.49
<b>Total</b>	<b>\$412.58</b>	<b>\$386.00</b>	<b>\$379.09</b>

How we invest each \$100	\$
Construction, roads, paths and drains	23.36
Parks, recreation, libraries and culture	18.85
Aged and family services	17.87
Administration	13.56
Economic development and tourism	10.52
Environmental, waste management and street cleaning	6.87
Engineering and planning	4.28
Regulatory control, public health and safety	3.92
Elected Council and governance	0.77
<b>Total</b>	<b>\$100.00</b>

### Council income sources 2022-2023

- Rates and charges
- Grants (operating and capital)
- Other (interest, entitlements from other Councils)
- User fees and charges
- Contributions (developers, philanthropics)



Cr Vicki Jellie  
Mayor

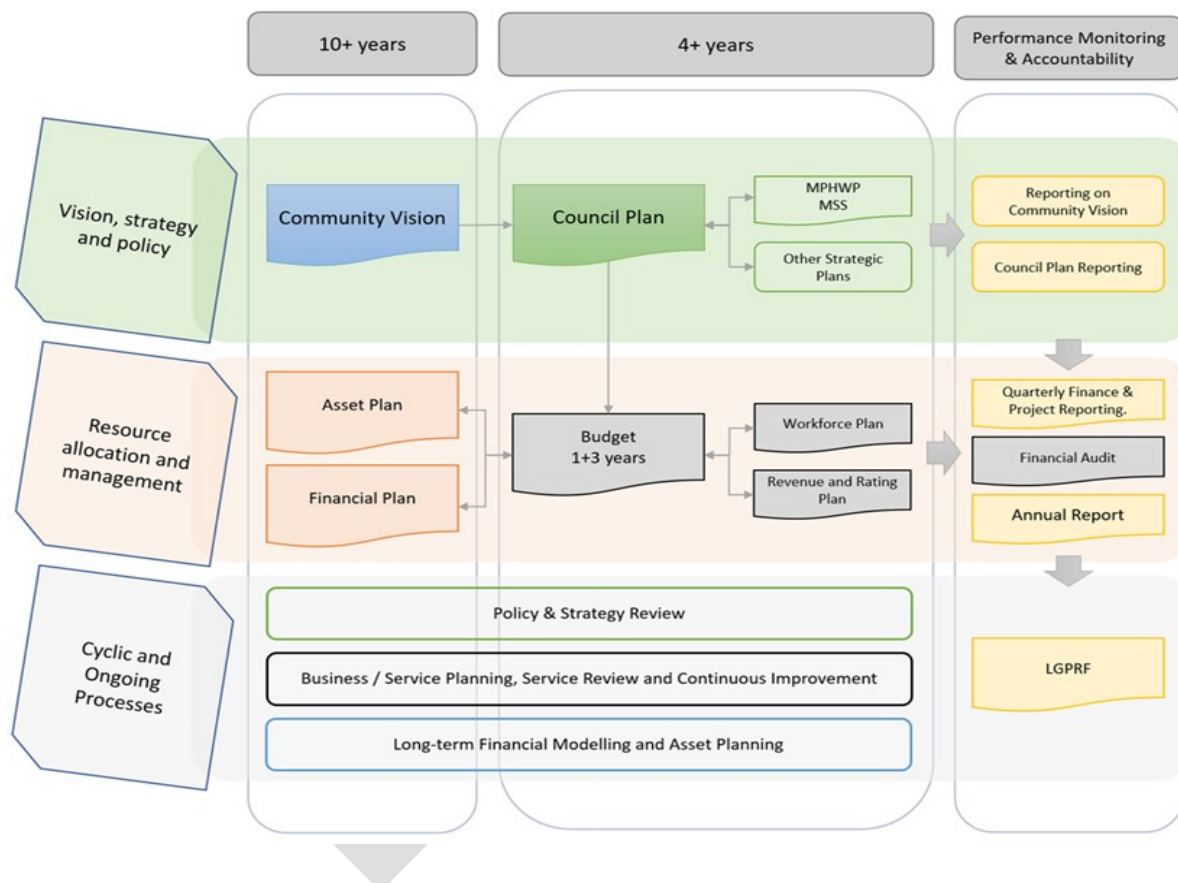
Peter Schneider  
Chief Executive Officer

## 1. Link to the Integrated Strategic Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated strategic planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

### 1.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated strategic planning and reporting framework that applies to local government in Victoria. At each stage of the integrated strategic planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



The timing of each component of the integrated strategic planning and reporting framework is critical to the successful achievement of the planned outcomes.



### 1.1.2 Key planning considerations

#### Service level planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works. Community consultation needs to be in line with Council's adopted Community Engagement Policy and Public Transparency Policy.

### 1.2 Our purpose

#### Our vision

A beautiful city at the heart of coast and country.

#### Our values

##### Accountability

We will be responsible and take ownership for our actions and decisions by being ethical, honest and transparent.

##### Collaborative

We will foster effective relationships through engagement, communication and cooperation; supporting decisions and outcomes for the benefit of all.

##### Respectful

We will treat everyone with dignity, fairness and empathy; providing them with the opportunity to share views and to be heard.

##### Progressive

We will evolve and grow by encouraging development, change and continuous improvement in everything that we do.

##### Wellbeing

We will commit to providing a safe and healthy workplace that promotes staff engagement, performance and achievement allowing all employees to flourish for the benefit of themselves and the organisation.

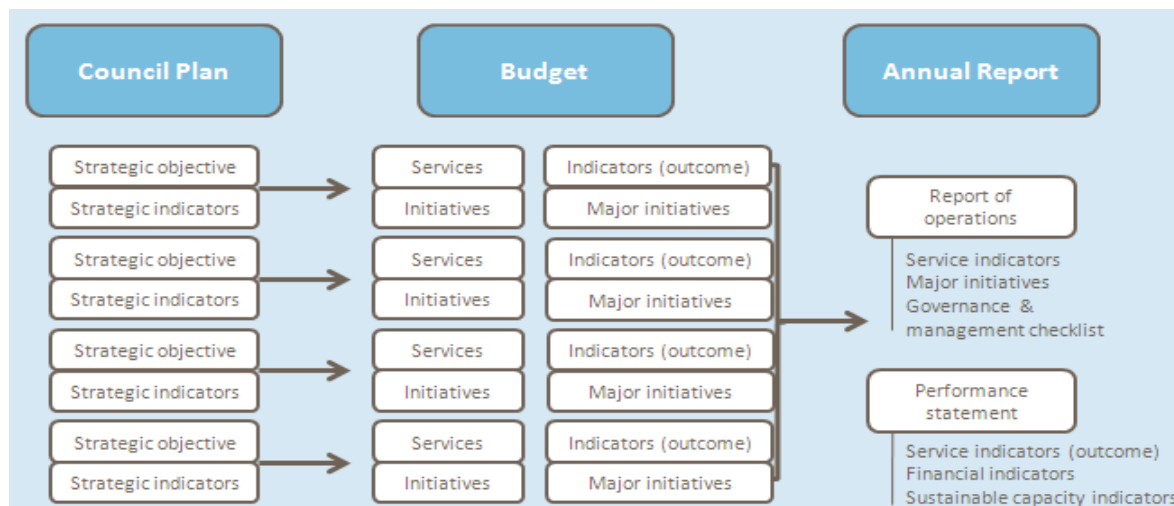
### 1.3 Strategic objectives

Council's strategic objectives were developed with the community in response to the vision and goals described in the long-term community plan, Warrnambool 2040.

Strategic Objective	Description
1. A healthy community	To be a healthy, inclusive, and thriving community with equitable access to services, cultural opportunities and recreational activities.
2. A sustainable environment	To protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.
3. A strong economy	Support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities attracting ongoing investment.
4. A connected, inclusive place	Provide quality places that all people value and want to live, work, play and learn in.
5. An effective Council	To be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and Victoria's south west.

## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2022/23 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



### 2.1 Strategic Objective 1

To be a healthy, inclusive, and thriving community with equitable access to services, cultural opportunities and recreational activities.

Strategies to achieve Strategic Objective 1 are:

- 1.1 Welcoming and inclusive city
- 1.2 Aboriginal communities
- 1.3 Health and wellbeing
- 1.4 Accessible city
- 1.5 Recreation, arts, culture and heritage
- 1.6 Community learning pathways

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

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
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.	Inc	3,571	3,327	4,770
		Exp	4,017	4,016	5,131
		Surplus / (deficit)	(446)	(689)	(361)
Family Services	This service provides family orientated support services including pre-schools, maternal & child health, child care, counselling & support, youth services, immunisation, family day care.	Inc	7,547	7,472	7,908
		Exp	8,013	8,473	8,955
		Surplus / (deficit)	(466)	(1,001)	(1,047)
Art and Culture		Inc	770	1,527	1,786

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Warrnambool Art Gallery and Light House Theatre.	Exp	1,812	2,772	2,872
		Surplus / (deficit)	(1,042)	(1,245)	(1,086)
Library Services	Provision of quality library and information services to the community.	Inc	-	305	684
		Exp	928	1,046	1,681
		Surplus / (deficit)	(928)	(741)	(997)
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.	Inc	100	106	159
		Exp	523	700	689
		Surplus / (deficit)	(423)	(594)	(530)
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.	Inc	1,501	1,952	2,618
		Exp	2,728	3,345	3,986
		Surplus / (deficit)	(1,227)	(1,393)	(1,368)
Health Services	Administration of legislative requirements pertaining to public health, immunisation and food premises. Preparation of the Health & Wellbeing plan and the Reconciliation Action Plan.	Inc	244	231	245
		Exp	575	832	976
		Surplus / (deficit)	(331)	(601)	(731)

#### Major initiatives

- 1) Renewal of hockey pitch.
- 2) Completion and of the new Warrnambool Library and Learning Centre and introduction of new operating model.

#### Other initiatives

- 3) Expansion of the kinder program for three-year-olds.
- 4) Feasibility study for an upgrade of the community aquatic and fitness centre (AquaZone).

#### Service performance outcome indicators

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Aquatic Facilities				
Health inspections of aquatic facilities	[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	3	2	2
Utilisation of Aquatic Facilities	(Number of visits to aquatic facilities / Municipal population] facilities	4.37	5.81	5.81

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Cost of Aquatic Facilities	[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$3.87	\$4.56	\$4.56
<b>Food Safety</b>				
Food safety Timeliness	Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1	2.3	2.3
Food Safety - service standard	Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	94.26%	86.54%	86.54%
Food safety - service cost	Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$281.93	\$474.56	\$474.56
Food safety - Critical and major non-compliance	[Number of critical noncompliance outcome notifications and major noncompliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100%	86.97%	86.97%
<b>Library</b>				
Library - utilisation	Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items]	3.44	3.26	3.26
Library - resource standard	Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	66.40%	61.37%	61.37%



Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Library - participation	Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	13.87%	12.22%	12.22%
Library - service cost	Cost of library service per population [Direct cost of the library service / Population]	\$21.62	\$26.96	\$26.96
Maternal and child health - service standard	Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100%	100%	100%
Maternal and child health - service cost	Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$78.44	\$70.92	\$70.92
Maternal and child health - participation	Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	77.68%	76.98%	76.98%
Maternal and child health - participation	Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	80%	79.32%	79.32%
Maternal and child health - satisfaction	Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	98.62%	97.47%	97.47%
Recreational facilities	Satisfaction	71	71	71

\* Refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators.

## 2.2 Strategic Objective 2

To protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.

Strategies to achieve Strategic Objective 2 are:

- 2.1 Natural environment
- 2.2 Water and coastal management
- 2.3 Minimise environmental impact and a changing climate
- 2.4 Water resource management
- 2.5 Waste minimisation
- 2.6 Awareness and celebration

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

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Environmental Management and Sustainability	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	Inc	5	14	13
		Exp	607	676	714
		Surplus/ (deficit)	(602)	(662)	(701)
Waste Management & Street Cleaning	This service provides kerbside collections and processing of garbage, recycling and Food Organics Green Organics (FOGO) from all households and some commercial properties in Council. It also provides street cleaning, leaf collection and street litter bins throughout Council.	Inc	10	200	5
		Exp	4,461	4,774	5,007
		Surplus/ (deficit)	(4,451)	(4,574)	(5,002)
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.	Inc	359	386	397
		Exp	4,138	4,619	4,776
		Surplus/ (deficit)	(3,779)	(4,233)	(4,379)

### Major initiatives

- 1) Continue installation of major solar panel installations on Council buildings to generate renewable energy.
- 2) Footpath and bike path renewal.

### Other initiatives

- 3) Install electric car charging station at Flagstaff Hill.

### Service Performance Outcome Indicators

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Appearance of public areas	Satisfaction	71	72	72
Environmental sustainability	Performance	61	61	61
Waste collection	Satisfaction	66	66	66

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Waste collection - service standard	[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	215.87	152.3	152.3
Waste collection -	Service standard - [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	7.03	5.77	5.77
Waste collection	Service cost - bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$86.17	\$99.90	\$99.90
Waste collection	Waste diversion - [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$61.03	\$53.81	\$53.81
Waste collection	Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill	64.30%	48.81%	48.81%

\* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

## 2.3 Strategic Objective 3: Economy

Support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities attracting ongoing investment.

Strategies to achieve Strategic Objective 3 are:

- 3.1 Build on competitive strengths
- 3.2 Emerging industries
- 3.3 Visitor growth
- 3.4 Workforce capability
- 3.5 Digital capability

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

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	Inc	175	125	130
		Exp	254	283	317
		Surplus/(deficit)	(79)	(158)	(187)
City Strategy & Development	This service prepares and processes amendments to the Council Planning Scheme. This service processes statutory planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme, prepares major policy documents and processes amendments to the Council Planning Scheme.	Inc	477	518	473
		Exp	1,360	1,607	1,766
		Surplus/(deficit)	(883)	(1,089)	(1,293)
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	Inc	1,214	1,196	1,406
		Exp	1,004	978	1,040
		Surplus/(deficit)	210	218	366
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	Inc	1,881	2,440	3,061
		Exp	1,762	1,889	2,026
		Surplus/(deficit)	119	551	1,035
Flagstaff Hill Maritime Village and Visitor Information Centre	A City and Regional tourism hub open 364 days of the year that includes a Visitor Information Centre and Flagstaff Hill Maritime Village which tells the maritime history of the region during the day and a 'Shipwrecked' Sound and Light Laser show in the evening.	Inc	845	1,058	1,237
		Exp	1,524	2,005	2,206
		Surplus/(deficit)	(679)	(947)	(969)
Economic Development	Includes the industry and business support, research and statistical analysis and project development	Inc	1	1	-
		Exp	696	721	818
		Surplus/(deficit)	(695)	(720)	(818)

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
	which underpin economic development.				
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.	Inc	138	206	215
		Exp	286	377	388
		Surplus/ (deficit)	(148)	(171)	(173)
Port of Warrnambool	Council manages the Cities port facility on behalf of the State Government.	Inc	105	238	103
		Exp	122	240	98
		Surplus/ (deficit)	(17)	(2)	5
Festivals and Events Group	Delivers a range of promotions, festivals and events along with attracting events to the city to deliver economic benefits.	Inc	39	3	2
		Exp	1,026	1,117	1,090
		Surplus / (deficit)	(987)	(1,114)	(1,088)

#### Major initiatives

- 1) Review and implement the Warrnambool Destination Action Plan with industry and Great Ocean Road Regional Tourism.
- 2) Review and implement the Warrnambool Economic Development and Investment Strategy.

#### Other initiatives

- 3) A renewed approach to more events across the year.
- 4) A 10-year Holiday Parks Investment Plan.

#### Service Performance Outcome Indicators

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Tourism development	Satisfaction	63	63	63
Population growth	Satisfaction - measure of community perception	57	57	57
Statutory planning	Timeliness - Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	35	52.05	52.05
Statutory planning	Service standard - Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	91.97%	80.16%	80.16%



Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Statutory planning	Service cost - Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$1,806.07	\$2,586.97	\$2,586.97
Statutory planning	Decision making -Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	0%	51.32%	51.32%

## 2.4 Strategic Objective 4: Place

Provide quality places that all people value and want to live, work, play and learn in.

Strategies to achieve Strategic Objective 4 are:

- 4.1 Effective planning
- 4.2 Connected community
- 4.3 Stronger neighbourhoods
- 4.4 Sustainable practices

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

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Asset Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include buildings, pavilions, roads, footpaths and tracks and drainage.	Inc	604	552	803
		Exp	2,156	2,533	2,690
		Surplus/(deficit)	(1,552)	(1,981)	(1,887)
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.	Inc	3,565	3,420	3,942
		Exp	6,704	7,169	7,476
		Surplus/(deficit)	(3,139)	(3,749)	(3,534)
Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	Inc	2,630	3,052	3,274
		Exp	2,259	2,480	2,481
		Surplus/(deficit)	371	572	793

#### Major initiatives

- 1) Complete the Principal Pedestrian Network.
- 2) Upgrade the Council animal pound.

#### Other initiatives

- 3) Targeted annual road resealing program.
- 4) Playground renewal program.

#### Service Performance Outcome Indicators

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Roads	Satisfaction of use - Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads ] x100	58.5	37.34	37.34
Roads	Condition - Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	96.80%	96.40%	96.40%
Roads	Service cost - Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$97.30	\$105.43	\$105.43
Roads	Service cost - Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$6.65	\$7.60	\$7.60
Roads	Satisfaction - Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	48	55.63	55.63
Appearance of public areas	Performance	71	72	72
Animal management	Timeliness - Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1	1.89	1.89
Animal management	Service standard Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	19.16%	41.16%	41.16%
Animal management	Service cost [Number of animals rehomed / Number of animals collected] x100	64.57%	45.93%	45.93%

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Animal management	Cost of animal management service per population [Direct cost of the animal management service / Population]	\$16.12	\$14.72	\$14.72
Animal management	Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	0%	50%	50%

## 2.5 Strategic Objective 5: Council

To be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and Victoria's south west.

Strategies to achieve Strategic Objective 5 are:

- 5.1 Leadership and governance
- 5.2 Engaged and informed communities
- 5.3 Customer focused services
- 5.4 High performance culture
- 5.5 Organisational and financial sustainability
- 5.6 Risk mitigation
- 5.7 Effective advocacy
- 5.8 Regional role and relationships

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

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Governance & 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.	Inc	175	348	-
		Exp	1,090	622	695
		Surplus/ (deficit)	(915)	(274)	(695)
Executive Services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements.	Inc	-	-	-
		Exp	469	505	521
		Surplus/ (deficit)	(469)	(505)	(521)
Communications & Customer Service	Provides a customer interface for various service units and a wide range of transactions. Includes media and marketing.	Inc	-	-	-
		Exp	976	1,056	1,172
		Surplus/ (deficit)	(976)	(1,056)	(1,172)
Volunteer Services	Volunteer Connect provides support and guidance to organisations and community	Inc	89	-	-
		Exp	126	124	128
		Surplus/ (deficit)	(37)	(124)	(128)

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
	groups that involve volunteers in their work, and provides a volunteer matching service to bring together volunteer roles, and volunteers to fill them.				
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.	Inc	2	28	-
		Exp	2,280	2,478	2,481
		Surplus/ (deficit)	(2,278)	(2,450)	(2,481)
Organisation Development & Risk Management	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time are highly productive in delivering Council's services to the community. Includes recruitment, staff inductions, training, implementation of the Corporate Risk Management Framework and managing Council's insurance portfolio.	Inc	243	126	-
		Exp	1,575	1,720	1,865
		Surplus/ (deficit)	(1,332)	(1,594)	(1,865)
Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, grants commission, legal, procurement, overhead costs including utilities and unallocated grants commission funding.	Inc	5,198	3,205	5,129
		Exp	4,796	4,131	3,980
		Surplus/ (deficit)	402	(926)	1,149
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	Inc	-	-	-
		Exp	12,099	12,650	13,050
		Surplus/ (deficit)	(12,099)	(12,650)	(13,050)

#### Major initiatives

- 1) Lodge the Council Protective Data Security Plan with the Office of the Victorian Information Commissioner.
- 2) Introduce changes through the Gender Equality Action Plan.

#### Other initiatives

- 3) Advocacy by Council on issues outlined in the Advocacy Plan.
- 4) Participate in the shared services project with Moyne and Corangamite shires.

#### Service Performance Outcome Indicators

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Governance	Transparency - Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a	12.68%	12.98%	12.98%

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
	special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors ] x100			
Governance	Consultation and engagement - Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	42	53	53
Governance	Attendance - Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	90.48%	93.23%	93.23%
Governance	Service cost - Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$42,908.86	\$43,971.14	\$43,971.14
Governance	Satisfaction - Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	38	51.31	51.31
Financial performance	Revenue level - Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	\$1,946.27	\$2,049.21	\$2,049.21
Financial performance	Expenditure level - Expenses per property assessment [Total expenses / Number of property assessments]	\$4,136.33	\$3,800.08	\$3,800.08
Financial performance	Workforce turnover - Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	13.10%	10.46%	10.46%

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Financial performance	Working capital - Current assets compared to current liabilities [Current assets / Current liabilities] x100	158.72%	175.15%	175.15%
Financial performance	Unrestricted cash - Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	125.43%	77.58%	77.58%
Financial performance	Asset renewal - Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	101.76%	99.89%	99.89%
Financial performance	Loans and borrowings - Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	20.39%	34.55%	34.55%
Financial performance	Loans and borrowings - repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.85%	4.86%	4.86%
Financial performance	Indebtedness - Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	15.09%	34.86%	34.86%
Financial performance	Adjusted underlying result - Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	3.21%	0.56%	0.56%
Financial performance	Rates concentration - Rates compared to adjusted underlying revenue	54.58%	64.34%	64.34%
Financial performance	Rates effort - Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.58%	0.62%	0.62%



### 2.3 Reconciliation with budgeted operating result

	Surplus/ (Deficit) \$'000	Expenditure \$'000	Revenue \$'000
Strategic Objective 1: Community	(6,120)	24,290	18,170
Strategic Objective 2: Environment	(10,082)	10,497	415
Strategic Objective 3: Economy	(3,122)	9,749	6,627
Strategic Objective 4: Place	(4,628)	12,647	8,019
Strategic Objective 5: Council	(5,713)	10,842	5,129
<b>Total</b>	<b>(29,665)</b>	<b>68,025</b>	<b>38,360</b>
Expenses added in:			
Depreciation	13,050		
Amortisation - Right of use assets	265		
Operational projects	372		
Net loss on disposal of property, plant and equipment	624		
Surplus/(Deficit) before funding sources	<b>(43,976)</b>		
Funding sources added in:			
Rates and charges revenue	44,693		
Grants - Capital	1,275		
Contributions - non monetary assets	6,500		
Total funding sources	<b>52,468</b>		
<b>Operating surplus/(deficit) for the year</b>	<b>8,492</b>		

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2022/23 has been supplemented with projections to 2025/26.

This section includes the following financial statements prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

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

#### Comprehensive Income Statement

For the four years ending June 30, 2026

	NOTES	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	2023/24 \$'000	Projections 2024/25 \$'000	2025/26 \$'000
<b>Income</b>						
Rates and charges	4.1.1	43,100	<b>44,693</b>	46,032	47,413	48,952
Statutory fees and fines	4.1.2	2,209	<b>2,233</b>	2,328	2,374	2,423
User fees	4.1.3	15,643	<b>18,629</b>	19,661	20,196	20,834
Grants - operating	4.1.4	17,165	<b>12,830</b>	13,088	25,850	13,650
Grants - capital	4.1.4	11,601	<b>1,275</b>	1,025	1,630	5,630
Contributions - monetary	4.1.5	3,590	<b>1,141</b>	940	1,158	978
Contributions - non-monetary	4.1.5	5,200	<b>6,500</b>	5,000	5,000	5,000
Other income	4.1.6	2,005	<b>455</b>	464	473	482
<b>Total income</b>		<b>100,513</b>	<b>87,756</b>	88,538	104,094	97,949
<b>Expenses</b>						
Employee costs	4.1.7	36,614	<b>39,299</b>	40,334	41,708	42,997
Materials and services	4.1.8	33,726	<b>25,231</b>	25,886	38,992	26,934
Depreciation	4.1.9	12,500	<b>12,966</b>	13,508	13,776	14,353
Amortisation - right of use assets	4.1.11	250	<b>265</b>	265	265	265
Bad and doubtful debts		131	<b>149</b>	151	154	158
Borrowing costs		235	<b>235</b>	283	304	372
Finance Costs - leases		45	<b>46</b>	47	48	49
Other expenses	4.1.12	410	<b>449</b>	458	467	478
Net loss on disposal of property, infrastructure, plant and equipment		272	<b>624</b>	646	668	(1,309)
<b>Total expenses</b>		<b>84,183</b>	<b>79,264</b>	81,578	96,382	84,297
<b>Surplus/(deficit) for the year</b>		<b>16,330</b>	<b>8,492</b>	6,960	7,712	13,652
<b>Other comprehensive income</b>						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		10,121	<b>10,848</b>	10,409	13,557	11,768
<b>Total other comprehensive income</b>		<b>10,121</b>	<b>10,848</b>	10,409	13,557	11,768
<b>Total comprehensive result</b>		<b>26,451</b>	<b>19,340</b>	17,369	21,269	25,420

## Balance Sheet

For the four years ending June 30, 2026

	NOTES	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	2023/24 \$'000	Projections 2024/25 \$'000	2025/26 \$'000
<b>Assets</b>						
Current assets						
Cash and cash equivalents		5,342	<b>5,285</b>	4,765	5,215	6,217
Trade and other receivables		4,731	<b>2,392</b>	2,328	2,415	2,252
Other financial assets		24,000	<b>12,991</b>	12,772	12,772	14,328
Inventories		189	<b>167</b>	169	202	171
Other assets		1,595	<b>1,363</b>	1,415	1,854	1,483
<b>Total current assets</b>	<b>4.2.1</b>	<b>35,857</b>	<b>22,198</b>	<b>21,449</b>	<b>22,458</b>	<b>24,451</b>
Non-current assets						
Trade and other receivables		19	<b>19</b>	19	19	19
Other financial assets		2	<b>1</b>	1	1	1
Property, infrastructure, plant & equipment		663,791	<b>697,637</b>	716,024	738,913	761,528
Right-of-use assets	4.2.4	1,177	<b>912</b>	647	382	117
<b>Total non-current assets</b>	<b>4.2.1</b>	<b>664,989</b>	<b>698,569</b>	<b>716,691</b>	<b>739,315</b>	<b>761,665</b>
<b>Total assets</b>		<b>700,846</b>	<b>720,767</b>	<b>738,140</b>	<b>761,773</b>	<b>786,116</b>
<b>Liabilities</b>						
Current liabilities						
Trade and other payables		3,875	<b>3,683</b>	3,781	4,506	3,933
Trust funds and deposits		1,475	<b>1,175</b>	1,195	1,215	1,175
Unearned income/revenue		2,455	<b>1,415</b>	526	999	1,005
Provisions		6,920	<b>7,087</b>	7,258	7,432	7,611
Interest-bearing liabilities	4.2.3	1,882	<b>2,217</b>	2,345	2,461	2,090
Lease liabilities	4.2.4	185	<b>191</b>	196	202	209
<b>Total current liabilities</b>	<b>4.2.2</b>	<b>16,792</b>	<b>15,768</b>	<b>15,301</b>	<b>16,815</b>	<b>16,023</b>
Non-current liabilities						
Provisions		1,116	<b>1,129</b>	1,143	1,156	1,170
Interest-bearing liabilities	4.2.3	9,999	<b>11,783</b>	12,437	13,476	13,386
Lease liabilities	4.2.4	798	<b>608</b>	411	209	-
<b>Total non-current liabilities</b>	<b>4.2.2</b>	<b>11,913</b>	<b>13,520</b>	<b>13,991</b>	<b>14,841</b>	<b>14,556</b>
<b>Total liabilities</b>		<b>28,705</b>	<b>29,288</b>	<b>29,292</b>	<b>31,656</b>	<b>30,579</b>
<b>Net assets</b>		<b>672,141</b>	<b>691,479</b>	<b>708,848</b>	<b>730,117</b>	<b>755,537</b>
Equity						
Accumulated surplus		268,963	<b>276,708</b>	283,358	291,024	301,825
Reserves		403,178	<b>414,771</b>	425,490	439,093	453,712
<b>Total equity</b>		<b>672,141</b>	<b>691,479</b>	<b>708,848</b>	<b>730,117</b>	<b>755,537</b>

## Statement of changes in equity

For the four years ending June 30, 2026

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2022 Forecast Actual</b>					
Balance at beginning of the financial year		645,690	248,976	388,264	8,450
Impact of adoption of new accounting standards		-	-	-	-
Adjusted opening balance		645,690	248,976	388,264	8,450
Surplus/(deficit) for the year		16,330	16,330	-	-
Net asset revaluation increment/(decrement)		10,121	-	10,121	-
Transfers to other reserves		-	(167)	-	167
Transfers from other reserves		-	3,824	-	(3,824)
<b>Balance at end of the financial year</b>		<b>672,141</b>	<b>268,963</b>	<b>398,385</b>	<b>4,793</b>
<b>2023 Budget</b>					
Balance at beginning of the financial year		672,141	268,963	398,385	4,793
Surplus/(deficit) for the year		8,492	8,492	-	-
Net asset revaluation increment/(decrement)		10,848	-	10,848	-
Transfers to other reserves	4.3.1	(2)	(995)	-	993
Transfers from other reserves	4.3.1	-	248	-	(248)
<b>Balance at end of the financial year</b>	4.3.2	<b>691,479</b>	<b>276,708</b>	<b>409,233</b>	<b>5,538</b>
<b>2024</b>					
Balance at beginning of the financial year		691,479	276,708	409,233	5,538
Surplus/(deficit) for the year		6,960	6,960	-	-
Net asset revaluation increment/(decrement)		10,409	-	10,409	-
Transfers to other reserves		-	(340)	-	340
Transfers from other reserves		-	30	-	(30)
<b>Balance at end of the financial year</b>		<b>708,848</b>	<b>283,358</b>	<b>419,642</b>	<b>5,848</b>
<b>2025</b>					
Balance at beginning of the financial year		708,848	283,358	419,642	5,848
Surplus/(deficit) for the year		7,712	7,712	-	-
Net asset revaluation increment/(decrement)		13,557	-	13,557	-
Transfers to other reserves		-	(203)	-	203
Transfers from other reserves		-	157	-	(157)
<b>Balance at end of the financial year</b>		<b>730,117</b>	<b>291,024</b>	<b>433,199</b>	<b>5,894</b>
<b>2026</b>					
Balance at beginning of the financial year		730,117	291,024	433,199	5,894
Surplus/(deficit) for the year		13,652	13,652	-	-
Net asset revaluation increment/(decrement)		11,768	-	11,768	-
Transfers to other reserves		-	(2,870)	-	2,870
Transfers from other reserves		-	19	-	(19)
<b>Balance at end of the financial year</b>		<b>755,537</b>	<b>301,825</b>	<b>444,967</b>	<b>8,745</b>

## Statement of cash flows

For the four years ending June 30, 2026

Notes	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Projections		
	Inflows (Outflows)	Inflows (Outflows)	2023/24 \$'000 Inflows (Outflows)	2024/25 \$'000 Inflows (Outflows)	2025-26 \$'000 Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	43,233	44,655	46,003	47,384	48,919
Statutory fees and fines	2,300	2,292	2,312	2,355	2,401
User fees	15,633	18,629	19,661	20,196	20,834
Grants - operating	17,020	12,690	13,096	26,263	13,255
Grants - capital	7,483	375	127	1,690	6,030
Contributions - monetary	3,590	1,141	940	1,158	978
Interest received	86	111	112	114	116
Trust funds and deposits taken	1,475	1,175	1,195	1,215	1,175
Other receipts	10	2,459	278	150	406
Net GST refund / payment	-	-	-	-	-
Employee costs	(36,514)	(39,119)	(40,151)	(41,520)	(42,804)
Materials and services	(35,198)	(25,127)	(25,810)	(38,721)	(27,086)
Short-term, low value and variable lease payments	-	-	-	-	-
Trust funds and deposits repaid	(1,694)	(1,475)	(1,175)	(1,195)	(1,215)
Other payments	(410)	(449)	(458)	(467)	(478)
<b>Net cash provided by/(used in) operating activities</b> 4.4.1	17,014	17,357	16,130	18,622	22,531
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(21,747)	(30,341)	(17,404)	(19,054)	(21,170)
Proceeds from sale of property, infrastructure, plant and equipment	791	266	271	276	2,282
Payments for investments	(17,000)	(12,000)	(12,000)	(11,000)	(12,557)
Proceeds from sale of investments	13,000	23,009	12,220	11,000	11,000
<b>Net cash provided by/ (used in) investing activities</b> 4.4.2	(24,956)	(19,066)	(16,913)	(18,778)	(20,445)
<b>Cash flows from financing activities</b>					
Finance costs	(234)	(235)	(283)	(304)	(372)
Proceeds from borrowings	5,500	4,000	3,000	3,500	2,000
Repayment of borrowings	(1,790)	(1,882)	(2,217)	(2,345)	(2,461)
Interest paid - lease liability	(45)	(46)	(47)	(48)	(49)
Repayment of lease liabilities	(461)	(185)	(190)	(197)	(202)
<b>Net cash provided by/(used in) financing activities</b> 4.4.3	2,970	1,652	263	606	(1,084)
Net increase/(decrease) in cash & cash equivalents	(4,972)	(57)	(520)	450	1,002
Cash and cash equivalents at the beginning of the financial year	10,314	5,342	5,285	4,765	5,215
<b>Cash and cash equivalents at the end of the financial year</b>	5,342	5,285	4,765	5,215	6,217

## Statement of capital works

For the four years ending June 30, 2026

NOTES	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Projections		
			2023/24 \$'000	2024/25 \$'000	2025-26 \$'000
<b>Property</b>					
Land	423	-	-	-	-
<b>Total land</b>	423	-	-	-	-
Buildings	-	480	1,600	3,000	-
Building improvements	2,719	3,425	4,684	1,717	1,756
<b>Total buildings</b>	2,719	3,905	6,284	4,717	1,756
<b>Total property</b>	3,142	3,905	6,284	4,717	1,756
<b>Plant and equipment</b>					
Plant, machinery and equipment	691	1,762	1,085	1,106	-
Computers and telecommunications	384	370	327	333	341
Library books	159	280	286	291	298
Paintings and exhibits	-	131	36	36	37
<b>Total plant and equipment</b>	1,234	2,543	1,734	1,766	1,808
<b>Infrastructure</b>					
Roads	4,360	4,269	4,140	4,832	4,334
Bridges	1,990	2,500	204	208	213
Footpaths and cycleways	1,782	3,364	2,289	3,325	3,366
Drainage	557	2,331	234	838	244
Recreational, leisure and community facilities	4,880	3,741	1,774	1,970	6,983
Parks, open space and streetscapes	2,368	2,584	656	363	-
Aerodromes	484	30	31	31	32
Off street car parks	290	125	-	940	-
Other infrastructure	660	4,960	61	62	64
<b>Total infrastructure</b>	17,371	23,904	9,389	12,569	17,607
<b>Total capital works expenditure</b>	4.5.1	21,747	30,352	17,407	19,052
<b>Represented by:</b>					
New asset expenditure	3,626	2,839	2,211	6,371	3,054
Asset renewal expenditure	13,359	15,486	11,386	11,361	11,185
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	4,762	12,027	3,810	1,320	6,932
<b>Total capital works expenditure</b>	4.5.1	21,747	30,352	17,407	19,052
<b>Funding sources represented by:</b>					
Grants	4,089	4,669	1,025	1,630	5,630
Contributions	345	535	-	200	-
Council cash	14,313	21,148	13,382	13,722	13,541
Borrowings	3,000	4,000	3,000	3,500	2,000
<b>Total capital works expenditure</b>	4.5.1	21,747	30,352	17,407	19,052



### Statement of human resources

For the four years ending June 30, 2026

	Forecast	Budget	Projections		
	Actual				
	2021/22	2022/23	2023/24	2024/25	2025-26
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	36,614	<b>39,299</b>	40,334	41,708	42,997
Employee costs - capital	449	<b>670</b>	689	712	735
<b>Total staff expenditure</b>	<b>37,063</b>	<b>39,969</b>	<b>41,023</b>	<b>42,420</b>	<b>43,732</b>
	FTE	<b>FTE</b>	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	399.3	<b>416.7</b>	416.7	416.7	416.7
<b>Total staff numbers</b>	<b>399.3</b>	<b>416.7</b>	<b>416.7</b>	<b>416.7</b>	<b>416.7</b>

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

Department	Budget 2022/23 \$'000	Comprises			
		Permanent		Casual	Temporary
		Full Time \$'000	Part time \$'000	\$'000	\$'000
Corporate Strategies	<b>6,221</b>	4,237	1,879	105	-
City Infrastructure	<b>11,146</b>	9,689	1,344	112	-
Community Development	<b>16,142</b>	6,208	7,908	2,026	-
City Growth	<b>5,790</b>	4,071	1,106	613	-
Total permanent staff expenditure	39,299	24,206	12,237	2,856	-
Capitalised labour costs	<b>670</b>				
<b>Total expenditure</b>	<b>39,969</b>				

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

Department	Budget 2022/23	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
Corporate Strategies	55.4	35.0	19.4	1.0	-
City Infrastructure	116.6	100.0	15.7	0.9	-
Community Development	180.0	67.0	92.0	21.0	-
City Growth	57.3	39.0	12.3	6.0	-
Total permanent staff expenditure	409.3	241.0	139.4	28.9	-
Capitalised labour costs	7.4				
<b>Total expenditure</b>	<b>416.7</b>				

### Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2026

	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
<b>Corporate Strategies</b>				
Permanent - Full time	4,237	4,349	4,497	4,636
Women	1,937	1,988	2,056	2,120
Men	2,300	2,361	2,441	2,516
Persons of self-described gender	0	0	0	0
Permanent - Part time	1,878	1,928	1,994	2,056
Women	1,617	1,660	1,717	1,770
Men	261	268	277	286
Persons of self-described gender	0	0	0	0
<b>Total Corporate Strategies</b>	<b>6,115</b>	<b>6,277</b>	<b>6,491</b>	<b>6,692</b>
<b>City Infrastructure</b>				
Permanent - Full time	9,689	9,943	10,283	10,601
Women	1,443	1,481	1,531	1,578
Men	8,246	8,462	8,752	9,023
Persons of self-described gender	0	0	0	0
Permanent - Part time	1,345	1,381	1,428	1,472
Women	756	776	802	827
Men	589	605	626	645
Persons of self-described gender	0	0	0	0
<b>Total City Infrastructure</b>	<b>11,034</b>	<b>11,324</b>	<b>11,711</b>	<b>12,073</b>
<b>Community Development</b>				
Permanent - Full time	6,208	6,371	6,588	6,792
Women	5,062	5,195	5,372	5,538
Men	1,146	1,176	1,216	1,254
Persons of self-described gender	0	0	0	0
Permanent - Part time	7,909	8,118	8,398	8,661
Women	7,245	7,437	7,694	7,935
Men	664	681	704	726
Persons of self-described gender	0	0	0	0
<b>Total Community Development</b>	<b>14,117</b>	<b>14,489</b>	<b>14,986</b>	<b>15,453</b>
<b>City Growth</b>				
Permanent - Full time	4,071	4,179	4,321	4,454
Women	1,922	1,973	2,040	2,103
Men	2,149	2,206	2,281	2,351
Persons of self-described gender	0	0	0	0
Permanent - Part time	1,106	1,135	1,174	1,210
Women	917	941	973	1,003
Men	189	194	201	207
Persons of self-described gender	0	0	0	0
<b>Total City Growth</b>	<b>5,177</b>	<b>5,314</b>	<b>5,495</b>	<b>5,664</b>
<b>Casuals, temporary and other expenditure</b>	<b>2,856</b>	<b>2,930</b>	<b>3,025</b>	<b>3,115</b>
<b>Capitalised labour costs</b>	<b>670</b>	<b>689</b>	<b>712</b>	<b>735</b>
<b>Total staff expenditure</b>	<b>39,969</b>	<b>41,023</b>	<b>42,420</b>	<b>43,732</b>

	2022/23	2023/24	2024/25	2025/26
	FTE	FTE	FTE	FTE
<b>Corporate Strategies</b>				
Permanent - Full time	35.0	35.0	35.0	35.0
Women	16.0	16.0	16.0	16.0
Men	19.0	19.0	19.0	19.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	19.4	19.4	19.4	19.4
Women	16.7	16.7	16.7	16.7
Men	2.7	2.7	2.7	2.7
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Corporate Strategies</b>	<b>54.4</b>	<b>54.4</b>	<b>54.4</b>	<b>54.4</b>
<b>City Infrastructure</b>				
Permanent - Full time	94.0	94.0	94.0	94.0
Women	14.0	14.0	14.0	14.0
Men	80.0	80.0	80.0	80.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	21.7	21.7	21.7	21.7
Women	12.2	12.2	12.2	12.2
Men	9.5	9.5	9.5	9.5
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total City Infrastructure</b>	<b>115.7</b>	<b>115.7</b>	<b>115.7</b>	<b>115.7</b>
<b>Community Development</b>				
Permanent - Full time	65.0	65.0	65.0	65.0
Women	53.0	53.0	53.0	53.0
Men	12.0	12.0	12.0	12.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	94.1	94.1	94.1	94.1
Women	86.2	86.2	86.2	86.2
Men	7.9	7.9	7.9	7.9
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Community Development</b>	<b>159.1</b>	<b>159.1</b>	<b>159.1</b>	<b>159.1</b>
<b>City Growth</b>				
Permanent - Full time	36.0	36.0	36.0	36.0
Women	17.0	17.0	17.0	17.0
Men	19.0	19.0	19.0	19.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	15.2	15.2	15.2	15.2
Women	12.6	12.6	12.6	12.6
Men	2.6	2.6	2.6	2.6
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total City Growth</b>	<b>51.2</b>	<b>51.2</b>	<b>51.2</b>	<b>51.2</b>
<b>Casuals and temporary staff</b>	28.9	28.9	28.9	28.9
<b>Capitalised labour</b>	7.4	7.4	7.4	7.4
<b>Total staff numbers</b>	<b>416.7</b>	<b>416.7</b>	<b>416.7</b>	<b>416.7</b>

#### 4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

##### 4.1 Comprehensive Income Statement

###### 4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2022/23 the FGRS cap has been set at 1.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 1.75% in line with the rate cap.

This will raise total rates and charges for 2022/23 to \$44.69 million.

###### 4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2021/22 Forecast Actual \$'000	2022/23 Budget \$'000	Change \$'000	%
General rates*	30,832	<b>32,035</b>	1,203	<b>3.90%</b>
Municipal charge*	5,056	<b>5,185</b>	129	<b>2.55%</b>
Waste management charge	6,674	<b>7,167</b>	493	<b>7.39%</b>
Supplementary rates and rate adjustments	352	<b>140</b>	(212)	<b>(60.12%)</b>
Recreational land	89	<b>75</b>	(14)	<b>(16.15%)</b>
Interest on rates and charges	97	<b>91</b>	(6)	<b>(6.19%)</b>
<b>Total rates and charges</b>	<b>43,100</b>	<b>44,693</b>	1,593	<b>3.70%</b>

\*These items are subject to the rate cap established under the FGRS.

**4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year.**

Type or class of land	2021/22 cents/\$CIV*	2022/23 cents/\$CIV*	Change
General rate for rateable other land properties	0.003652	<b>0.002640</b>	<b>(27.71%)</b>
General rate for rateable farm land properties	0.002293	<b>0.001750</b>	<b>(23.68%)</b>
General rate for rateable commercial land properties	0.006699	<b>0.006162</b>	<b>(8.02%)</b>
General rate for rateable industrial land properties	0.006180	<b>0.005451</b>	<b>(11.80%)</b>
General rate for rateable vacant land properties	0.006306	<b>0.004824</b>	<b>(23.50%)</b>
Recreational land category 1 properties	\$24,148.52	<b>\$22,625.56</b>	<b>(6.31%)</b>
Recreational land category 2 properties	0.003583	<b>0.002666</b>	<b>(25.59%)</b>

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

Type or class of land	2021/22 \$'000	2022/23 \$'000	Change \$'000	%
Other land	22,035	<b>23,024</b>	989	<b>4.49%</b>
Farm land	432	<b>458</b>	26	<b>6.02%</b>
Commercial land	5,226	<b>5,372</b>	146	<b>2.79%</b>
Industrial land	1,788	<b>1,874</b>	86	<b>4.81%</b>
Vacant land	1,351	<b>1,307</b>	(44)	<b>(3.26%)</b>
Recreational land category 1	24	<b>23</b>	(1)	<b>(5.73%)</b>
Recreational land category 2	65	<b>52</b>	(13)	<b>(20.00%)</b>
<b>Total amount to be raised by general rates</b>	<b>30,921</b>	<b>32,110</b>	1,189	<b>3.84%</b>

**4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.**

Type or class of land	2021/22 Number	2022/23 Number	Change Number	%
Other land	15,565	<b>15,856</b>	291	<b>1.87%</b>
Farm land	161	<b>163</b>	2	<b>1.24%</b>
Commercial land	942	<b>937</b>	(5)	<b>(0.53%)</b>
Industrial land	440	<b>446</b>	6	<b>1.36%</b>
Vacant land	793	<b>725</b>	(68)	<b>(8.58%)</b>
Recreational land category 1	1	<b>1</b>	0	<b>0.00%</b>
Recreational land category 2	17	<b>16</b>	(1)	<b>(5.88%)</b>
<b>Total number of assessments</b>	<b>17,919</b>	<b>18,144</b>	225	<b>1.26%</b>

**4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV)**

**4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.**

Type or class of land	2021/22	2022/23	Change	
	\$'000	\$'000	\$'000	%
Other land	6,033,812	<b>8,722,742</b>	2,688,930	<b>44.56%</b>
Farm land	188,280	<b>261,820</b>	73,540	<b>39.06%</b>
Commercial land	780,086	<b>871,879</b>	91,793	<b>11.77%</b>
Industrial land	289,321	<b>343,762</b>	54,441	<b>18.82%</b>
Vacant land	214,250	<b>271,049</b>	56,799	<b>26.51%</b>
Recreational land category 1	2,670	<b>2,850</b>	180	<b>6.74%</b>
Recreational land category 2	18,031	<b>19,479</b>	1,448	<b>8.03%</b>
<b>Total value of land</b>	<b>7,526,450</b>	<b>10,493,581</b>	<b>2,967,131</b>	<b>39.42%</b>

**4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year.**

Type of Charge	Per Rateable Property 2021/22	Per Rateable Property 2022/23	Change	
	\$	\$	\$	%
Municipal	281.29	286.21	4.92	1.75%

**4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year.**

Type of Charge	2021/22	2022/23	Change	
	\$	\$	\$	%
Municipal	5,056	5,185	129	2.55%

**4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year.**

Type of Charge	Per Rateable Property 2021/22	Per Rateable Property 2022/23	Change	
	\$	\$	\$	%
Waste management charge	386.00	412.58	26.58	6.89%
<b>Total</b>	<b>386.00</b>	<b>412.58</b>	<b>26.58</b>	<b>6.89%</b>

**4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.**

Type of Charge	2021/22	2022/23	Change	
	\$	\$	\$	%
Waste management charge	6,674	7,167	493	7.39%
<b>Total</b>	<b>6,674</b>	<b>7,167</b>	<b>493</b>	<b>7.39%</b>



**4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year (excluding Recreational and Cultural Land and interest).**

	2021/22 \$'000	2022/23 \$'000	Change \$'000	%
Rates and Charges	42,562	<b>44,387</b>	1,825	<b>4.29%</b>
Supplementary Rates	352	<b>140</b>	(212)	<b>(60.12%)</b>
<b>Total Rates and charges</b>	<b>42,914</b>	<b>44,527</b>	1,613	<b>3.76%</b>

**4.1.1(l) Fair Go Rates System Compliance**

Victoria City Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2021/22	2022/23
Total Rates	\$35,335	\$ 36,580
Number of rateable properties	17,901	18,127
Base Average Rate	\$1,974	\$ 2,018
Maximum Rate Increase (set by the State Government)	1.50%	<b>1.75%</b>
Capped Average Rate	\$ 2,004	\$ 2,053
Maximum General Rates and Municipal Charges Revenue	\$35,865	\$ 37,220
Budgeted General Rates and Municipal Charges Revenue	\$35,865	\$ 37,220
Budgeted Supplementary Rates	\$ 200	\$140
Budgeted Total Rates and Municipal Charges Revenue	\$36,065	\$ 37,360

**4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges**

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

- The making of supplementary valuations (2022/23: estimated \$0.14m and 2021/22: \$0.35m)
- 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.

**4.1.1(n) Differential rates**

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

- A general rate of 0.2640% (0.002640 cents in the dollar of CIV) for all rateable other land properties;
- A general rate of 0.1750% (0.001750 cents in the dollar of CIV) for all rateable farm land properties;
- A general rate of 0.6162% (0.006162 cents in the dollar of CIV) for all rateable commercial properties;
- A general rate of 0.5451% (0.005451 cents in the dollar of CIV) for all rateable industrial properties;
- A general rate of 0.4824% (0.004824 cents in the dollar of CIV) for all rateable vacant land properties; and

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.

**Commercial land**

Commercial land is any land, which is:

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

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

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

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

1. Rateable property used for income generation from business and administrative purposes, including, but not limited to, properties used for:

- The sale or hire of goods by retail or trade sales, e.g. shops, auction rooms, milk bars, newsagents;
- The manufacture of goods where the goods are sold on the property;
- The provision of entertainment, e.g. theatres, cinemas, amusement parlours;
- Media establishments, e.g. radio stations, newspaper offices, television stations;
- The provision of accommodation other than residential, e.g. motels, caravan parks, camping grounds, camps, accommodation houses, hostels, boarding houses;
- The provision of hospitality, e.g. hotels, bottle shops, restaurants, cafes, takeaway food establishments, tearooms;
- Tourist and leisure industry, e.g. flora and fauna parks, gymnasiums, boatsheds, indoor sports stadiums, gaming establishments;
- The provision of education, e.g. schools, museums, art galleries;
- Showrooms, e.g. display of goods;
- Religious purposes; and
- Public offices and halls.

2. Properties used for the provision of health services including, but not limited to, properties used for hospitals, nursing homes, rehabilitation, medical practices and dental practices."

"

3. Properties used as offices including, but not limited to, properties used for legal practices, real estate agents, veterinary surgeons, accounting firms and advertising agencies.

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2022/23 financial year.

"

#### **Farm Land**

"Farm land is any land, which is:

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2022/23 financial year.

#### **Industrial land**

"Industrial land is any land, which is:

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

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

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2022/23 financial year.

#### **Vacant land**

"Vacant land is any land, which is:

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

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

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

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

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

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

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

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

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

#### **Other land**

"Other land is any land, which is:

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2022/23 financial year.

### Cultural and Recreational land

The amounts listed are subject to change until the Valuer General Victoria has provided council with a Generally True and Correct Declaration for the 2021 General Revaluation.

Ratepayer	Assessment Number	Property Address	Amount \$
Showgrounds Reserve Committee Of Management	129359	331 Koroit St Warrnambool	7,437.87
Warrnambool Golf Club Inc.	131150	1-35 Younger St Warrnambool	4,158.81
Warrnambool Swimming Club	131388	10 Queens Rd Warrnambool	1,706.18
Christ Church Tennis Club	132180	66 Henna St Warrnambool	1,639.53
Warrnambool Croquet Club Inc.	134926	60-62 Cramer St Warrnambool	506.52
Warrnambool Yacht Club Inc.	138135	44 Viaduct Rd Warrnambool	719.79
Warrnambool Racing Club Inc.	135344	2-64 Grafton Rd Warrnambool	21,087.30
Warrnambool Ski Club Inc.	138747	26 Simpson St Warrnambool	1,013.04
Warrnambool Lawn Tennis Club	139872	33-45 Pertobe Rd Warrnambool	3,545.65
Warrnambool Bowls Club	140336	81-85 Timor St Warrnambool	4,052.17
Warrnambool Kart Club	140883	162 Buckleys Rd Allansford	573.17
Dennington Bowling Club Inc.	141525	36 Princes Hwy	2,092.73
St Joseph Primary School Supergrass Tennis	141935	40 Bromfield St Warrnambool	999.71
Warrnambool City Memorial Bowling Club	134927	50-56 Cramer St Warrnambool	22,625.56
Warrnambool Offshore Light Game Fishing Club	17654	48 Viaduct Rd Warrnambool	77.31
Warrnambool BMX Club	150399	51 Pertobe Rd Warrnambool	653.15
Warrnambool Bowls Club (Carpark)	140338	91 Timor Street Warrnambool	1,666.19

#### 4.1.2 Statutory fees and fines

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change	
			\$'000	%
Animal control	517	515	(2)	(0.39%)
Health and local laws	154	159	4	2.66%
Parking fines	581	645	65	11.11%
Permits and certificates	316	312	(4)	(1.27%)
Town planning and building	641	603	(39)	(6.05%)
<b>Total statutory fees and fines</b>	<b>2,209</b>	<b>2,233</b>	<b>24</b>	<b>1.08%</b>

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

- Parking fines are expected to increase in 2022/23 as Council introduced new parking initiatives (free 1 hour off-street parking) during 2021/22 and took a cautious approach to compliance to help assist with the new parking model.
- Town planning and building fees are currently at record levels and would look to stabilise over the 2022/23 financial year.

#### 4.1.3 User fees

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change	
			\$'000	%
Property management	816	<b>1,061</b>	245	<b>29.99%</b>
Indoor aquatic centre	1,122	<b>1,663</b>	541	<b>48.21%</b>
Children's services	4,148	<b>4,358</b>	210	<b>5.07%</b>
Multi-purpose sports stadium	792	<b>913</b>	121	<b>15.23%</b>
Cultural centres	1,249	<b>1,507</b>	258	<b>20.68%</b>
Regulatory control	1,752	<b>1,912</b>	160	<b>9.11%</b>
Tourism and promotion	1,010	<b>1,188</b>	179	<b>17.69%</b>
Foreshore holiday parks	2,414	<b>3,035</b>	621	<b>25.72%</b>
Livestock exchange	1,171	<b>1,381</b>	211	<b>18.00%</b>
Aged services fees	703	<b>1,109</b>	406	<b>57.84%</b>
Other fees and charges	455	<b>501</b>	46	<b>10.10%</b>
<b>Total user fees</b>	<b>15,631</b>	<b>18,629</b>	<b>2,997</b>	<b>19.18%</b>

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

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.

- Large increases across Councils operating business are expected which mainly relates to the impact of the COVID19 restrictions in 2021/22. Council is looking to recover from these impacts through 2022/23.



#### 4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's budget.

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000 %	
<b>Summary of grants</b>				
Commonwealth funded grants	10,231	7,614	(2,617)	(25.58%)
State funded grants	17,541	6,490	(11,051)	(63.00%)
<b>Total grants received</b>	<b>27,773</b>	<b>14,105</b>	<b>(13,668)</b>	<b>(49.21%)</b>
(a) Operating Grants				
Recurrent - Commonwealth Government				
Victoria Grants Commission - Financial Assistance Grant	1,888	3,754	1,866	98.80%
Victoria Grants Commission - local roads	338	702	364	107.82%
Aged services	2,031	1,883	(148)	(7.28%)
<b>Recurrent - State Government</b>				
Port operations	233	98	(135)	(58.03%)
Family and children	3,276	3,482	206	6.29%
Aged services	644	689	45	7.06%
Cultural services	599	631	32	5.40%
Infrastructure Services	48	95	47	97.92%
Environmental initiatives	71	72	1	1.16%
School crossing supervision	198	198	0	0.00%
Pension rebate	718	730	12	1.67%
<b>Total recurrent grants</b>	<b>10,043</b>	<b>12,333</b>	<b>2,290</b>	<b>22.81%</b>
Non-recurrent - Commonwealth Government				
Cultural services	7	-	(7)	(100.00%)
Non-recurrent - State Government				
Port operations	3,289	-	(3,289)	(100.00%)
Economic development	646	-	(646)	(100.00%)
Family and children	1,094	466	(628)	(57.43%)
Aged services	17	-	(17)	(100.00%)
Cultural centres	153	2	(151)	(98.89%)
Infrastructure services	249	29	(220)	(88.35%)
Environment initiatives	247	-	(247)	(100.00%)
Other non-recurrent State Government	420	-	(420)	(100.00%)
<b>Total non-recurrent grants</b>	<b>6,120</b>	<b>496</b>	<b>(5,624)</b>	<b>(91.89%)</b>
<b>Total operating grants</b>	<b>16,163</b>	<b>12,830</b>	<b>(3,334)</b>	<b>(20.63%)</b>
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	650	425	(225)	(34.62%)
<b>Total recurrent grants</b>	<b>650</b>	<b>425</b>	<b>(225)</b>	<b>(34.62%)</b>
Non-recurrent - Commonwealth Government				
Infrastructure Services	5,318	850	(4,468)	(84.01%)
Non-recurrent - State Government				
Recreation	950	-	(950)	(100.00%)
Cultural centres	9	-	(9)	(100.00%)
Infrastructure services	4,683	-	(4,683)	(100.00%)
<b>Total non-recurrent grants</b>	<b>10,959</b>	<b>850</b>	<b>(10,109)</b>	<b>(92.24%)</b>
<b>Total capital grants</b>	<b>11,609</b>	<b>1,275</b>	<b>(10,334)</b>	<b>(89.02%)</b>
<b>Total Grants</b>	<b>27,773</b>	<b>14,105</b>	<b>(13,668)</b>	<b>(49.21%)</b>

Grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and funding the capital works program.

Recurrent operating grants are expected to move with CPI and growth. The 2021/22 Financial Assistance Grant allocations were 50% prepaid in the prior financial year whilst the 2022/23 allocations are budgeted to be fully received in the proposed 2022/23 budget. Non-recurrent operating grants mainly relate to one-off projects that are due for completion in 2021/22 including the Outdoor Dining and Entertainment program.

A number of large capital projects with grant funding have been forecast in 2021/22 and include Stanley Street Bridge upgrade (\$2.0m), Lake Pertobe upgrade (\$1.3m), Local Roads & Community Infrastructure Funding (\$1.4m) and projects at the Port of Warrnambool (\$4.5m).

#### 4.1.5 Contributions

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change	
			\$'000	%
Monetary	3,593	1,141	(2,452)	(68.25%)
Non-monetary	5,200	6,500	1,300	25.00%
<b>Total contributions</b>	<b>8,793</b>	<b>7,641</b>	<b>(1,152)</b>	<b>(13.11%)</b>

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

This income can swing considerably between years as it is largely dependent on development activity driven by the housing market and developers. The 2021/22 forecast assumes contributions for the new Industrial Estate.

Non-monetary contributions occur when 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. Based on the current levels of development and future projects, Council is expecting an increase in 2022/23.

#### 4.1.6 Other income

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change	
			\$'000	%
Interest	86	110	24	27.70%
Infrastructure Services	59	53	(7)	(11.47%)
Family and Community	17	85	68	407.72%
Reimbursements	607	166	(441)	(72.65%)
Other Income	437	42	(394)	(90.33%)
<b>Total other income</b>	<b>1,205</b>	<b>455</b>	<b>(750)</b>	<b>(62.23%)</b>

Other revenue relates to a range of items such as investment interest, private works, cost recoups and other miscellaneous income items. The 2021/22 forecast includes an insurance claim for loss of income at Florence Collins as a result of the building failure and a rebate for the installation of low energy street lighting.

#### 4.1.7 Employee costs

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change	
			\$'000	%
Wages and salaries	32,095	34,623	2,528	7.88%
WorkCover	1,270	780	(490)	(38.58%)
Superannuation	3,060	3,610	550	17.98%
Fringe Benefit Tax	301	285	(15)	(5.10%)
<b>Total employee costs</b>	<b>36,726</b>	<b>39,299</b>	<b>2,572</b>	<b>7.00%</b>

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

Employee costs are budgeted to increase by \$2.58m compared to the 2021/22 forecast. This is mainly due to the COVID19 restrictions in 2021/22 that meant a number of facilities were closed or had reduced operating levels, it is estimated that this reduced the 2021/22 employees by \$1.05m. In 2022/23, the new Library & Learning Hub is expected to open with an increased service level in the new building which is significantly larger than the existing library. The impact of the new library service is an increase in employee costs of \$0.45m. The balance of the movement is made up of increases assumed through a new Enterprise Agreement, banding increments and the legislated superannuation guarantee increasing from 10.0% to 10.5%.

#### 4.1.8 Materials and services

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change	
			\$'000	%
Infrastructure Services	5,739	5,199	(539)	(9.40%)
Waste Management	4,142	4,329	188	4.54%
Recreation and Cultural Services	3,358	3,495	137	4.07%
Children's Services	3,506	1,425	(2,081)	(59.35%)
Corporate Services	5,154	5,233	80	1.54%
Tourism and Promotions	2,811	1,410	(1,401)	(49.84%)
Aged Services	1,419	1,354	(65)	(4.57%)
Foreshore Caravan Parks	666	644	(23)	(3.42%)
Livestock Exchange	475	514	39	8.21%
Planning and building services	1,936	433	(1,503)	(77.64%)
Health and Local Laws	1,354	1,194	(160)	(11.81%)
Other	3,282	-	(3,282)	(100.00%)
<b>Total materials and services</b>	<b>33,842</b>	<b>25,231</b>	<b>(8,611)</b>	<b>(25.45%)</b>

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

Council's expenditure on materials and services is budgeted to decrease in 2022/23 due to the following:

- a reduction in the number of funded projects, particularly in relation to the support for COVID19 that was received in 2021/22
- a reduction in the number of projects where Council acts as auspice
- in 2021/22, Council is undertaking a number of projects that would generally would be considered capital in nature, however, as they relate to non-Council assets they are considered an operating expense. Examples of this include the contribution to the new Library & Learning Hub (\$2.75m), dredging at the Lady Bay (\$1.0m), the boat ramp upgrade (\$3.5m) and the other upgrades at the Port of Warrnambool (\$0.64m).

Council is managing to tightly control expenditure in the face of rising costs through the continual revision of service delivery and ongoing pursuit of efficiencies in operations.

#### 4.1.9 Depreciation

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000 %	
Property	2,180	2,261	81	3.73%
Plant & equipment	1,618	1,678	60	3.73%
Infrastructure	8,702	9,027	325	3.73%
<b>Total depreciation</b>	<b>12,500</b>	<b>12,966</b>	<b>466</b>	<b>3.73%</b>

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.47 million for 2022/23 will be due to the capitalisation of new infrastructure completed in 2021/22.

#### 4.1.10 Amortisation

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000 %	
Right of use assets	250	265	15	6.00%
<b>Total amortisation - right of use assets</b>	<b>250</b>	<b>265</b>	<b>15</b>	<b>6.00%</b>

#### 4.1.11 Other expenses

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000 %	
Councillor allowances	264	281	17	6.27%
Auditors remuneration - internal	57	59	2	3.51%
Auditors remuneration - VAGO	67	72	5	7.46%
Other expenses	23	38	15	66.67%
<b>Total other expenses</b>	<b>410</b>	<b>449</b>	<b>39</b>	<b>9.39%</b>

## 4.2 Balance Sheet

### 4.2.1 Assets

Cash assets include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of less than 90 days. Investments exceeding 90 days are classified as financial assets. These balances are projected to decrease in 2022/23 as a number of major capital works are completed from the previous budget.

Trade and other receivables are monies owed to Council by ratepayers and others. It is expected that these will remain consistent with a number rental and rate deferrals coming to an end.

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

### 4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. No significant movement is expected in this category for 2022/23.

Provisions include accrued long service leave, annual leave owing to employees and rehabilitation costs for a cessed landfill site. These employee entitlements are only expected to increase marginally and are influenced by the outcome of the current Enterprise Agreement negotiation and active management of leave entitlements.

### 4.2.3 Borrowings

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

	Forecast Actual	Budget	Projections		
	2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	8,172	11,882	14,000	14,783	15,938
Amount proposed to be borrowed	5,500	4,000	3,000	3,500	2,000
Amount projected to be redeemed	(1,790)	(1,882)	(2,217)	(2,345)	(2,461)
<b>Amount of borrowings as at 30 June</b>	<b>11,882</b>	<b>14,000</b>	<b>14,783</b>	<b>15,938</b>	<b>15,477</b>

Interest-bearing loans and borrowings are liabilities of Council. The Council is forecasting to borrow \$5.50m in 2021/22 for the Reid Oval upgrade (\$3.0m) and the Learning & Library Hub (\$2.50m). The final drawdown for the Learning & Library Hub may be drawn down in the 2022/23 financial year as it is tied to a State Government scheme that require milestones to be achieved before the funds can be released.

In 2022/23 Council plans to repay loan principal of \$1.88 million and drawdown new loan funds of \$4.00 million relating to the Smart Buildings project and, pending a commercial decision, the rectification/upgrade of the Livestock Exchange.

#### 4.2.4 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2021/22 \$	Budget 2022/23 \$
<b>Right-of-use assets</b>		
Land and buildings	91	79
Plant & Equipment	1,086	833
<b>Total right-of-use assets</b>	<b>1,177</b>	<b>912</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Land and buildings	12	12
Plant & Equipment	173	179
<b>Total current lease liabilities</b>	<b>185</b>	<b>191</b>
<b>Non-current lease liabilities</b>		
Land and buildings	70	58
Plant & Equipment	728	550
<b>Total non-current lease liabilities</b>	<b>798</b>	<b>608</b>
<b>Total lease liabilities</b>	<b>983</b>	<b>799</b>

#### 4.3 Statement of changes in Equity

##### 4.3.1 Reserves

"Reserves contain both specific cash backed reserves and asset revaluation amounts. Cash backed reserves include statutory reserves, Councils drainage and Carparking/CBD funds.

The asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations. Assets valuations are required to be considered annually and formally revalued if there is a material change."

##### 4.3.2 Equity

Accumulated surplus is the value of all net assets less specific reserve allocations and revaluations that have built up over financial years.

#### 4.4 Statement of Cash Flows

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.

##### 4.4.1 Net cash flows provided by/used in operating activities

Net operating cash flows are expected to remain consistent with 2021/22 levels.

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."

##### 4.4.2 Net cash flows provided by/used in investing activities

Significant capital projects are expected to be completed in 2022/23, some of which are being carried forward from the 2021/22 budget. This will increase the payments for property, plant and equipment and result in Council drawing down some of its short term investments to fund this.



#### 4.4.3 Net cash flows provided by/used in financing activities

Net borrowings (Loan funds less repayments) for the 2022/23 budget include new borrowings for the rectification/upgrade of the Livestock Exchange (pending a final commercial decision) and Council's investment in energy saving initiatives (smart buildings project).

#### 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2022/23 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

##### 4.5.1 Summary

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Property	3,142	<b>3,905</b>	763	<b>24.28%</b>
Plant and equipment	1,234	<b>2,543</b>	1,309	<b>106.08%</b>
Infrastructure	17,371	<b>23,904</b>	6,533	<b>37.61%</b>
<b>Total</b>	21,747	<b>30,352</b>	8,605	<b>39.57%</b>

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	<b>3,905</b>	-	2,180	1,725	-	-	250	2,655	1,000
Plant and equipment	<b>2,543</b>	411	2,132	-	-	-	-	2,543	-
Infrastructure	<b>23,904</b>	2,428	11,174	10,302	-	4,669	285	15,950	3,000
<b>Total</b>	<b>30,352</b>	2,839	15,486	12,027	-	4,669	535	21,148	4,000

Council has more than 250 major buildings with a replacement cost of over \$128 million and includes buildings and improvements for community facilities, sports facilities and pavilions and municipal buildings. These assets require renewal investment in addition to the new scheduled building projects. The majority of Councils building capital works program is focused on asset renewal rather than building new assets.

Plant and equipment includes plant, machinery and equipment, computers and telecommunications and art works. The majority of the spend in this category for 2022/23 relates to renewing Councils plant, machinery and equipment.

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

In 2022/23 (including 2021/22 expected carried forward projects), \$4.27 million will be spent on renewing the roads, \$3.91 on renewing and upgrading buildings, \$2.33m on improving our drainage network, \$2.30 million on bridge upgrades, \$4.96m on the Livestock Exchange and \$3.36m on footpaths and cycleways and investing \$3.71m in recreational facilities

#### 4.5.2 Current budget

Capital Works Area	Project	Asset expenditure types				Summary of Funding Sources			
	Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>									
Buildings									
Minor works	180	-	180	-	-	-	-	180	-
Public toilet renewal	386	-	386	-	-	-	-	386	-
Building renewal general funding	885	-	885	-	-	-	-	885	-
Holiday Park facility improvements	150	-	150	-	-	-	-	150	-
Roof access audit and improvements	50	-	50	-	-	-	-	50	-
Civic Centre refurbishment	300	-	-	300	-	-	-	300	-
Infrastructure accessibility fund	50	-	50	-	-	-	-	50	-
Energy saving initiatives	1,000	-	-	1,000	-	-	-	-	1,000
Building Improvements									
Matron Swinton placespace upgrade	80	-	-	80	-	-	-	80	-
Council pound upgrade	400	-	400	-	-	-	-	400	-
<b>TOTAL PROPERTY</b>	<b>3,481</b>	<b>-</b>	<b>2,101</b>	<b>1,380</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,481</b>	<b>1,000</b>
<b>PLANT AND EQUIPMENT</b>									
Plant, Machinery and Equipment									
Plant replacement	1,064	-	1,064	-	-	-	-	1,064	-
Computers and Telecommunications									
IT hardware	320	-	320	-	-	-	-	320	-
Paintings and Exhibits									
Art work acquisitions	15	15	-	-	-	-	-	15	-
Public art initiatives	20	20	-	-	-	-	-	20	-
Library Books									
Library stock renewal	280	280	-	-	-	-	-	280	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>1,699</b>	<b>315</b>	<b>1,384</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,699</b>	<b>-</b>

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
Roads									
Road safety audit implementation	30	-	30	-	-	-	-	30	-
Road safety strategy implementation	115	-	115	-	-	-	-	115	-
Street lighting improvements	30	-	30	-	-	-	-	30	-
Local roads rehabilitation and resheets	3,106	-	3,106	-	-	425	-	2,681	-
Road reseal program	772	-	772	-	-	-	-	772	-
Bridges									
Bridge renewal	200	-	200	-	-	-	-	200	-
Footpaths and Cycleways									
Footpath construction	135	135	-	-	-	-	-	135	-
Linkage paths	170	170	-	-	-	-	-	170	-
Footpath and bicycle path renewal	1,395	-	1,395	-	-	-	-	1,395	-
Small infrastructure fund projects	311	311	-	-	-	-	-	311	-
Beach access	183	-	183	-	-	-	-	183	-
Drainage									
Priority backlog drainage	229	-	229	-	-	-	-	229	-
Japan Street catchment diversion	400	-	-	400	-	-	-	400	-
Local roads and community infrastructure	850	-	-	850	-	850	-	-	-
Recreational, Leisure & Community Facilities									
Recreational facilities upgrade	250	-	-	250	-	-	-	250	-
River upgrades	48	-	48	-	-	-	-	48	-
Synthetic hockey pitch renewal	600	-	600	-	-	-	200	400	-
Parks, Open Space and Streetscapes									
Playground renewal	330	-	330	-	-	-	-	330	-
McGennans change facilities	60	-	60	-	-	-	-	60	-
Aerodromes									
Aerodrome minor improvements	30	-	30	-	-	-	-	30	-
Other Infrastructure									
Livestock exchange rectification & improvements	3,060	-	60	3,000	-	-	-	60	3,000
TOTAL INFRASTRUCTURE	12,304	616	7,188	4,500	-	1,275	200	7,829	3,000
TOTAL NEW CAPITAL WORKS	17,484	931	10,673	5,880	-	1,275	200	12,009	4,000

**4.5.3 Works carried forward from the 2021-2022 year**

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Building Improvements									
Public toilet renewal	79	-	79	-	-	-	-	79	-
Energy saving initiatives	250	-	-	250	-	-	250	-	-
West Warrnambool neighbourhood house redevelopment	95	-	-	95	-	-	-	95	-
TOTAL PROPERTY	424	-	79	345	-	-	250	174	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant replacement	698	-	698	-	-	-	-	698	-
Computers and Telecommunications									
IT hardware	50	-	50	-	-	-	-	50	-
Paintings and Exhibits									
Art work acquisitions	38	38	-	-	-	-	-	38	-
Public art initiatives	58	58	-	-	-	-	-	58	-
TOTAL PLANT AND EQUIPMENT	844	96	748	-	-	-	-	844	-

Capital Works Area	Project	Asset expenditure types				Summary of Funding Sources				
	Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000	
INFRASTRUCTURE										
Roads										
Construction Queens Road	113	-	113	-	-	-	-	113	-	
Disabled parking	30	-	30	-	-	-	-	30	-	
TAC - Mortlake Rd connection	73	-	73	-	-	73	-	-	-	
Bridges										
Stanley Street bridge upgrade	2,300	-	-	2,300	-	1,200	-	1,100	-	
Footpaths and Cycleways										
Footpath construction	80	80	-	-	-	-	-	80	-	
Small infrastructure fund projects	800	800	-	-	-	-	-	800	-	
Beach access	290	-	290	-	-	-	-	290	-	
Drainage										
Russells Creek flash flood warning system	182	182	-	-	-	37	-	145	-	
Japan Street catchment diversion	120	-	-	120	-	-	-	120	-	
Buckley's Road drainage	250	-	-	250	-	50	-	200	-	
Tooram Rd drainage	300	-	-	300	-	-	-	300	-	
Recreational, Leisure & Community Facilities										
Recreational facilities upgrade	1,550	-	-	1,550	-	900	-	650	-	
Jubilee Park Allansford accessible toilets	200	-	200	-	-	-	-	200	-	
Jubilee Park Allansford boat ramp extension	85	-	85	-	-	-	-	85	-	
Redecking Hopkins river rowing platform	60	-	60	-	-	-	-	60	-	
Jetty Flat pavilion redevelopment project	948	-	-	948	-	50	85	813	-	
Parks, Open Space and Streetscapes										
Playground renewal	250	-	250	-	-	-	-	250	-	
Developer - raingarden	10	-	10	-	-	-	-	10	-	
Lake Pertobe upgrade works	1,500	750	750	-	-	750	-	750	-	
Developer - street trees	100	-	100	-	-	-	-	100	-	
South of the Merri masterplan implementation	334	-	-	334	-	334	-	-	-	
Off Street Car Parks										
Carpark construction	125	-	125	-	-	-	-	125	-	
Other Infrastructure										
Livestock Exchange rectification & improvements	1,900	-	1,900	-	-	-	-	1,900	-	
TOTAL INFRASTRUCTURE	11,600	1,812	3,986	5,802	-	3,394	85	8,121	-	
TOTAL CARRIED FORWARD CAPITAL WORKS 2021/22	12,868	1,908	4,813	6,147	-	3,394	335	9,139	-	



**4.6 Summary of Planned Capital Works Expenditure**  
**For the years ending 30 June 2024, 2025 & 2026**

2023/24	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0	0
Buildings	1,600	1,200	400	0	0	1,600	600	0	1,000	0
Building improvements	4,684	0	1,684	0	3,000	4,684	0	0	1,684	3,000
Total Buildings	6,284	1,200	2,084	0	3,000	6,284	600	0	2,684	3,000
<b>Total Property</b>	<b>6,284</b>	<b>1,200</b>	<b>2,084</b>	<b>0</b>	<b>3,000</b>	<b>6,284</b>	<b>600</b>	<b>0</b>	<b>2,684</b>	<b>3,000</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	1,085	0	1,085	0	0	1,085	0	0	1,085	0
Computers and telecommunications	327	0	327	0	0	327	0	0	327	0
Library books	286	286	0	0	0	286	0	0	286	0
Paintings and exhibits	36	36	0	0	0	36	0	0	36	0
Total Plant and Equipment	1,733	321	1,411	0	0	1,733	0	0	1,733	0
<b>Infrastructure</b>										
Roads	4,143	0	4,143	0	0	4,143	425	0	3,718	0
Bridges	204	0	204	0	0	204	0	0	204	0
Footpaths and cycleways	2,289	690	1,599	0	0	2,289	0	0	2,289	0
Drainage	234	0	234	0	0	234	0	0	234	0
Recreational, leisure and community facilities	1,774	0	1,264	0	510	1,774	0	0	1,774	0
Parks, open space and streetscapes	656	0	356	0	300	656	0	0	656	0
Aerodromes	31	0	31	0	0	31	0	0	31	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	61	0	61	0	0	61	0	0	61	0
<b>Total Infrastructure</b>	<b>9,391</b>	<b>690</b>	<b>7,891</b>	<b>0</b>	<b>810</b>	<b>9,391</b>	<b>425</b>	<b>0</b>	<b>8,966</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>17,407</b>	<b>2,211</b>	<b>11,386</b>	<b>0</b>	<b>3,810</b>	<b>17,407</b>	<b>1,025</b>	<b>0</b>	<b>13,382</b>	<b>3,000</b>

2024/25	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0	0
Buildings	3,000	2,800	0	0	200	3,000	400	0	200	2,400
Building improvements	1,717	0	1,717	0	0	1,717	0	0	1,717	0
<b>Total Buildings</b>	<b>4,717</b>	<b>2,800</b>	<b>1,717</b>	<b>0</b>	<b>200</b>	<b>4,717</b>	<b>400</b>	<b>0</b>	<b>1,917</b>	<b>2,400</b>
<b>Total Property</b>	<b>4,717</b>	<b>2,800</b>	<b>1,717</b>	<b>0</b>	<b>200</b>	<b>4,717</b>	<b>400</b>	<b>0</b>	<b>1,917</b>	<b>2,400</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	1,106	0	1,106	0	0	1,106	0	0	1,106	0
Computers and telecommunications	333	0	333	0	0	333	0	0	333	0
Library books	291	291	0	0	0	291	0	0	291	0
Paintings and exhibits	36	36	0	0	0	36	0	0	36	0
<b>Total Plant and Equipment</b>	<b>1,766</b>	<b>327</b>	<b>1,439</b>	<b>0</b>	<b>0</b>	<b>1,766</b>	<b>0</b>	<b>0</b>	<b>1,766</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	4,831	0	4,831	0	0	4,831	430	0	4,401	0
Bridges	208	0	208	0	0	208	0	0	208	0
Footpaths and cycleways	3,325	1,704	1,621	0	0	3,325	500	0	2,825	0
Drainage	838	600	238	0	0	838	0	0	838	0
Recreational, leisure and community facilities	1,970	0	850	0	1,120	1,970	300	0	570	1,100
Parks, open space and streetscapes	363	0	363	0	0	363	0	0	363	0
Aerodromes	31	0	31	0	0	31	0	0	31	0
Off street car parks	940	940	0	0	0	940	0	200	740	0
Other infrastructure	62	0	62	0	0	62	0	0	62	0
<b>Total Infrastructure</b>	<b>12,569</b>	<b>3,244</b>	<b>8,205</b>	<b>0</b>	<b>1,120</b>	<b>12,569</b>	<b>1,230</b>	<b>200</b>	<b>10,039</b>	<b>1,100</b>
<b>Total Capital Works Expenditure</b>	<b>19,052</b>	<b>6,371</b>	<b>11,362</b>	<b>0</b>	<b>1,320</b>	<b>19,052</b>	<b>1,630</b>	<b>200</b>	<b>13,722</b>	<b>3,500</b>

2025/26	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0	0
Buildings	0	0	0	0	0	0	0	0	0	0
Building improvements	1,756	0	1,756	0	0	1,756	0	0	1,756	0
Total Buildings	1,756	0	1,756	0	0	1,756	0	0	1,756	0
<b>Total Property</b>	<b>1,756</b>	<b>0</b>	<b>1,756</b>	<b>0</b>	<b>0</b>	<b>1,756</b>	<b>0</b>	<b>0</b>	<b>1,756</b>	<b>0</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	1,132	0	1,132	0	0	1,132	0	0	1,132	0
Computers and telecommunications	341	0	341	0	0	341	0	0	341	0
Library books	298	298	0	0	0	298	0	0	298	0
Paintings and exhibits	37	37	0	0	0	37	0	0	37	0
<b>Total Plant and Equipment</b>	<b>1,808</b>	<b>335</b>	<b>1,473</b>	<b>0</b>	<b>0</b>	<b>1,808</b>	<b>0</b>	<b>0</b>	<b>1,808</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	4,334	0	4,334	0	0	4,334	430	0	3,904	0
Bridges	213	0	213	0	0	213	0	0	213	0
Footpaths and cycleways	3,366	1,719	1,647	0	0	3,366	500	0	2,866	0
Drainage	244	0	244	0	0	244	0	0	244	0
Recreational, leisure and community facilities	6,983	0	51	0	6,932	6,983	3,200	0	1,783	2,000
Parks, open space and streetscapes	2,371	1,000	1,371	0	0	2,371	1,500	0	871	0
Aerodromes	32	0	32	0	0	32	0	0	32	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	64	0	64	0	0	64	0	0	64	0
Total Infrastructure	17,607	2,719	7,956	0	6,932	17,607	5,630	0	9,977	2,000
<b>Total Capital Works Expenditure</b>	<b>21,171</b>	<b>3,054</b>	<b>11,185</b>	<b>0</b>	<b>6,932</b>	<b>21,171</b>	<b>5,630</b>	<b>0</b>	<b>13,541</b>	<b>2,000</b>

#### **4.7 Proposals to Lease Council Land**

This section presents a summary of Council's proposals to lease council land to external parties in the 2022-23 financial year where the proposal is to lease land in the 2022-2023 financial year where the rent (for any period of the lease) is greater than \$100,000, or the market value of the land is greater than \$100,000, or the lease term is greater than 10 years.

##### **Proposed Land**

50-58 Cramer Street Warrnambool

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## 5. Financial Performance Indicators

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

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	+o/-
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	0.8%	4.1%	1.7%	1.9%	2.1%	2.0%	o
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	2	158.9%	213.5%	140.8%	140.2%	133.6%	152.6%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	78.0%	163.6%	105.9%	104.2%	97.4%	118.4%	o
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	19.5%	27.6%	31.3%	32.1%	33.6%	31.6%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.3%	4.7%	4.7%	5.4%	5.6%	5.8%	-
Indebtedness	Non-current liabilities / own source revenue		15.4%	17.9%	20.1%	20.2%	20.7%	19.8%	o
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	115.1%	145.0%	212.2%	112.5%	92.1%	126.2%	-
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	6	57.1%	54.6%	55.9%	55.8%	55.8%	56.1%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.6%	0.6%	0.4%	0.4%	0.4%	0.4%	+

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	+/-
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$4,123	\$4,698	\$4,369	\$4,460	\$5,218	\$4,518	+
Revenue level	Total rate revenue / no. of property assessments		\$1,996	\$2,027	\$2,062	\$2,103	\$2,145	\$2,198	+
Workforce turnover	Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year		10.5%	10.0%	10.0%	10.0%	10.0%	10.0%	o

#### Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

#### Notes to indicators

##### 1. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The underlying result is expected to be around the breakeven to a small surplus for the budget projection period.

##### 2. Working Capital

The proportion of current liabilities represented by current assets. Working capital is shown to increase steadily over the 4 year budget and be in line with expectations.

##### 3. Unrestricted Cash

The cash not associated to a particular use within Council or a legislative requirement. Council maintains a healthy ratio over the 4 year budget.

##### 4. Debt compared to rates

Council will continue to use debt as a funding strategy to enable generational capital projects such as the Reid Oval upgrade, Learning & Library Hub, Civic Centre upgrade and the Brierly Community Hub. Debt is also being used to fund income generating projects at the Livestock Exchange and cost saving projects through the Smart Buildings program. Council has a borrowing strategy that it adheres to when planning its long-term funding strategy.

##### 5. Asset renewal

This percentage indicates the extent of Council's renewal and upgrade against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council continues to invest in asset renewal and where possible it leverages grant funding for significant renewal and upgrade projects. This ensures that Council continues to meet the current demand of its assets.

##### 6. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Councils reliance on rate revenue is to remain stable over time.

## 6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2022/23.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation. The fees listed are a maximum and Council have the discretion to charge a lesser amount if appropriate.

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase	Basis of Fee
			GST	GST	Decrease	/ Decrease	
			\$	\$	\$	%	
<b>Property Management</b>							
<b>User Fees &amp; Charges</b>							
Applications to use Crown & Council Land	Per Application	Non-Taxable	\$ 27.50	\$ 28.00	\$ 0.50	1.82%	Non-statutory
Licences preparation fee	Per Application	Taxable	\$ 121.40	\$ 123.50	\$ 2.10	1.73%	Non-statutory
Lease preparation fee	Per Application	Taxable	\$ 176.60	\$ 179.50	\$ 2.90	1.64%	Non-statutory
Survey plan fee	Per Application	Non-Taxable	\$ 1,766.00	\$ 1,797.00	\$ 31.00	1.76%	Non-statutory
Title search fee	Per Application	Non-Taxable	\$ 46.40	\$ 47.00	\$ 0.60	1.29%	Non-statutory
<b>Outdoor Café /Laneway Bar Fees</b>							
Licence Fee (per week)	Per Week	Non-Taxable	\$ 215.25	\$ 219.00	\$ 3.75	1.74%	Non-statutory
Table Fee (per table)	Per Table	Non-Taxable	\$ 44.50	\$ 45.00	\$ 0.50	1.12%	Non-statutory
<b>Rate Search Fees</b>							
Rate history search fee	First 3 Hours	Non-Taxable	\$ 420.00	\$ 426.00	\$ 6.00	1.43%	Non-statutory
Rate history search fee	After 3 Hours	Non-Taxable	\$ 133.00	\$ 135.00	\$ 2.00	1.50%	Non-statutory
Rate history search fee (0-10 Years)	Each	Non-Taxable	\$ 25.00	\$ 25.50	\$ 0.50	2.00%	Non-statutory
Copy of previous years Rate Instalments Notices	Each	Non-Taxable	\$ 18.00	\$ 18.00	\$ -	0.00%	Non-statutory
<b>Search, retrieval and photocopying fees</b>							
Search, inspection, retrieval or access fee	Per Search	Non-Taxable	\$ 26.50	\$ 27.00	\$ 0.50	1.89%	Non-statutory
Search, inspection, retrieval or access fee (Offsite)	Per Search	Non-Taxable	\$ 42.00	\$ 42.50	\$ 0.50	1.19%	Non-statutory
Photocopying/printing any document	Per A4/A3 page	Non-Taxable	\$ 0.75	\$ 0.80	\$ 0.05	6.67%	Non-statutory
Photocopying/printing any document	Per A1,2,0 page	Non-Taxable	\$ 5.50	\$ 5.60	\$ 0.10	1.82%	Non-statutory

## Interest on Unpaid Monies other than rates and charges

In accordance with Section 227(a) of the Local Government Act 1989 Council sets the rate of interest to apply to unpaid monies, other than rates and charges, presently at 10.00% but subject to change when the rate is set at 30th June 2022.



Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>Revenue Management</b>							
<b>Monetary Complaints: Notices on a Debt</b>							
<b>Filing Fee</b>							
Less than \$500	Per Application	Non-Taxable	\$ 155.00	\$ 153.30	\$ (1.70)	(1.10%)	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 155.00	\$ 153.30	\$ (1.70)	(1.10%)	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 325.00	\$ 320.10	\$ (4.90)	(1.51%)	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 325.00	\$ 320.10	\$ (4.90)	(1.51%)	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 325.00	\$ 320.10	\$ (4.90)	(1.51%)	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 495.00	\$ 487.00	\$ (8.00)	(1.62%)	Non-statutory
\$20,000.01 - \$40,000.00	Per Application	Non-Taxable	N/A	\$ 487.00	NEW FEE		Non-statutory
\$40,000.01 - \$70,000.00	Per Application	Non-Taxable	N/A	\$ 730.50	NEW FEE		Non-statutory
\$70,000.01 & over	Per Application	Non-Taxable	N/A	\$ 730.50	NEW FEE		Non-statutory
<b>Necessary Certificate x2</b>							
Less than \$500	Per Application	Non-Taxable	\$ 103.00	\$ 104.00	\$ 1.00	0.97%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 185.00	\$ 184.00	\$ (1.00)	(0.54%)	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 185.00	\$ 184.00	\$ (1.00)	(0.54%)	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 217.00	\$ 216.00	\$ (1.00)	(0.46%)	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 260.00	\$ 260.00	\$ -	0.00%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 260.00	\$ 260.00	\$ -	0.00%	Non-statutory
\$20,000.01 - \$40,000.00	Per Application	Non-Taxable	N/A	\$ 324.00	NEW FEE		Non-statutory
\$40,000.01 - \$70,000.00	Per Application	Non-Taxable	N/A	\$ 378.00	NEW FEE		Non-statutory
\$70,000.01 & over	Per Application	Non-Taxable	N/A	\$ 458.00	NEW FEE		Non-statutory
<b>Professional (Item 1 Complaints)</b>							
Less than \$500	Per Application	Non-Taxable	\$ 232.00	\$ 232.00	\$ -	0.00%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 485.00	\$ 486.00	\$ 1.00	0.21%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 485.00	\$ 486.00	\$ 1.00	0.21%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 595.00	\$ 596.00	\$ 1.00	0.17%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 715.00	\$ 718.00	\$ 3.00	0.42%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 715.00	\$ 718.00	\$ 3.00	0.42%	Non-statutory
\$20,000.01 - \$40,000.00	Per Application	Non-Taxable	N/A	\$ 891.00	NEW FEE		Non-statutory
\$40,000.01 - \$70,000.00	Per Application	Non-Taxable	N/A	\$ 1,073.00	NEW FEE		Non-statutory
\$70,000.01 & over	Per Application	Non-Taxable	N/A	\$ 1,282.00	NEW FEE		Non-statutory
<b>Service Fee</b>							
Service Fee	Per Application	Non-Taxable	\$ 77.00	\$ 76.00	\$ (1.00)	(1.30%)	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee	Basis of Fee
			GST	GST	Decrease	Increase /	
Revenue Management							
Other Professional Costs							
Warrant							
Less than \$500	Per Application	Non-Taxable	\$ 60.00	\$ 60.00	\$ -	0.00%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 123.00	\$ 123.00	\$ -	0.00%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 123.00	\$ 123.00	\$ -	0.00%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 145.00	\$ 146.00	\$ 1.00	0.69%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 183.00	\$ 183.00	\$ -	0.00%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 183.00	\$ 183.00	\$ -	0.00%	Non-statutory
\$20,000.01 - \$40,000.00	Per Application	Non-Taxable	N/A	\$ 229.00	NEW FEE		Non-statutory
\$40,000.01 - \$70,000.00	Per Application	Non-Taxable	N/A	\$ 275.00	NEW FEE		Non-statutory
\$70,000.01 & over	Per Application	Non-Taxable	N/A	\$ 323.00	NEW FEE		Non-statutory
Summons for Oral Examination							
Less than \$500	Per Application	Non-Taxable	\$ 63.00	\$ 62.00	\$ (1.00)	(1.59%)	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 150.00	\$ 148.00	\$ (2.00)	(1.33%)	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 150.00	\$ 148.00	\$ (2.00)	(1.33%)	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 180.00	\$ 178.00	\$ (2.00)	(1.11%)	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 198.00	\$ 196.00	\$ (2.00)	(1.01%)	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 198.00	\$ 196.00	\$ (2.00)	(1.01%)	Non-statutory
\$20,000.01 - \$40,000.00	Per Application	Non-Taxable	N/A	\$ 248.00	NEW FEE		Non-statutory
\$40,000.01 - \$70,000.00	Per Application	Non-Taxable	N/A	\$ 301.00	NEW FEE		Non-statutory
\$70,000.01 & over	Per Application	Non-Taxable	N/A	\$ 351.00	NEW FEE		Non-statutory
Necessary Affidavit							
Less than \$500	Per Application	Non-Taxable	\$ 105.00	\$ 104.00	\$ (1.00)	(0.95%)	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 218.00	\$ 217.00	\$ (1.00)	(0.46%)	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 218.00	\$ 217.00	\$ (1.00)	(0.46%)	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 263.00	\$ 263.00	\$ -	0.00%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 315.00	\$ 313.00	\$ (2.00)	(0.63%)	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 315.00	\$ 313.00	\$ (2.00)	(0.63%)	Non-statutory
\$20,000.01 - \$40,000.00	Per Application	Non-Taxable	N/A	\$ 394.00	NEW FEE		Non-statutory
\$40,000.01 - \$70,000.00	Per Application	Non-Taxable	N/A	\$ 464.00	NEW FEE		Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$		%	
\$70,000.01 & over	Per Application	Non-Taxable	N/A	\$ 541.00	NEW FEE		Non-statutory
<b>Application for Order</b>							
Less than \$500	Per Application	Non-Taxable	\$ 50.00	\$ 49.00	\$ (1.00)	(2.00%)	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 50.00	\$ 49.00	\$ (1.00)	(2.00%)	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 50.00	\$ 49.00	\$ (1.00)	(2.00%)	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 50.00	\$ 49.00	\$ (1.00)	(2.00%)	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 50.00	\$ 49.00	\$ (1.00)	(2.00%)	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 50.00	\$ 49.00	\$ (1.00)	(2.00%)	Non-statutory
\$20,000.01 - \$40,000.00	Per Application	Non-Taxable	N/A	\$ 49.00	NEW FEE		Non-statutory
\$40,000.01 - \$70,000.00	Per Application	Non-Taxable	N/A	\$ 49.00	NEW FEE		Non-statutory
\$70,000.01 & over	Per Application	Non-Taxable	N/A	\$ 49.00	NEW FEE		Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$		\$	
Revenue Management							
Instructions to Defend							
Less than \$500	Per Application	Non-Taxable	\$ 108.00	\$ 107.00	\$ (1.00)	(0.93%)	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 230.00	\$ 230.00	\$ -	0.00%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 230.00	\$ 230.00	\$ -	0.00%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 285.00	\$ 286.00	\$ 1.00	0.35%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 340.00	\$ 341.00	\$ 1.00	0.29%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 340.00	\$ 341.00	\$ 1.00	0.29%	Non-statutory
\$20,000.01 - \$40,000.00	Per Application	Non-Taxable	N/A	\$ 425.00	NEW FEE		Non-statutory
\$40,000.01 - \$70,000.00	Per Application	Non-Taxable	N/A	\$ 511.00	NEW FEE		Non-statutory
\$70,000.01 & over	Per Application	Non-Taxable	N/A	\$ 613.00	NEW FEE		Non-statutory
Order for Substituted Service							
Less than \$500	Per Application	Non-Taxable	\$ 158.00	\$ 157.00	\$ (1.00)	(0.63%)	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 285.00	\$ 284.00	\$ (1.00)	(0.35%)	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 285.00	\$ 284.00	\$ (1.00)	(0.35%)	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 340.00	\$ 337.00	\$ (3.00)	(0.88%)	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 400.00	\$ 396.00	\$ (4.00)	(1.00%)	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 400.00	\$ 396.00	\$ (4.00)	(1.00%)	Non-statutory
\$20,000.01 - \$40,000.00	Per Application	Non-Taxable	N/A	\$ 500.00	NEW FEE		Non-statutory
\$40,000.01 - \$70,000.00	Per Application	Non-Taxable	N/A	\$ 589.00	NEW FEE		Non-statutory
\$70,000.01 & over	Per Application	Non-Taxable	N/A	\$ 685.00	NEW FEE		Non-statutory
Necessary Notice/Certificate							
Less than \$500	Per Application	Non-Taxable	\$ 52.00	\$ 52.00	\$ -	0.00%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 93.00	\$ 92.00	\$ (1.00)	(1.08%)	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 92.00	\$ 92.00	\$ -	0.00%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 110.00	\$ 108.00	\$ (2.00)	(1.82%)	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 132.00	\$ 130.00	\$ (2.00)	(1.52%)	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 132.00	\$ 130.00	\$ (2.00)	(1.52%)	Non-statutory
\$20,000.01 - \$40,000.00	Per Application	Non-Taxable	N/A	\$ 162.00	NEW FEE		Non-statutory
\$40,000.01 - \$70,000.00	Per Application	Non-Taxable	N/A	\$ 189.00	NEW FEE		Non-statutory
\$70,000.01 & over	Per Application	Non-Taxable	N/A	\$ 229.00	NEW FEE		Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee	
			\$	\$		\$		%
<b>Issue Fees</b>								
<b>Claim or Counterclaim</b>								
Fee	Per Application	Non-Taxable	\$ 158.00		\$ 153.30	\$ (4.70)	(2.97%)	Non-statutory
<b>Application for Order</b>								
Fee	Per Application	Non-Taxable	\$ 46.00		\$ 45.10	\$ (0.90)	(1.96%)	Non-statutory
With Preparation	Per Application	Non-Taxable	\$ 75.00		\$ 73.60	\$ (1.40)	(1.87%)	Non-statutory
<b>46A Summons/46B Rehearing Application</b>								
Fee	Per Application	Non-Taxable	\$ 163.00		\$ 159.30	\$ (3.70)	(2.27%)	Non-statutory
With Preparation	Per Application	Non-Taxable	\$ 193.00		\$ 187.90	\$ (5.10)	(2.64%)	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease %	Basis of Fee
			\$	\$	\$	%	
<b>Revenue Management</b>							
<b>Summons for Oral Examination including hearing</b>							
Fee	Per Application	Non-Taxable	\$ 108.00	\$ 105.20	\$ (2.80)	(2.59%)	Non-statutory
<b>Certificate for Supreme Court</b>							
Fee	Per Application	Non-Taxable	\$ 22.00	\$ 21.00	\$ (1.00)	(4.55%)	Non-statutory
With Preparation	Per Application	Non-Taxable	\$ 52.00	\$ 49.60	\$ (2.40)	(4.62%)	Non-statutory
<b>Application for Attachment of Earnings</b>							
Fee	Per Application	Non-Taxable	\$ 155.00	\$ 150.30	\$ (4.70)	(3.03%)	Non-statutory
<b>Attachment of Earnings/Debt Order</b>							
Fee	Per Application	Non-Taxable	\$ 22.00	\$ 21.00	\$ (1.00)	(4.55%)	Non-statutory
With Preparation	Per Application	Non-Taxable	\$ 52.00	\$ 49.60	\$ (2.40)	(4.62%)	Non-statutory
<b>Warrant Fees</b>							
Fee	Per Application	Non-Taxable	\$ 18.50	\$ 18.00	\$ (0.50)	(2.70%)	Non-statutory
Sheriff's Warrant Fee	Per Application	Non-Taxable	\$ 206.00	\$ 206.10	\$ 0.10	0.05%	Non-statutory
<b>Application under the Judgement Debt Recovery Act</b>							
Summons for Examination	Per Application	Non-Taxable	\$ 162.00	\$ 159.30	\$ (2.70)	(1.67%)	Non-statutory
Instalment Application/Agreement (Creditor)	Per Application	Non-Taxable	\$ 85.00	\$ 84.20	\$ (0.80)	(0.94%)	Non-statutory
Application to Vary/Cancel (Creditor)	Per Application	Non-Taxable	\$ 85.00	\$ 84.20	\$ (0.80)	(0.94%)	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			GST	GST		%	
<b>Service Cost</b>							
Attempted Service (Item 78)	Per Application	Non-Taxable	\$ 53.00	\$ 43.00	\$ (10.00)	(18.87%)	Non-statutory
Service by Post (Item 77)	Per Application	Non-Taxable	\$ 14.00	\$ 13.00	\$ (1.00)	(7.14%)	Non-statutory
Allowance per km (Item 79)	Per Application	Non-Taxable	\$ 0.75	\$ 0.72	\$ (0.03)	(4.00%)	Non-statutory
<b>Coast &amp; Rivers</b>							
<b>Mooring Fees</b>							
Boat less than 10m pa	Per boat	Taxable	\$ 275.00	\$ 280.00	\$ 5.00	1.82%	Non-statutory
Boat 10.1m to 15m pa	Per boat	Taxable	\$ 345.00	\$ 352.00	\$ 7.00	2.03%	Non-statutory
Boat 15.1 – 20m pa	Per boat	Taxable	\$ 395.00	\$ 403.00	\$ 8.00	2.03%	Non-statutory
Boat 20.1 – 25m pa	Per boat	Taxable	\$ 490.00	\$ 500.00	\$ 10.00	2.04%	Non-statutory
Jetty Fees – pa: Permit for breakwater and Hopkins River	Per boat	Taxable	\$ 230.00	\$ 234.00	\$ 4.00	1.74%	Non-statutory
Mooring inspection fee	Per boat	Taxable	\$ 200.00	\$ 204.00	\$ 4.00	2.00%	Non-statutory
Mooring infrastructure hire	Per boat	Taxable	\$ 95.00	\$ 97.00	\$ 2.00	2.11%	Non-statutory
Berth permit or mooring licence - new application fee	Per boat	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.44%	Non-statutory



Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>Coast &amp; Rivers</b>							
<b>Annual Parking Permit Fees</b>							
Breakwater (per vehicle)	Per vehicle	Taxable	\$ 70.00	\$ 71.50	\$ 1.50	2.14%	Non-statutory
<b>Warrnambool Airport</b>							
Landing fee - Commercial* (per landing)	\$ per 1,000 kg	Taxable	\$ 11.00	\$ 12.00	\$ 1.00	9.09%	Non-statutory
Landing fee - Recreational Aircraft > 1,800kg (per landing)	\$ per 1,000 kg	Taxable	\$ 11.00	\$ 12.00	\$ 1.00	9.09%	Non-statutory
Flight training - local operator (per aircraft)	Annual	Taxable	\$ 1,100.00	\$ 1,120.00	\$ 20.00	1.82%	Non-statutory
Flight training - non local operator (per landing)	\$ per 1,000 kg	Taxable	\$ 5.50	\$ 6.00	\$ 0.50	9.09%	Non-statutory
Local user fee - Commercial (per aircraft)	Annual	Taxable	\$ 1,100.00	\$ 1,120.00	\$ 20.00	1.82%	Non-statutory
Local user fee - Recreational (per aircraft)	Annual	Taxable	\$ 275.00	\$ 280.00	\$ 5.00	1.82%	Non-statutory
Ambulance Vic/PelAir (per landing)	Per Landing	Taxable	\$ 16.50	\$ 16.50	\$ -	0.00%	Non-statutory
Ambulance Vic HEMS4	No Charge	Taxable	\$ -	\$ -	\$ -	N/A	Non-statutory
RFDS Aircraft	No Charge	Taxable	\$ -	\$ -	\$ -	N/A	Non-statutory
Police/Fire	No Charge	Taxable	\$ -	\$ -	\$ -	N/A	Non-statutory
RPT (per landing)	\$ per 1,000 kg	Taxable	\$ 11.00	\$ 12.00	\$ 1.00	9.09%	Non-statutory
Pavement Concession - aircraft > 5,700kg & tyre pressure >109psi	Per Landing	Taxable	\$ 165.00	\$ 165.00	\$ -	0.00%	Non-statutory
Use terminal/toilets	Per Hour	Taxable	\$ 19.80	\$ 19.80	\$ -	0.00%	Non-statutory
Driver Training	Per Day	Taxable	\$ 423.50	\$ 423.50	\$ -	0.00%	Non-statutory
<b>*Off Shore Ops Babcock Helicopter Hangar 3 - Landing Fee 50% discount</b>							
Maintenance fee - Commercial	Per Hangar	Taxable	\$ 1,100.00	\$ -	\$ (1,100.00)	(100.00%)	Non-statutory
Maintenance fee - Recreational	Per Hangar	Taxable	\$ 220.00	\$ -	\$ (220.00)	(100.00%)	Non-statutory
Maintenance fee - Commercial	Per Office Space	Taxable	\$ 1,100.00	\$ -	\$ (1,100.00)	(100.00%)	Non-statutory
Maintenance fee - Recreational	Per Clubrooms	Taxable	\$ 220.00	\$ -	\$ (220.00)	(100.00%)	Non-statutory

Maintenance fee to be reviewed in conjunction with introduction of landing/user fees and review of lease agreements.

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>Infrastructure Services</b>							
<b>Road Reserve Works Permit</b>							
Minor Works less than \$10,000	Per Application	Non-Taxable	\$ 150.00	\$ 155.00	\$ 5.00	3.33%	Non-statutory
Minor Works great than \$10,000	Per Application	Non-Taxable	\$ 665.00	\$ 685.00	\$ 20.00	3.01%	Non-statutory
Minor Works Public Notice Fee	Per Application	Non-Taxable	\$ 55.00	\$ 57.00	\$ 2.00	3.64%	Non-statutory
Large Projects	Per Application	Non-Taxable	By Negotiation	\$ -	\$ -	0.00%	Non-statutory
<b>Asset Protection Permit</b>							
Asset Inspection Checklist	Per Application	Non-Taxable	\$ 150.00	\$ 155.00	\$ 5.00	3.33%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			GST	GST			
			\$	\$	\$	%	
<b>Livestock Crossing Permit:</b>							
Stock Crossing Permit	Per Application	Non-Taxable	\$ 150.00	\$ 155.00	\$ 5.00	3.33%	Non-statutory
<b>Stormwater Legal Point of Discharge Application:</b>							
Single dwelling development - Note 1	Per Application	Non-Taxable	\$ 144.70	\$ 144.70	\$ -	0.00%	Statutory
Information only - Note 1	Per Application	Non-Taxable	\$ 65.00	\$ 67.00	\$ 2.00	3.08%	Non-statutory
Short notice fee - Note 1	Per Application	Non-Taxable	\$ 120.00	\$ 122.00	\$ 2.00	1.67%	Non-statutory
Street tree – supply and install including maintenance period of 24 months - Note 1	Per Tree	Non-Taxable	\$ 362.10	\$ 375.00	\$ 12.90	3.56%	Non-statutory
Build Over Stormwater Easement Application - Note 1	Per Application	Non-Taxable	\$ 120.36	\$ 124.00	\$ 3.64	3.02%	Non-statutory
Rain Garden (small up to 4.5m2) – supply and install vegetated landscaping including maintenance period of 24 months	Per Rain Garden	Non-Taxable	\$ 3,264.00	\$ 3,360.00	\$ 96.00	2.94%	Non-statutory
Rain Garden (medium up to 9.0m2) – supply and install vegetated landscaping including maintenance period of 24 months	Per Rain Garden	Non-Taxable	\$ 3,672.00	\$ 3,800.00	\$ 128.00	3.49%	Non-statutory
Stormwater drainage line inspection (high resolution camera) – 4 hours	Per Inspection	Non-Taxable	\$ 683.40	\$ 704.00	\$ 20.60	3.01%	Non-statutory
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	Per Inspection	Non-Taxable	\$ 1,417.80	\$ 1,460.00	\$ 42.20	2.98%	Non-statutory
Plan checking and supervision fee	Per Application	Non-Taxable	0.75% for plan checking and 2.5% for supervision (Based on the value of works)		\$ -	0.00%	Non-statutory

Notes: 1 Fees are in accordance with the Planning and Environment (Fees) Regulation 2016 and the Subdivision (Fees) Regulation 2016, and are subject to change in accordance with changes to the government legislation and regulations.

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			GST	GST	Decrease	Decrease	
			\$	\$	\$	%	
<b>Open Space Hires</b>							
<b>Botanic Gardens - Weddings and Events</b>							
Small Event - (No Marquee, Vehicle Access or Use of Rotunda)	Per event	Taxable	\$ 110.00	\$ 115.00	\$ 5.00	4.55%	Non-statutory
Use of Band Rotunda and or Vehicle Access	Per hire	Taxable	\$ 180.00	\$ 185.00	\$ 5.00	2.78%	Non-statutory
Small Marquee ( 6m x 6m, or up to 36 square metres ) weddings and events *	Per marquee	Taxable	\$ 575.00	\$ 600.00	\$ 25.00	4.35%	Non-statutory
Medium Marquee ( 8m x 8m, or up to 64 square metres ) weddings and events *	Per marquee	Taxable	\$ 1,150.00	\$ 1,200.00	\$ 50.00	4.35%	Non-statutory
Large Marquee *	Per marquee	Taxable	Price on event application	Price on event application	\$ -	0.00%	Non-statutory
Note: * = Marquee fees include vehicle access and use of Band Rotunda if required							

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>Lake Pertobe - Events</b>							
Community Events (not for profit)	Per event	Taxable	\$ -	\$ -	\$ -	0.00%	Non-statutory
Small Events (under 200 attendees)	Per event	Taxable	\$ 290.00	\$ 300.00	\$ 10.00	3.45%	Non-statutory
Medium Events (between 200 to 500 attendees)	Per event	Taxable	\$ 575.00	\$ 600.00	\$ 25.00	4.35%	Non-statutory
Large Events (over 500 attendees)	Per event	Taxable	\$ 1,150.00	\$ 1,200.00	\$ 50.00	4.35%	Non-statutory
<b>Lighthouse Theatre</b>							
<b>Staff - all venues and user types</b>							
Supervising Technician	Per hour	Taxable	\$ 61.00	\$ 63.00	\$ 2.00	3.28%	Non-statutory
Technician	Per hour	Taxable	\$ 55.50	\$ 57.00	\$ 1.50	2.70%	Non-statutory
Front of House Supervisor or Duty Officer	Per hour	Taxable	\$ 61.00	\$ 63.00	\$ 2.00	3.28%	Non-statutory
Front of House Officer (Box Office, Bar, Merchandise Seller)	Per hour	Taxable	\$ 55.50	\$ 57.00	\$ 1.50	2.70%	Non-statutory
Usher Provision Fee	Per performance	Taxable	\$ 250.00	\$ 250.00	\$ -	0.00%	Non-statutory
<b>Ticket Fees (patrons &amp; ticket purchasers)</b>							
Online/Web Booking Fee	Per booking	Taxable	\$ 6.95	\$ 6.95	\$ -	0.00%	Non-statutory
Phone Booking Fee	Per booking	Taxable	\$ 3.00	\$ 3.00	\$ -	0.00%	Non-statutory
<b>Community &amp; Local Non for Profit</b>							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 580.00	\$ 585.00	\$ 5.00	0.86%	Non-statutory
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	\$ 365.00	\$ 370.00	\$ 5.00	1.37%	Non-statutory
THEATRE - Rehearsal (No Technical Equipment)	Per hour	Taxable	\$ 55.00	\$ 55.00	\$ -	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			GST	GST	Decrease	Decrease	
			\$	\$	\$	%	
THEATRE - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
<b>Lighthouse Theatre</b>							
<b>Community &amp; Local Non for Profit</b>							
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 375.00	\$ 380.00	\$ 5.00	1.33%	Non-statutory
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	\$ 245.00	\$ 250.00	\$ 5.00	2.04%	Non-statutory
STUDIO - Rehearsal (No Technical Equipment)	Per hour	Taxable	\$ 55.00	\$ 55.00	\$ -	0.00%	Non-statutory
STUDIO - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
<b>Local Artists and Non-local Non for Profit</b>							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 835.00	\$ 840.00	\$ 5.00	0.60%	Non-statutory
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	\$ 375.00	\$ 380.00	\$ 5.00	1.33%	Non-statutory
THEATRE - Rehearsal (No Technical Equipment)	Per hour	Taxable	\$ 55.00	\$ 55.00	\$ -	0.00%	Non-statutory
THEATRE - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 525.00	\$ 530.00	\$ 5.00	0.95%	Non-statutory
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	\$ 245.00	\$ 250.00	\$ 5.00	2.04%	Non-statutory
STUDIO - Rehearsal (No Technical Equipment)	Per hour	Taxable	\$ 55.00	\$ 55.00	\$ -	0.00%	Non-statutory
STUDIO - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
<b>Other Fees - Community, Non for Profits and Local Artists</b>							
<b>Equipment &amp; Consumable Items</b>							
Steinway Grand piano (plus tuning if required)	Per item	Taxable	\$ 105.00	\$ 105.00	\$ -	0.00%	Non-statutory
Minimum Consumable Charge (gel, tape, batteries)	Per item	Taxable	\$ 32.50	\$ 33.00	\$ 0.50	1.54%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
Radio Mics	Per item	Taxable	\$ 47.50	\$ 47.50		\$ - 0.00%	Non-statutory
<b><i>Ticketing Fees (hirer) - based on gross prices</i></b>							
Tickets \$10.99 and under	Per ticket	Taxable	\$ 1.55	\$ 1.55		\$ - 0.00%	Non-statutory
Tickets \$11.00 - \$39.99	Per ticket	Taxable	\$ 3.00	\$ 3.00		\$ - 0.00%	Non-statutory
Tickets \$40.00 and over	Per ticket	Taxable	\$ 4.00	\$ 4.00		\$ - 0.00%	Non-statutory
Credit Card/Electronic Payment Fee	Per ticket	Taxable	Up to 3%	Up to 3%		\$ - 0.00%	Non-statutory
Complimentary Tickets	Per ticket	Taxable	\$ 0.60	\$ 0.60		\$ - 0.00%	Non-statutory
Event Creation and Set of Tickets	Per season	Taxable	\$ 55.00	\$ 55.00		\$ - 0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
Lighthouse Theatre							
Ticketed Event: Subsidised Professional Companies							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 1,300.00		\$ 50.00	3.85%	Non-statutory
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	\$ 610.00		\$ 10.00	1.64%	Non-statutory
THEATRE - Rehearsal	Per hour	Taxable	\$ 65.00		\$ -	0.00%	Non-statutory



Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 640.00	\$ 650.00	\$ 10.00	1.56%	Non-statutory
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	\$ 370.00	\$ 380.00	\$ 10.00	2.70%	Non-statutory
STUDIO - Rehearsal	Per hour	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
<b><i>Ticketed Event: Standard Hirer Rates</i></b>							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 1,750.00	\$ 1,800.00	\$ 50.00	2.86%	Non-statutory
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	\$ 625.00	\$ 635.00	\$ 10.00	1.60%	Non-statutory
THEATRE - Rehearsal	Per hour	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 650.00	\$ 660.00	\$ 10.00	1.54%	Non-statutory
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	\$ 375.00	\$ 385.00	\$ 10.00	2.67%	Non-statutory
STUDIO - Rehearsal	Per hour	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
<b><i>Other Fees - Subsidised theatre and Standard hires Equipment &amp; Consumable Items</i></b>							
Steinway Grand piano (plus tuning if required)	Per item	Taxable	\$ 240.00	\$ 240.00	\$ -	0.00%	Non-statutory
Minimum Consumable Charge (gel, tape, batteries)	Per item	Taxable	\$ 65.00	\$ 66.00	\$ 1.00	1.54%	Non-statutory
Radio Mics	Per booking	Taxable	\$ 95.00	\$ 95.00	\$ -	0.00%	Non-statutory
<b><i>Ticketing Fees (hirer) - based on gross prices</i></b>							
Tickets \$10.99 and under	Per ticket	Taxable	\$ 3.30	\$ 3.30	\$ -	0.00%	Non-statutory
Tickets \$11.00 - \$39.99	Per ticket	Taxable	\$ 4.30	\$ 4.30	\$ -	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$		%	
Tickets \$40.00 - \$59.99	Per ticket	Taxable	\$ 5.40	\$ 5.40	\$ -	0.00%	Non-statutory
Tickets \$60.00 and over	Per ticket	Taxable	\$ 6.50	\$ 6.50	\$ -	0.00%	Non-statutory
Credit Card/Electronic Payment Fee	Per ticket	Taxable	Up to 3%	Up to 3%	\$ -	0.00%	Non-statutory
Complimentary Tickets	Per ticket	Taxable	\$ 0.60	\$ 0.60	\$ -	0.00%	Non-statutory
Event Creation and Set of Tickets (Per Season)	Per season	Taxable	\$ 115.00	\$ 115.00	\$ -	0.00%	Non-statutory
Urgent (<72hr) Event Creation and Set of Tickets (Per Season)	Per season	Taxable	\$ 230.00	\$ 230.00	\$ -	0.00%	Non-statutory
<b>Merchandise</b>							
Including foyers, Theatre, Studio, Atrium and Meeting Room	Per sale	Taxable	12% on gross sales	12% on gross sales	\$ -	0.00%	Non-statutory
<b>Non-Ticketed Event: Non for Profit Organisations</b>							
THEATRE - Event Hire (up to 9 hrs)	Per session	Taxable	\$ 1,300.00	\$ 1,325.00	\$ 25.00	1.92%	Non-statutory
THEATRE - Additional Hours	Per hour	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
STUDIO - Event Hire (up to 9 hrs)	Per session	Taxable	\$ 700.00	\$ 710.00	\$ 10.00	1.43%	Non-statutory
STUDIO - Additional Hours	Per hour	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
STUDIO - Meeting only - basic A/V requirements and fixed layout. (9am to 5pm Monday to Friday only)	Per session	Taxable	N/A	\$ 350.00	NEW FEE	0.00%	Non-statutory
MEETING ROOM - Monday to Friday between 9am & 5pm	Per booking	Taxable	\$ 265.00	\$ 265.00	\$ -	0.00%	Non-statutory
MEETING ROOM Half Day (under 4 hours) - Monday to Friday between 9am & 5pm	Per booking	Taxable	N/A	\$ 200.00	NEW FEE	0.00%	Non-statutory
MEETING ROOM - Weekdays outside of business hours and Weekends	Per booking	Taxable	By negotiation	By negotiation	\$ -	0.00%	Non-statutory
STUDIO: Used in conjunction with Theatre event hire	Per event per day	Taxable	\$ 420.00	\$ 420.00	\$ -	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
MEETING ROOM: Used in conjunction with Theatre or Studio event hire	Per event per day	Taxable	\$ 160.00	\$ 160.00	\$ -	0.00%	Non-statutory
MAIN FOYER - Monday to Friday between 9am & 5pm	Per booking	Taxable	\$ 340.00	\$ 340.00	\$ -	0.00%	Non-statutory
MAIN FOYER - Weekdays outside of business hours and Weekends	Per booking	Taxable	By negotiation	By negotiation	\$ -	0.00%	Non-statutory
<b>Non-Ticketed Event: Standard Rates</b>							
THEATRE - Event Hire (up to 9 hrs)	Per session	Taxable	\$ 2,175.00	\$ 2,200.00	NEW FEE	0.00%	Non-statutory
THEATRE - Additional Hours	Per hour	Taxable	\$ 65.00	\$ 65.00	NEW FEE	0.00%	Non-statutory
STUDIO - Event Hire (up to 9 hrs)	Per session	Taxable	\$ 850.00	\$ 860.00	NEW FEE	0.00%	Non-statutory
STUDIO - Additional Hours	Per hour	Taxable	\$ 65.00	\$ 65.00	NEW FEE	0.00%	Non-statutory
STUDIO - Meeting only - basic A/V requirements and fixed layout. (9am to 5pm Monday to Friday only)	Per session	Taxable	N/A	\$ 400.00	NEW FEE	0.00%	Non-statutory
MEETING ROOM - Monday to Friday between 9am & 5pm	Per booking	Taxable	\$ 265.00	\$ -	Fee ceased	0.00%	Non-statutory
MEETING ROOM Full Day (over 4 hours) - Monday to Friday between 9am & 5pm	Per booking	Taxable	N/A	\$ 265.00	NEW FEE	0.00%	Non-statutory
MEETING ROOM Half Day (under 4 hours) - Monday to Friday between 9am & 5pm	Per booking	Taxable	N/A	\$ 200.00	NEW FEE	0.00%	Non-statutory
MEETING ROOM - Weekdays outside of business hours and Weekends	Per booking	Taxable	By negotiation	By negotiation	NEW FEE	0.00%	Non-statutory
STUDIO: Used in conjunction with Theatre event hire	Per event per day	Taxable	\$ 500.00	\$ 500.00	NEW FEE	0.00%	Non-statutory
MAIN FOYER - Monday to Friday between 9am & 5pm	Per booking	Taxable	\$ 340.00	\$ 340.00	NEW FEE	0.00%	Non-statutory
MAIN FOYER - Weekdays outside of business hours and Weekends	Per booking	Taxable	By negotiation	By negotiation	NEW FEE	0.00%	Non-statutory
MAIN FOYER - Used in conjunction with Theatre: Event	Per booking	Taxable	No charge	No charge	NEW FEE	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease %	Basis of Fee
			\$	\$	\$	%	
MAIN FOYER - Used in conjunction with Studio	Per hour	Taxable	\$ 125.00	\$ 125.00	NEW FEE	0.00%	Non-statutory
Room Change Surcharge (Change of Format from Standard)	Per booking	Taxable	\$ 65.00	\$ 65.00	NEW FEE	0.00%	Non-statutory
<b>Functions</b>							
<b>Catered Functions (Dinners, Luncheons, Weddings)</b>							
STUDIO - Function Hire - up to 9 hrs access, includes Meeting Room	Per booking	Taxable	\$ 1,300.00	\$ 1,300.00	\$ -	0.00%	Non-statutory
STUDIO - Additional Hire hours or Setup hours	Per hour	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
MAIN FOYER - Used in conjunction with Catered Function	Per session	Taxable	\$ 130.00	\$ 130.00	\$ -	0.00%	Non-statutory
<b>Other Fees</b>							
<b>Equipment &amp; Consumables Items</b>							
Steinway Grand Piano (plus tuning if required)	Per item	Taxable	\$ 240.00	\$ 240.00	\$ -	0.00%	Non-statutory
Radio Mics	Per booking	Taxable	\$ 95.00	\$ 95.00	\$ -	0.00%	Non-statutory
Rubbish Removal	Per skip bin	Taxable	\$ 150.00	\$ 150.00	\$ -	0.00%	Non-statutory
<b>AquaZone</b>							
<b>Day Admissions: Aquatics</b>							
Adult swim	Per day	Taxable	\$ 7.20	\$ 7.30	\$ 0.10	1.39%	Non-statutory
Child swim (3-15 years)	Per day	Taxable	\$ 5.30	\$ 5.40	\$ 0.10	1.89%	Non-statutory
Concession swim	Per day	Taxable	\$ 5.50	\$ 5.10	\$ (0.40)	(7.27%)	Non-statutory
Family swim (unlimited family members/same residence)	Per day	Taxable	\$ 21.30	\$ 21.90	\$ 0.60	2.82%	Non-statutory
<b>Day Admissions: Health &amp; Fitness</b>							
Gymnasium	Per day	Taxable	\$ 20.00	\$ 15.80	\$ (4.20)	(21.00%)	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$		%	
Fitness class	Per class	Taxable	\$ 15.30	\$ 15.80	\$ 0.50	3.27%	Non-statutory
Older adult exercise class	Per class	Taxable	\$ 10.70	\$ 11.00	\$ 0.30	2.80%	Non-statutory
Preventative Health Classes	Per class	Taxable	\$ 6.10	\$ 6.30	\$ 0.20	3.28%	Non-statutory
School aerobics	Per class	Taxable	\$ 8.20	\$ 8.20	\$ -	0.00%	Non-statutory
Personal Training 1 hour	Per session	Taxable	\$ 75.00	\$ 92.00	\$ 17.00	22.67%	Non-statutory
Personal Training 45 minutes	Per session	Taxable	\$ 65.00	\$ 69.00	\$ 4.00	6.15%	Non-statutory
Personal Training ½ hour	Per session	Taxable	\$ 50.00	\$ 46.00	\$ (4.00)	(8.00%)	Non-statutory
<b>Crèche</b>							
Member	Per child per hour	Taxable	\$ -	\$ -	\$ -	0.00%	Non-statutory
Non Member	Per child per hour	Taxable	\$ -	\$ -	\$ -	0.00%	Non-statutory
<b>Learn to Swim (Pool Entry &amp; Assessment)</b>							
Per class (2nd child and 3rd child discounts apply)	Per class	Non-Taxable	\$ 15.00	\$ 15.30	\$ 0.30	2.00%	Non-statutory
Private lessons ½ hour lesson	Per lesson	Non-Taxable	\$ 55.00	\$ 57.00	\$ 2.00	3.64%	Non-statutory
1 hour lesson	Per lesson	Non-Taxable	\$ 105.00	\$ 107.00	\$ 2.00	1.90%	Non-statutory
School swim - no instruction	Per child	Non-Taxable	\$ 5.10	\$ 5.20	\$ 0.10	1.96%	Non-statutory
School swim - with instruction	Per child	Non-Taxable	\$ 7.20	\$ 7.30	\$ 0.10	1.39%	Non-statutory
School at pool	Per child	Non-Taxable	\$ 11.00	\$ 11.20	\$ 0.20	1.82%	Non-statutory
Learn to Swim Monthly Direct Debit	Per direct debit per month	Non-Taxable	\$ 62.70	\$ 63.95	\$ 1.25	1.99%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
Learn to Swim Monthly Direct Debit (Concession)	Per direct debit per month	Non-Taxable	\$ 43.90	\$ 44.77	\$ 0.87	1.98%	Non-statutory
<b>Group Entry</b>							
Adult Swim	Per session	Taxable	\$ 6.50	\$ 6.80	\$ 0.30	4.62%	Non-statutory
Adult Gym	Per session	Taxable	\$ 18.20	\$ 15.00	\$ (3.20)	(17.58%)	Non-statutory
Adult Fitness Class	Per session	Taxable	\$ 14.00	\$ 15.00	\$ 1.00	7.14%	Non-statutory
<b>Multi Pass – Health &amp; Fitness</b>							
Fitness class - 20 pass	Per pass	Taxable	\$ 273.60	\$ 284.40	\$ 10.80	3.95%	Non-statutory
<b>Multi Pass – Aquatics</b>							
Adult - 20 Pass	Per pass	Taxable	\$ 129.60	\$ 131.40	\$ 1.80	1.39%	Non-statutory
Adult -50 Pass	Per pass	Taxable	\$ 324.00	\$ 328.50	\$ 4.50	1.39%	Non-statutory
Child - 20 Pass	Per pass	Taxable	\$ 95.40	\$ 97.20	\$ 1.80	1.89%	Non-statutory
Child - 50 Pass	Per pass	Taxable	\$ 238.50	\$ 243.00	\$ 4.50	1.89%	Non-statutory
Concession - 20 Pass	Per pass	Taxable	\$ 99.00	\$ 91.80	\$ (7.20)	(7.27%)	Non-statutory
Concession - 50 Pass	Per pass	Taxable	\$ 247.50	\$ 229.50	\$ (18.00)	(7.27%)	Non-statutory
<b>Facility Hire</b>							
Up to four hours	Per booking	Taxable	\$ 545.00	\$ 555.00	\$ 10.00	1.83%	Non-statutory
Up to ten hours	Per booking	Taxable	\$ 850.00	\$ 860.00	\$ 10.00	1.18%	Non-statutory
Lane hourly - commercial	Per hour per lane	Taxable	\$ 46.00	\$ 46.00	\$ -	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$		%	
Lane hourly - community	Per hour per lane	Taxable	\$ 5.10	\$ 5.10	\$ -	0.00%	Non-statutory
Pool closure advertising fee	Per booking	Taxable	\$ -	\$ -	\$ -	0.00%	Non-statutory
School booking cancellation fee (per lane) (<12 hrs notice)	Per lane	Taxable	\$ 42.00	\$ 50.00	\$ 8.00	19.05%	Non-statutory
Crèche	Per hour	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
Multi-purpose room	Per hour	Taxable	\$ 70.00	\$ 70.00	\$ -	0.00%	Non-statutory
<b>Birthday Party</b>							
Aqua Fun Pack	Per booking	Taxable	\$ 75.00	\$ -	\$ (75.00)	(100.00%)	Non-statutory
<b>Memberships - Gold</b>							
12 months	Per membership	Taxable	\$ 1,078.80	\$ 1,092.00	\$ 13.20	1.22%	Non-statutory
3 months	Per membership	Taxable	\$ 449.50	\$ 273.00	\$ (176.50)	(39.27%)	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ -	\$ -	\$ -	0.00%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$ 89.90	\$ 91.00	\$ 1.10	1.22%	Non-statutory
<b>Memberships - Gym and Swim</b>							
12 months	Per membership	Taxable	\$ 1,011.60	\$ 966.00	\$ (45.60)	(4.51%)	Non-statutory
3 months	Per membership	Taxable	\$ 421.50	\$ 241.50	\$ (180.00)	(42.70%)	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ -	\$ -	\$ -	0.00%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$ 84.30	\$ 80.50	\$ (3.80)	(4.51%)	Non-statutory
<b>Memberships - Fitness and Swim</b>							



Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$		%	
12 months	Per membership	Taxable	\$ 955.20	\$ 966.00	\$ 10.80	1.13%	Non-statutory
3 months	Per membership	Taxable	\$ 398.00	\$ 241.50	\$(156.50)	(39.32%)	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ -	\$ -	\$ -	0.00%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$ 79.60	\$ 80.50	\$ 0.90	1.13%	Non-statutory
<b>Memberships - Swim Only</b>							
12 months	Per membership	Taxable	\$ 860.40	\$ 870.00	\$ 9.60	1.12%	Non-statutory
3 months	Per membership	Taxable	\$ 358.50	\$ 217.50	\$(141.00)	(39.33%)	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ -	\$ -	\$ -	0.00%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$ 71.70	\$ 72.50	\$ 0.80	1.12%	Non-statutory
<b>Memberships - Family Swim</b>							
12 months	Per membership	Taxable	\$ 1,880.40	\$ 1,920.00	\$ 39.60	2.11%	Non-statutory
3 months	Per membership	Taxable	\$ 783.50	\$ 480.00	\$(303.50)	(38.74%)	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ -	\$ -	\$ -	0.00%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$ 156.70	\$ 160.00	\$ 3.30	2.11%	Non-statutory
<b>Corporate</b>							
10 – 20 people	Per group	Taxable	12.5% discount	\$ -	Ceased	0.00%	Non-statutory
21 + people	Per group	Taxable	15% discount	\$ -	Ceased	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			GST	GST	Decrease	Decrease	
			\$	\$	\$	%	
<b>Warrnambool Art Gallery</b>							
<b>User Fees and Charges</b>							
Admission to special exhibition/event	Per admission	Taxable	Dependent on exhibition/ event		\$ -	0.00%	Non-statutory
Research Inquiry – per hour	Per hour	Taxable	\$ 45.00	\$ 45.00	\$ -	0.00%	Non-statutory
Curatorial Advice – per hour	Per hour	Taxable	\$ 125.00	\$ 125.00	\$ -	0.00%	Non-statutory
Education workshop/activity	Per activity	Taxable	Dependent on activity	Dependent on activity	\$ -	0.00%	Non-statutory
Public program event/activity	Per activity	Taxable	Dependent on activity	Dependent on activity	\$ -	0.00%	Non-statutory

Front-of-house and out-of-hours staff	Per hour	Taxable	\$ 45.00	\$ 45.00	\$ -	0.00%	Non-statutory
<b>Annual Subscription</b>							
Family	Per subscription	Taxable	\$ 70.00	\$ 70.00	\$ -	0.00%	Non-statutory
Family 3 Years	Per subscription	Taxable	\$ 200.00	\$ 200.00	\$ -	0.00%	Non-statutory
Individual	Per subscription	Taxable	\$ 40.00	\$ 40.00	\$ -	0.00%	Non-statutory
Individual 3 years	Per subscription	Taxable	\$ 110.00	\$ 110.00	\$ -	0.00%	Non-statutory
Individual concession	Per subscription	Taxable	\$ 25.00	\$ 25.00	\$ -	0.00%	Non-statutory
Individual concession 3 years	Per subscription	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
Life	Per subscription	Taxable	\$ 1,000.00	\$ 1,000.00	\$ -	0.00%	Non-statutory
<b>Rental</b>							
Exhibition in George Lance Gallery/Temporary Exhibition Gallery	Per Exhibition	Taxable	Negotiation	Negotiation	\$ -	0.00%	Non-statutory
Commission on art sales	Per sale	Taxable	40%	40%	\$ -	0.00%	Non-statutory
Commission on shop sales	Per sale	Taxable	100%	100%	\$ -	0.00%	Non-statutory
Meetings/functions	Per hour	Taxable	\$ 125.00	\$ 125.00	\$ -	0.00%	Non-statutory
Transparency/digital image (for reproduction)	Per item	Taxable	Negotiation	Negotiation	\$ -	0.00%	Non-statutory
Display easels (x2) – per hour each	Per hour / each	Taxable	\$ 10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Back loading frames – per hour each	Per hour / each	Taxable	\$ 10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Lectern hire	Per hour	Taxable	\$ 10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Microphone and overhead PA	Per hour	Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Directional lighting (gallery spaces) – per event	Per event	Taxable	\$ 90.00	\$ 90.00	\$ -	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>Sports Grounds</b>							
<b>Sports ground casual hire (includes use of pavilion)</b>							
Half day	Per booking	Taxable	\$ 125.00	\$ 125.00	\$ -	0.00%	Non-statutory
Full day	Per booking	Taxable	\$ 250.00	\$ 250.00	\$ -	0.00%	Non-statutory
Football/Netball League Finals (senior competition)	Per day	Taxable	\$ 1,000.00	\$ 1,000.00	\$ -	0.00%	Non-statutory
Football/Netball League Finals (junior and/or female competition only)	Per day	Taxable	\$ 500.00	\$ 500.00	\$ -	0.00%	Non-statutory
School Use (local, interschool, regional, state competition days)	Per day	Taxable	\$ 500.00	\$ 500.00	\$ -	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			GST	GST	Decrease	Decrease	
			\$	\$	\$	%	
Commercial hire	Per day	Taxable	\$ 2,000.00	\$ 2,000.00	\$ -	0.00%	Non-statutory
Unauthorised Use (base charge plus at cost cleaning and/or damages)	Per event	Taxable	\$ 1,000.00	\$ 1,000.00	\$ -	0.00%	Non-statutory
Unauthorised Works on Council Owned or Managed Land (base charge plus at cost cleaning and/or damages, rectification and/or remedial works)	Per event	Taxable	\$ 2,000.00	\$ 2,000.00	\$ -	0.00%	Non-statutory
Commercial cleaning of facilities (when left in unsuitable condition)	Per event	Taxable	At cost plus 25%	At cost plus 25%	\$ -	0.00%	Non-statutory
Reid Oval social room (no kitchen use)	Per booking	Taxable	\$ 150.00	\$ 150.00	\$ -	0.00%	Non-statutory
Reid Oval social room (includes kitchen use)	Per booking	Taxable	\$ 250.00	\$ 250.00	\$ -	0.00%	Non-statutory
Reid Oval social room (no kitchen use)	Per hour	Taxable	\$ -	\$ 20.00	\$ 20.00	0.00%	Non-statutory
Reid Oval social room (includes kitchen use)	Per hour	Taxable	\$ -	\$ 35.00	\$ 35.00	0.00%	Non-statutory
Reid Oval floodlights (competition/event use)	Per hour	Taxable	\$ -	\$ 40.00	\$ 40.00	0.00%	Non-statutory
Commercial cleaning of facilities (post League finals, casual events & school competition use)	Per booking	Taxable	\$ -	\$ 100.00	\$ 100.00	0.00%	Non-statutory
<b>Sports ground seasonal use fee</b>				<b>Primary Charge</b>			
<b>Category 1</b> (Oval, netball courts x 2 & change rooms)	Per season	Taxable	N/A	\$ 7,716.00	New Fee Structure	0.00%	Non-statutory
<b>Category 2</b> (Oval, netball court x 1 & change rooms)	Per season	Taxable	N/A	\$ 6,173.00	New Fee Structure	0.00%	Non-statutory
<b>Category 3</b> (Oval, practice nets & change rooms)	Per season	Taxable	N/A	\$ 4,630.00	New Fee Structure	0.00%	Non-statutory
<b>Category 4</b> (Oval & change rooms)	Per season	Taxable	N/A	\$ 3,858.00	New Fee Structure	0.00%	Non-statutory
<b>Category 5</b> (Oval)	Per season	Taxable	N/A	\$ 772.00	New Fee Structure	0.00%	Non-statutory
<b>Category 6</b> (Regional Facility)	Per season	Taxable	N/A	At cost plus 25%	New Fee Structure	0.00%	Non-statutory
Pre-season fee (Jan to Mar training, plus 25% of seasonal fee)	Per season	Taxable	N/A	At cost plus 25%	New Fee Structure	0.00%	Non-statutory
Pre-season fee (Oct to Mar training, plus 50% of seasonal fee)	Per season	Taxable	N/A	At cost plus 50%	New Fee Structure	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			GST	GST	Decrease	Decrease	
			\$	\$	\$	%	
Use of second ground for competition (plus 50% of seasonal fee)	Per season	Taxable	N/A	At cost plus 50%	New Fee Structure	0.00%	Non-statutory
All year round competition use (incur two seasonal charges)	Per season	Taxable	N/A	At cost x 2	New Fee Structure	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			GST	GST	Decrease	Decrease	
			\$	\$	\$	%	
<b>Warrnambool Stadium</b>							
<b>Player Fees</b>							
Adult	Per player	Taxable	\$ 11.00	\$ -	\$ (11.00)	(100.00%)	Non-statutory
Junior	Per player	Taxable	\$ 9.00	\$ -	\$ (9.00)	(100.00%)	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST \$	2022/23 Fee Inc GST \$	Fee Increase / Decrease \$	Fee Increase / Decrease %	Basis of Fee
School	Per player	Taxable	\$ 5.70	\$ 5.70	\$ -	0.00%	Non-statutory
Casual Shot	Per player	Taxable	\$ 5.00	\$ 5.00	\$ -	0.00%	Non-statutory
<b>Stadium Hire</b>							
Court hire for licenced resident sports associations domestic competitions & training	Per hour	Taxable	N/A	\$ 40.00	New Fee	0.00%	Non-statutory
Hourly rate with lights: commercial	Per hour	Taxable	\$ 350.00	\$ 350.00	\$ -	0.00%	Non-statutory
Hourly rate with lights: community/school	Per hour	Taxable	\$ 250.00	\$ 250.00	\$ -	0.00%	Non-statutory
School use between 9am - 3pm	Per booking	Taxable	\$ 950.00	\$ 950.00	\$ -	0.00%	Non-statutory
Single court hourly: user group squads: with lights	Per hour	Taxable	\$ 32.00	\$ -	\$ (32.00)	(100.00%)	Non-statutory
Highball Court - up to 12 hours	Per booking	Taxable	\$ 500.00	\$ 500.00	\$ -	0.00%	Non-statutory
Highball Court - with lights: commercial	Per hour	Taxable	\$ 80.00	\$ 80.00	\$ -	0.00%	Non-statutory
Highball Court - with lights: community/school	Per hour	Taxable	\$ 60.00	\$ 60.00	\$ -	0.00%	Non-statutory
Highball Court - School use between 9am - 3pm	Per booking	Taxable	\$ 350.00	\$ 350.00	\$ -	0.00%	Non-statutory
Show Court - up to 12 hours	Per booking	Taxable	\$ 650.00	\$ 650.00	\$ -	0.00%	Non-statutory
Show Court - with lights: commercial	Per hour	Taxable	\$ 80.00	\$ 80.00	\$ -	0.00%	Non-statutory
Show Court - with lights: community/school	Per hour	Taxable	\$ 60.00	\$ 60.00	\$ -	0.00%	Non-statutory
Show Court - School use between 9am - 3pm	Per booking	Taxable	\$ 350.00	\$ 350.00	\$ -	0.00%	Non-statutory
<b>Seahawks/Mermaids Home Games &amp; Finals</b>							
Both Teams	Per game	Taxable	\$ 680.00	\$ 680.00	\$ -	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
Single Team	Per game	Taxable	\$ 420.00	\$ 420.00	\$ -	0.00%	Non-statutory
<b>Multi-Purpose Room</b>							
Up to 12 hours (with other hires)	Per booking	Taxable	\$ 200.00	\$ 200.00	\$ -	0.00%	Non-statutory
Up to 12 hours (room only)	Per booking	Taxable	\$ 400.00	\$ 400.00	\$ -	0.00%	Non-statutory
Multi-purpose room - Per hour	Per hour	Taxable	\$ 60.00	\$ 60.00	\$ -	0.00%	Non-statutory
User groups up to 12 hours	Per booking	Taxable	\$ 150.00	\$ 150.00	\$ -	0.00%	Non-statutory
User groups per hour	Per hour	Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Meeting room up to 12 hours	Per booking	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
Meeting room - Per hour	Per hour	Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
<b>Facility Hire</b>							
Kitchen facilities	Per booking	Taxable	\$ 180.00	\$ 180.00	\$ -	0.00%	Non-statutory
User group sports hire up to 12 hours	Per booking	Taxable	\$ 1,250.00	\$ 1,250.00	\$ -	0.00%	Non-statutory
3crt stadium Commercial users up to 12 hours	Per booking	Taxable	\$ 1,800.00	\$ 1,800.00	\$ -	0.00%	Non-statutory
2crt NB stadium up to 12 hours	Per booking	Taxable	\$ 950.00	\$ 950.00	\$ -	0.00%	Non-statutory
<b>Gymnastics</b>							
1 hour recreational class fee (per hour)	Per hour	Taxable	\$ 12.50	\$ 12.50	\$ -	0.00%	Non-statutory
2 hour classes class fee (per hour)	Per hour	Taxable	\$ 12.50	\$ 12.50	\$ -	0.00%	Non-statutory
3 hour class fee (per hour)	Per hour	Taxable	\$ 12.50	\$ 12.50	\$ -	0.00%	Non-statutory
Above 3 hour class fee (per hour)	Per hour	Taxable	\$ 12.50	\$ 12.50	\$ -	0.00%	Non-statutory
School gymnastics with instruction (per student)	Per student	Taxable	\$ 8.00	\$ 8.20	\$ 0.20	2.50%	Non-statutory



Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST \$	2022/23 Fee Inc GST \$	Fee Increase / Decrease \$	Fee Increase / Decrease %	Basis of Fee
Small school group class fee (1hr)	Per booking	Taxable	\$ 100.00	\$ 100.00	\$ -	0.00%	Non-statutory
Adult Group (per person)	Per person	Taxable	\$ 13.00	\$ 13.00	\$ -	0.00%	Non-statutory
Gymnastics facility hire (per hr) for external gymnastics groups	Per hour	Taxable	\$ 100.00	\$ 100.00	\$ -	0.00%	Non-statutory
Ed gym 1 hr class	Per booking	Taxable	\$ 11.00	\$ 11.00	\$ -	0.00%	Non-statutory
School Holiday Program 2 hr class	Per class	Taxable	\$ 25.00	\$ 25.00	\$ -	0.00%	Non-statutory
Birthday Party Program per child	Per child	Taxable	\$ 13.50	\$ 13.50	\$ -	0.00%	Non-statutory
<b>Outside School Hours Care</b>							
Vacation care daily rate	Per day	Non-Taxable	\$ 84.00	\$ -	\$ (84.00)	(100.00%)	Non-statutory
After school care casual rate per session	Per session	Non-Taxable	\$ 30.00	\$ -	\$ (30.00)	(100.00%)	Non-statutory
After school care permanent rate per session	Per session	Non-Taxable	\$ 27.00	\$ -	\$ (27.00)	(100.00%)	Non-statutory
<b>Kindergartens</b>							
<b>Fees Per Term - 4 year old (15 hour per week)</b>							
Term 3 & 4	Per term	Non-Taxable	\$ 345.00	\$ 355.00	\$ 10.00	2.90%	Non-statutory
Term 1 & 2	Per term	Non-Taxable	\$ 355.00	\$ 365.00	\$ 10.00	2.82%	Non-statutory
<b>Fees Per Term- 3 year old</b>							
Term 3 & 4 (5 hours per week in 2022)	Per term	Non-Taxable	\$ 113.00	\$ 123.00	\$ 10.00	8.85%	Non-statutory
Term 1 & 2 (15 hours per week in 2023)	Per term	Non-Taxable	\$ 113.00	\$ 365.00	\$ 252.00	223.01%	Non-statutory
<b>Centre-Based Care</b>							
<b>User Fees &amp; Charges</b>							

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
Daily fee - Jul to Dec	Per day	Non-Taxable	\$ 111.00	\$ 120.00	\$ 9.00	8.11%	Non-statutory
Daily fee - Jan to June	Per day	Non-Taxable	\$ 111.00	\$ 120.00	\$ 9.00	8.11%	Non-statutory
<b>Family Day Care</b>							
<b>User Fees &amp; Charges</b>							
8am to 6pm – per hour	Fees & charges set by Educators under National guidelines	Non-Taxable	Fees & charges set by Educators under National guidelines	Fees & charges set by Educators under National guidelines	Fees & charges set by Educators under National guidelines	Fees & charges set by Educators under National guidelines	Non-statutory
After hours – per hour							
Public holidays – per hour							
Breakfast							
Lunch							
Dinner							
Snacks							
Trips							
Parent Admin Levy - per child per week, capped at 2 children	Per child per week	Non-Taxable	\$ 10.00	\$ 10.10	\$ 0.10	1.00%	Non-statutory
Educator Levy - per hour	Per hour	Non-Taxable	\$ 1.00	\$ 1.10	\$ 0.10	10.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>Home and Community Care</b>							

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>Home Maintenance</b>							
Lawn mowing and tip fees: low	Per hour	Non-Taxable	\$ 20.00	\$ 20.40	\$ 0.40	2.00%	Non-statutory
Lawn mowing and tip fees: medium & couples	Per hour	Non-Taxable	\$ 38.00	\$ 38.76	\$ 0.76	2.00%	Non-statutory
Lawn mowing and tip fees: Private	Per hour	Taxable	\$ 76.40	\$ 78.00	\$ 1.60	2.09%	Non-statutory
Home Care Packages and Brokerage Clients	Per hour	Taxable	N/A	\$ 78.00	New Fee	0.00%	Non-statutory
Tip fee		Taxable	N/A	\$ 5.00	New Fee	0.00%	Non-statutory
Property modification (plus cost of materials): low	Per hour	Non-Taxable	\$ 20.00	\$ 20.40	\$ 0.40	2.00%	Non-statutory
Property modification (plus cost of materials): medium	Per hour	Non-Taxable	\$ 38.00	\$ 38.76	\$ 0.76	2.00%	Non-statutory
Property modification (plus cost of materials): Private	Per hour	Taxable	\$ 76.80	\$ 78.00	\$ 1.20	1.56%	Non-statutory
Home Care Packages and Brokerage Clients	Per hour	Taxable	N/A	\$ 78.00	New Fee	0.00%	Non-statutory
<i>Note: Minimum 1 hour applies to home maintenance</i>							
<b>Home Care</b>							
HACC Community Care Low care	Per hour	Non-Taxable	\$ 9.00	\$ 9.15	\$ 0.15	1.67%	Non-statutory
HACC Community Care Medium Care	Per hour	Non-Taxable	\$ 16.00	\$ 16.35	\$ 0.35	2.19%	Non-statutory
HACC Community Care High care	Per hour	Non-Taxable	\$ 49.32	\$ 50.30	\$ 0.98	1.99%	Non-statutory
Home Care Packages and Brokerage Clients	Per hour	Non-Taxable	N/A	\$ 65.54	New Fee	0.00%	Non-statutory
CHSP Personal care – low	Per hour	Non-Taxable	\$ 7.80	\$ 9.15	\$ 1.35	17.31%	Non-statutory
CHSP Personal care – medium	Per hour	Non-Taxable	\$ 10.00	\$ 16.35	\$ 6.35	63.50%	Non-statutory
CHSP Personal care - High	Per hour	Non-Taxable	\$ 49.32	\$ 50.30	\$ 0.98	1.99%	Non-statutory
Home Care Packages and Brokerage Clients	Per hour	Non-Taxable	N/A	\$ 65.54	New Fee	0.00%	Non-statutory
CHSP Domestic Assistance Low care	Per hour	Non-Taxable	\$ 9.00	Now Community Care	\$ -	0.00%	Non-statutory
CHSP Domestic Assistance Medium care	Per hour	Non-Taxable	\$ 16.00	Now Community Care	\$ -	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST		2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee	
				\$	\$	\$	%		
CHSP Domestic Assistance High care	Per hour	Non-Taxable		\$ 49.32	Now Community Care	\$ -	0.00%	Non-statutory	
CHSP Community Care Low	Per hour	Non-Taxable	Previously Domestic Assistance			\$ 9.15	New Fee	0.00%	Non-statutory
CHSP Community Care Medium	Per hour	Non-Taxable	Previously Domestic Assistance			\$ 16.35	New Fee	0.00%	Non-statutory
CHSP Community Care High	Per hour	Non-Taxable	Previously Domestic Assistance			\$ 50.30	New Fee	0.00%	Non-statutory
Home Care Packages and Brokerage Clients	Per hour	Non-Taxable		N/A		\$ 65.54	New Fee	0.00%	Non-statutory
Note: Minimum 1/2 hour applies to home care									
Flexible individual respite care	Per session	Non-Taxable		\$ 5.00		\$ 5.10	\$ 0.10	2.00%	Non-statutory
Respite Care Programs – centre based	Per session	Non-Taxable		N/A		\$ 8.00	New Fee	0.00%	Non-statutory
Respite Care Programs - Other	Per session	Non-Taxable		N/A		\$ 8.00	New Fee	0.00%	Non-statutory
Accommodation Respite care	One night	Non-Taxable		N/A		\$ 15.00	New Fee	0.00%	Non-statutory
Accommodation Respite care	Two night	Non-Taxable		N/A	\$ 25.00	New Fee	0.00%	Non-statutory	
CACPS	Per hour	Taxable		\$ 64.25	\$ 65.35	\$ 1.10	1.71%	Non-statutory	
Post Acute Care	Per hour	Taxable		\$ 64.25	\$ 65.35	\$ 1.10	1.71%	Non-statutory	
CHSP/HACC Financial Hardship Fee		Per Application	Taxable	N/A	\$ 3.00	New Fee	0.00%	Non-statutory	
Plus travel costs per km - Private Clients / Fees for Service	Per km		Taxable	\$1.45	\$ 1.48	\$ 0.03	2.07%	Non-statutory	
Note: - Minimum 1 hour applies to Home Care and Respite Care services - Minimum ½ hour applies to Personal Care services - Minimum 1 hour will apply to all services provided outside of regular hours, Monday to Friday 6 am to 6pm - Time and ½ is charged to CACPS and PAC after 6pm for the first 2 hours and then double time after that, Saturday incurs time and ½ for the first 2 hours and then double time before midday - After midday until Monday morning 6am charges are double time - All CHSP & HACC PYP Programs are GST free									

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST		2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
				\$	\$	\$	%	
<b>Planned Activity Group</b>								
Daily session fee – low & medium	Per session	Non-Taxable	\$ 8.00	\$ -	\$ (8.00)	(100.00%)	Non-statutory	
Daily session fee – high & full cost participants (GST free)	Per session	Non-Taxable	\$ 40.00	\$ -	\$ (40.00)	(100.00%)	Non-statutory	
Meal	Per meal	Non-Taxable	\$ 9.10	\$ -	\$ (9.10)	(100.00%)	Non-statutory	
Soup	Per soup	Non-Taxable	\$ 1.75	\$ -	\$ (1.75)	(100.00%)	Non-statutory	
Sweet	Per sweet	Non-Taxable	\$ 2.00	\$ -	\$ (2.00)	(100.00%)	Non-statutory	
<b>Social Support Group</b>								
CHSP Daily session fee – low	Per session	Non-Taxable	N/A	\$ 8.10	New Fee	0.00%	Non-statutory	
CHSP Daily session fee – medium	Per session	Non-Taxable	N/A	\$ 10.00	New Fee	0.00%	Non-statutory	
CHSP Daily session fee – high	Per session	Non-Taxable	N/A	\$ 40.70	New Fee	0.00%	Non-statutory	
CHSP In Venue Meal	Per meal	Non-Taxable	N/A	\$ 9.25	New Fee	0.00%	Non-statutory	
CHSP Café program	Per session	Non-Taxable	N/A	\$ 8.10	New Fee	0.00%	Non-statutory	
CHSP Financial Hardship Fee			N/A	\$ 3.00	New Fee	0.00%	Non-statutory	
HACC Daily session fee – low & medium	Per session	Non-Taxable	N/A	\$ 8.10	New Fee	0.00%	Non-statutory	
HACC Daily session fee – high & full cost participants (GST free)	Per session	Non-Taxable	N/A	\$ 40.70	New Fee	0.00%	Non-statutory	
HACC In Venue Meal	Per meal	Non-Taxable	N/A	\$ 9.25	New Fee	0.00%	Non-statutory	
HACC Café program	Per session	Non-Taxable	N/A	\$ 8.10	New Fee	0.00%	Non-statutory	
HACC Financial Hardship Fee	Per Application	Taxable	N/A	\$ 3.00	New Fee	0.00%	Non-statutory	
<b>Meals On Wheels</b>								
CHSP Meal 3 course	Per meal	Non-Taxable	N/A	\$ 12.30	New Fee	0.00%	Non-statutory	
HACC Meal 3 course	Per meal	Non-Taxable	N/A	\$ 12.30	New Fee	0.00%	Non-statutory	

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST		2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$		\$	\$	%	
<i>CHSP Meal 2 course</i>	Per meal	Non-Taxable	N/A		\$ 9.40	New Fee	0.00%	Non-statutory
<i>HACC Meal 2 course</i>	Per meal	Non-Taxable	N/A		\$ 9.40	New Fee	0.00%	Non-statutory
<i>Private / Co-funded Meal</i>	Per meal	Non-Taxable	N/A		\$ 18.90	New Fee	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			GST	GST	Decrease	Decrease	
			\$	\$	\$	%	
Archie Graham Community Centre							
User Fees & Charges							
Hydro pools casual admission	Per admission	Non-Taxable	\$ 10.00	\$ 10.10	\$ 0.10	1.00%	Non-statutory
Commercial pool use	Per use	Non-Taxable	\$ 100.00	\$ 101.75	\$ 1.75	1.75%	Non-statutory
Community pool use	Per use	Non-Taxable	\$ 70.00	\$ 71.20	\$ 1.20	1.71%	Non-statutory
Commercial rate per hour per room	Per hour per room	Non-Taxable	\$ 70.00	\$ 71.20	\$ 1.20	1.71%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			GST	GST	Decrease	Decrease	
			\$	\$	\$	%	
Regular Commercial Room Hire (with more than 10 bookings per year) per hour per room	Per hour per room	Non-Taxable	\$ 60.00	\$ 61.05	\$ 1.05	1.75%	Non-statutory
Casual community rate per hour per room	Per hour per room	Non-Taxable	\$ 38.00	\$ 38.65	\$ 0.65	1.71%	Non-statutory
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	Per person	Non-Taxable	\$ 22.00	\$ 22.40	\$ 0.40	1.82%	Non-statutory
Community Computer Centre per 1 hour session	Per session	Non-Taxable	\$ 7.00	\$ 7.10	\$ 0.10	1.43%	Non-statutory
Group Fitness	Per session	Non-Taxable	N/A	\$ 7.10	New Fee	0.00%	Non-statutory
Health promotion programs: strength training	Per class	Non-Taxable	\$ 7.00	\$ -	\$ (7.00)	(100.00%)	Non-statutory
Lite Moves	Per class	Non-Taxable	\$ 7.00	\$ -	\$ (7.00)	(100.00%)	Non-statutory
Lite Pulse	Per class	Non-Taxable	\$ 7.00	\$ -	\$ (7.00)	(100.00%)	Non-statutory
Moove & Groove	Per class	Non-Taxable	\$ 7.00	\$ -	\$ (7.00)	(100.00%)	Non-statutory
Bike Hire Group Program	Per class	Non-Taxable	\$ 5.00	\$ 5.10	\$ 0.10	2.00%	Non-statutory
<b>Health</b>							
<b>Food</b>							
Class 1	Per application	Non-Taxable	\$ 490.00	\$ 498.50	\$ 8.50	1.73%	Non-statutory
Class 2 General - where not more than 5 full-time persons are employed	Per application	Non-Taxable	\$ 443.00	\$ 450.50	\$ 7.50	1.69%	Non-statutory
Class 2 - 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)	Per application	Non-Taxable	\$ 33.00	\$ 33.50	\$ 0.50	1.52%	Non-statutory
Class 2 - Community Group (eg not-for-profit groups)	Per application	Non-Taxable	N/A	\$ -	New Fee	0.00%	Non-statutory
Class 2 - Canteens/sporting club kitchens	Per application	Non-Taxable	\$ 152.00	\$ 154.50	\$ 2.50	1.64%	Non-statutory
Class 3 General	Per application	Non-Taxable	\$ 170.00	\$ 172.50	\$ 2.50	1.47%	Non-statutory



Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			GST	GST	Decrease	Decrease	
			\$	\$	\$	%	
Class 3 - Community Group (eg not-for-profit groups)	Per application	Non-Taxable	N/A	\$ -	New Fee	0.00%	Non-statutory
Class 4	Per application	Non-Taxable	N/A	\$ -	New Fee	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			GST	GST	Decrease	Decrease	
			\$	\$	\$	%	
<b>Health</b>							
Hairdressers, beauty salons (one off fee)	Per application	Non-Taxable	\$ 220.00	\$ 223.50	\$ 3.50	1.59%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
Beauty premises & skin penetration establishments	Per application	Non-Taxable	\$ 156.00	\$ 158.50	\$ 2.50	1.60%	Non-statutory
<b>Onsite Wastewater Management Systems (OWMS)</b>							
<b>Note: The EPA's Environment Protection Regulations now sets the fees for OWMS</b>							
Application to construct, install or alter OWMS [1]	Per application	Non-Taxable	Set by EPA	\$ 734.67	\$ -	0.00%	Statutory
Application for minor alteration to OWMS [2]	Per application	Non-Taxable	Set by EPA	\$ 559.87	\$ -	0.00%	Statutory
Transfer a permit [3]	Per application	Non-Taxable	Set by EPA	\$ 149.25	\$ -	0.00%	Statutory
Amend a permit [4]	Per application	Non-Taxable	Set by EPA	\$ 156.01	\$ -	0.00%	Statutory
Renew a permit [5]	Per application	Non-Taxable	Set by EPA	\$ 124.90	\$ -	0.00%	Statutory
<b>Notes:</b>							
[1] In addition to the initial fee, \$91 payable per hour of assessment (after exceeding initial 8.2 hours) up to a maximum of \$2,006							
[2] Consists only of the installation, replacement or relocation of the internal plumbing, fixtures or fittings of an OWMS							
[3] An OWMS application has been submitted but not yet installed, and the land is transferred							
[4] E.g. changing wastewater system type or plumber in the Application to Install							
[5] When the Permit to Install has expired - 2 years after it was issued							
<b>Aquatic Facilities</b>							
Annual registration fee - first pool	Per registration	Non-Taxable	\$ 300.00	\$ 300.00	\$ -	0.00%	Non-statutory
Annual registration fee - subsequent pools	Per registration	Non-Taxable	\$ 50.00	\$ 50.00	\$ -	0.00%	Non-statutory
Transfer fee	Per registration	Non-Taxable	50% of annual fee	50% of annual fee	\$ -	0.00%	Non-statutory
Pool sampling fee - first pool	Per sample	Non-Taxable	\$ 180.00	\$ 180.00	\$ -	0.00%	Non-statutory
Pool sampling fee - subsequent pools	Per sample	Non-Taxable	\$ 100.00	\$ 100.00	\$ -	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee	
			\$	\$	\$	%		
<b>New Registration Fees</b>				\$ 213.50				
New premises pre-application fee and/or pre-registration inspection fee	Per registration	Non-Taxable	\$ 210.00		\$ 3.50	1.67%	Non-statutory	
Notes:								
- Pro-rata fees apply for new registrations (quarterly)								
<b>Health</b>								
<b>Transfer fees</b>				\$ 223.50				
Inspection request fee prior to transfer – 5 business days	Per application	Non-Taxable	\$ 220.00		\$ 3.50	1.59%	Non-statutory	
Inspection request fee prior to transfer – 10 business days	Per application	Non-Taxable	\$ 158.00		\$ 2.50	1.58%	Non-statutory	
Transfer fee	Per application	Non-Taxable	50% of annual fee		\$ -	0.00%	Non-statutory	
<b>Accommodation</b>								
Accommodation premises	Per application		\$ 245.00		\$ 249.00	\$ 4.00	1.63%	Non-statutory
<b>Other fees</b>								
Re-inspection fee and request for inspection fee	Per application		\$ 86.00		\$ 87.50	\$ 1.50	1.74%	Non-statutory
Late payment fee	Per application		50% of annual fee	\$ -	0.00%	Non-statutory		
<b>Septic tanks</b>				Set by EPA Set by EPA				
Septic tank applications	Per application		\$ 580.00		\$ -	0.00%	Non-statutory	
Septic tank alterations (changes to disposal field only)	Per application		\$ 290.00		\$ -	0.00%	Non-statutory	
<b>Caravan Parks</b>								
Caravan Parks (per site)	Per application		Set by State Government		Set by State Government	\$ -	0.00%	Statutory
<b>Pool sampling</b>								

Description of Fees and Charges		Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
				\$	\$	\$	%	
Optional fee for microbiological testing of potable water, swimming pools and spas	Per application			\$ 130.00	\$ 180.00	\$ 50.00	38.46 %	Non-statutory
Subsequent pools	Per application			\$ 51.00	\$ 100.00			
Notes:								
- Pro-rata fees apply for new registrations (quarterly)								
<b>Immunisation</b>								
<b>User Fees &amp; Charges</b>								
Application for immunisation records (search fee)	Per application	Non-Taxable		\$ 20.00	\$ 25.00	\$ 5.00	25.00 %	Non-statutory
Influenza vaccine & administration (flu injection)	Per injection	Taxable		\$ 25.00	\$ 27.00	\$ 2.00	8.00%	Non-statutory
<b>Local Laws</b>								
<b>User Fees &amp; Charges</b>								
Derelict vehicle release	Per vehicle	Non-Taxable		\$ 410.00	\$ 415.00	\$ 5.00	1.22%	Non-statutory
Tables and chairs	Per table	Non-Taxable		\$ 185.00	\$ 185.00	\$ -	0.00%	Non-statutory
Goods on footpath	Per item	Non-Taxable		\$ 215.00	\$ 220.00	\$ 5.00	2.33%	Non-statutory
A/Frames permit	Per frame	Non-Taxable		\$ 150.00	\$ 153.00	\$ 3.00	2.00%	Non-statutory
Itinerant trading annual permit	Per application	Non-Taxable		\$ 600.00	\$ 600.00	\$ -	0.00%	Non-statutory
Itinerant trading 6 monthly permit	Per application	Non-Taxable		\$ 350.00	\$ 350.00	\$ -	0.00%	Non-statutory
Itinerant trading weekend permit	Per application	Non-Taxable		\$ 125.00	\$ 125.00	\$ -	0.00%	Non-statutory
Itinerant trading organiser permit (markets and festivals)	Per application	Non-Taxable		\$ 1,500.00	\$ 1,500.00	\$ -	0.00%	Non-statutory
Impounded trolley release fee	Per trolley	Non-Taxable		\$ 115.00	\$ 120.00	\$ 5.00	4.35%	Non-statutory
Permit to burn	Per permit	Non-Taxable		\$ 115.00	\$ 120.00	\$ 5.00	4.35%	Non-statutory
Horses on beach trainer permit	Per permit	Non-Taxable		\$ 255.00	\$ 255.00	\$ -	0.00%	Non-statutory

Description of Fees and Charges		Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
				\$	\$	\$	%	
Horses on beach daily access fee	Per horse	Non-Taxable		\$ 3.50	\$ 3.50	\$ -	0.00%	Non-statutory
Horses on beach swim access fee	Per horse	Non-Taxable		\$ 2.00	\$ 2.00	\$ -	0.00%	Non-statutory
Hire of cat cage	Per cage	Non-Taxable		\$ 30.00	\$ 30.00	\$ -	0.00%	Non-statutory
Hire Citronella Collar per week	Per item	Non-Taxable		\$ 25.00	\$ 25.00	\$ -	0.00%	Non-statutory
Hire Bark inhibitor per week	Per item	Non-Taxable		\$ 25.00	\$ 25.00	\$ -	0.00%	Non-statutory
Hire Bark counter per week	Per item	Non-Taxable		\$ 25.00	\$ 25.00	\$ -	0.00%	Non-statutory
Block slashing prior to declared fire season	Per job	Non-Taxable		\$ 155.00	\$ 160.00	\$ 5.00	3.23%	Non-statutory
Skip bin permit	Per permit	Non-Taxable		\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
<b>Parking Fees and Fines</b>								
<b>On-Street and Off Street</b>								
1st hour off street parking (excluding Coles & Target car parks) in zones 1P & 2P	Per hour	Taxable		\$ -	\$ -	\$ -	0.00%	Non-statutory
All parking zones 1P 2P 4P	Per hour	Taxable		\$ 2.00	\$ 2.00	\$ -	0.00%	Non-statutory
All Day	Per day	Taxable		\$ 4.00	\$ 4.00	\$ -	0.00%	Non-statutory
Disabled Parking		Taxable		\$ -	\$ -	\$ -	0.00%	Non-statutory
Reserved bay permit in CBD per day	Per day	Taxable		\$ 15.00	\$ 15.00	\$ -	0.00%	Non-statutory
<b>Credit Surcharge on Smart Meters</b>								
Credit Surcharge on Smart Meters	Per transaction	Taxable		\$ 0.24	\$ 0.24	\$ -	0.00%	Non-statutory
<b>Parking Permits - Disabled and Returned Service</b>								

Description of Fees and Charges		Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
				\$	\$	\$	%	
Replacement	Per permit	Non-Taxable	\$ -	\$ -	\$ -	\$ -	0.00%	Non-statutory
New	Per permit	Non-Taxable	\$ -	\$ -	\$ -	\$ -	0.00%	Non-statutory
Resident Parking permit	Per permit per annum	Non-Taxable	\$ 15.00	\$ 15.00	\$ -	\$ -	0.00%	Non-statutory
<b>Car parking Fines</b>								
Car parking fines set by Council	Per fine	Non-Taxable	\$ 80.00	\$ 80.00	\$ -	\$ -	0.00%	Non-statutory

Description of Fees and Charges		Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
				\$	\$	\$	%	

**Animal Registrations**

**User Fees & Charges**

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			\$	\$	Decrease	Decrease	
Unsterilised dog	Per dog	Non-Taxable	\$ 216.00	\$ 220.00	\$ 4.00	1.85%	Non-statutory
Sterilised dog	Per dog	Non-Taxable	\$ 72.00	\$ 72.00	\$ -	0.00%	Non-statutory
Unsterilised dog (pensioner)	Per dog	Non-Taxable	\$ 108.00	\$ 110.00	\$ 2.00	1.85%	Non-statutory
Sterilised dog (pensioner)	Per dog	Non-Taxable	\$ 36.00	\$ 36.00	\$ -	0.00%	Non-statutory
Dog over 10 years old	Per dog	Non-Taxable	\$ 72.00	\$ 72.00	\$ -	0.00%	Non-statutory
Dog over 10 years old (pensioner)	Per dog	Non-Taxable	\$ 36.00	\$ 36.00	\$ -	0.00%	Non-statutory
Dog kept for working with Livestock (rural)	Per dog	Non-Taxable	\$ 72.00	\$ 72.00	\$ -	0.00%	Non-statutory
Dog kept for working with Livestock (rural) (pensioner)	Per dog	Non-Taxable	\$ 36.00	\$ 36.00	\$ -	0.00%	Non-statutory
Dog registration at pound release	Per dog	Non-Taxable	\$ 36.00	\$ 36.00	\$ -	0.00%	Non-statutory
Declared Dangerous or Restricted Breed	Per dog	Non-Taxable	\$ 320.00	\$ 330.00	\$ 10.00	3.13%	Non-statutory
Unsterilised cat	Per cat	Non-Taxable	\$ 216.00	\$ 220.00	\$ 4.00	1.85%	Non-statutory
Sterilised cat	Per cat	Non-Taxable	\$ 72.00	\$ 72.00	\$ -	0.00%	Non-statutory
Cat registration at pound release	Per cat	Non-Taxable	\$ 36.00	\$ 36.00	\$ -	0.00%	Non-statutory
Unsterilised cat (pensioner)	Per cat	Non-Taxable	\$ 108.00	\$ 110.00	\$ 2.00	1.85%	Non-statutory
Sterilised cat (pensioner)	Per cat	Non-Taxable	\$ 36.00	\$ 36.00	\$ -	0.00%	Non-statutory
Permit to house a third dog / cat	Per cat	Non-Taxable	\$ 100.00	\$ 100.00	\$ -	0.00%	Non-statutory
Replacement registration tag	Per tag	Non-Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Registered Foster Carer	Per registration	Non-Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Foster Care Dog / Cat Fee	Per animal	Non-Taxable	\$ 8.00	\$ 8.00	\$ -	0.00%	Non-statutory



Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
Grazing permit	Per permit	Non-Taxable	\$ 195.00	\$ 200.00	\$ 5.00	2.56%	Non-statutory
Registered animal businesses	Per businesses	Non-Taxable	\$ 205.00	\$ 205.00	\$ -	0.00%	Non-statutory
Impounded animal release fee: Cat	Per Cat	Non-Taxable	\$ 158.00	\$ 160.00	\$ 2.00	1.27%	Non-statutory
Impounded animal release fee: Dog	Per Dog	Non-Taxable	\$ 158.00	\$ 160.00	\$ 2.00	1.27%	Non-statutory
<b>Notes:</b>							
- Animal registration fees apply from 1 April 2022							
- Pro-rata fees – 50% of pet registration fees apply after 1 November							
- Deceased animals – 50% refund of fees available/claimed up to 1 November of current registration period							

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
<b>Warrnambool Livestock Exchange</b>							
<b>User Fees &amp; Charges</b>							
Bobby Calves	Per animal	Taxable	\$ 4.30	\$ 4.40	\$ 0.10	2.33%	Non-statutory
Calves	Per animal	Taxable	\$ 9.20	\$ 9.40	\$ 0.20	2.17%	Non-statutory
Bulls	Per animal	Taxable	\$ 20.40	\$ 20.80	\$ 0.40	1.96%	Non-statutory
Cattle	Per animal	Taxable	\$ 14.10	\$ 14.40	\$ 0.30	2.13%	Non-statutory
Sheep	Per animal	Taxable	\$ 1.00	\$ 1.00	\$ -	0.00%	Non-statutory
Store - cattle	Per animal	Taxable	\$ 14.80	\$ 15.10	\$ 0.30	2.03%	Non-statutory
Dairy - cattle	Per animal	Taxable	\$ 15.30	\$ 15.60	\$ 0.30	1.96%	Non-statutory
Transit cattle	Per animal	Taxable	\$ 4.40	\$ 4.50	\$ 0.10	2.27%	Non-statutory
Hire of dairy ring per head:							
<100 head	Per head	Taxable	\$ 15.70	\$ 15.60	\$ (0.10)	(0.64%)	Non-statutory
>100 head	Per group	Taxable	\$ 1,435.00	\$ 1,430.00	\$ (5.00)	(0.35%)	Non-statutory
>200 head	Per group	Taxable	\$ 1,845.00	\$ 1,830.00	\$ (15.00)	(0.81%)	Non-statutory
>300 head	Per group	Taxable	\$ 2,255.00	\$ 2,245.00	\$ (10.00)	(0.44%)	Non-statutory
>400 head	Per group	Taxable	\$ 2,665.00	\$ 2,650.00	\$ (15.00)	(0.56%)	Non-statutory
>500 head	Per group	Taxable	\$ 3,180.00	\$ 3,160.00	\$ (20.00)	(0.63%)	Non-statutory
Agents fees (per month)	Per month	Taxable	\$ 9,166.67	\$ 9,350.00	\$ 183.33	2.00%	Non-statutory
Agents commission on gross sale value	% Gross Sale Value	Taxable	0.25%	0.25%	\$ -	0.00%	Non-statutory
Office rental (per office)	Per office	Taxable	\$ 2,780.00	\$ 2,780.00	\$ -	0.00%	Non-statutory
<b>Truck Wash</b>							

Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday	Per minute	Taxable	\$ 1.16	\$ 1.18	\$ 0.02	1.72%	Non-statutory
Truck wash fees (per minute) all other times	Per minute	Taxable	\$ 1.64	\$ 1.67	\$ 0.03	1.83%	Non-statutory
Weigh Fees:							
- 1 Head	Per head	Taxable	\$ 2.95	\$ 3.00	\$ 0.05	1.69%	Non-statutory
- 2 Head	Per head	Taxable	\$ 2.45	\$ 2.50	\$ 0.05	2.04%	Non-statutory
- 3 Head	Per head	Taxable	\$ 2.15	\$ 2.20	\$ 0.05	2.33%	Non-statutory
- 4 Head	Per head	Taxable	\$ 1.85	\$ 1.90	\$ 0.05	2.70%	Non-statutory
- 5 Head	Per head	Taxable	\$ 1.45	\$ 1.50	\$ 0.05	3.45%	Non-statutory
- 6 Head or more	Per head	Taxable	\$ 1.15	\$ 1.20	\$ 0.05	4.35%	Non-statutory
Scanner fee hire per day	Per head	Taxable	\$ 130.00	\$ 133.00	\$ 3.00	2.31%	Non-statutory
Scanner transfer fee per head	Per head	Taxable	\$ 2.65	\$ 3.00	\$ 0.35	13.21%	Non-statutory
Cattle not sold at store sale: scanning fee per head	Per head	Taxable	\$ 3.20	\$ 3.30	\$ 0.10	3.12%	Non-statutory
Private weighs	Per head	Taxable	\$ 7.30	\$ 7.40	\$ 0.10	1.37%	Non-statutory

Description of Fees and Charges		GST Status	\$	2022/23 Fee Inc GST	\$	Fee Increase / Decrease	\$	Fee Increase / Decrease	%	Basis of Fee
<b>Flagstaff Hill Maritime Village</b>										
<b>Admission Fees</b>										
Adults	Per admission	Taxable	\$ 19.00		\$ 19.00		\$ -	0.00%		Non-statutory
Concession	Per admission	Taxable	\$ 15.00		\$ 15.00		\$ -	0.00%		Non-statutory
Child	Per admission	Taxable	\$ 9.00		\$ 9.00		\$ -	0.00%		Non-statutory
Family	Per admission	Taxable	\$ 49.50		\$ 49.50		\$ -	0.00%		Non-statutory
Member School Education visits	Per admission	Taxable	\$ 4.50		\$ 4.50		\$ -	0.00%		Non-statutory
Additional Education Sessions	Per admission	Taxable	\$ 4.00		\$ 4.00		\$ -	0.00%		Non-statutory
<b>Sound &amp; Light Show Admissions</b>										
Adults	Per admission	Taxable	\$ 31.00		\$ 31.00		\$ -	0.00%		Non-statutory
Concession	Per admission	Taxable	\$ 28.00		\$ 28.00		\$ -	0.00%		Non-statutory
Child	Per admission	Taxable	\$ 16.95		\$ 17.00		\$ 0.05	0.29%		Non-statutory
Family (2A + 2C)	Per admission	Taxable	\$ 79.00		\$ 79.00		\$ -	0.00%		Non-statutory
Additional Child	Per admission	Taxable	\$ 12.00		\$ 12.00		\$ -	0.00%		Non-statutory
<b>Flagstaff Hill Memberships</b>										
Individual	Per membership	Taxable	\$ 42.00		\$ 42.00		\$ -	0.00%		Non-statutory
Grandparents (2A + Children)	Per membership	Taxable	\$ 65.00		\$ 75.00		\$ 10.00	15.38%		Non-statutory
Family (2A + Children)	Per membership	Taxable	\$ 85.00		\$ 95.00		\$ 10.00	11.76%		Non-statutory
Full Family (2G + 2A + Children)	Per membership	Taxable	\$ 110.00		\$ 120.00		\$ 10.00	9.09%		Non-statutory
Family Holiday Membership (2 Weeks)	Per membership	Taxable	\$ 50.00		NA		\$ -	0.00%		Non-statutory

School Memberships												
Enrolment of 0-50 students	Per membership	Taxable	\$ 60.00						\$ 60.00	\$ -	0.00%	Non-statutory
Enrolment of 51-100 students	Per membership	Taxable	\$ 75.00						\$ 75.00	\$ -	0.00%	Non-statutory
Enrolment of 101-250 students	Per membership	Taxable	\$ 95.00						\$ 95.00	\$ -	0.00%	Non-statutory
Enrolment of 251-500 students	Per membership	Taxable	\$ 130.00						\$ 130.00	\$ -	0.00%	Non-statutory
Enrolment of 500 students or more	Per membership	Taxable	\$ 155.00						\$ 155.00	\$ -	0.00%	Non-statutory
Lighthouse Lodge												
Exclusive Use Rate (1-4 guests) – Normal	Per night	Taxable	\$ 275.00						\$ 285.00	\$ 10.00	3.64%	Non-statutory
Exclusive Use Rate (1-4 guests) - Peak	Per night	Taxable	\$ 350.00						\$ 350.00	\$ -	0.00%	Non-statutory
Exclusive Use Rate (5-6 guests) – Normal	Per night	Taxable	\$ 375.00						\$ 375.00	\$ -	0.00%	Non-statutory
Exclusive Use Rate (5-6 guests) - Peak	Per night	Taxable	\$ 450.00						\$ 425.00	\$ (25.00)	(5.56%)	Non-statutory
Weddings and Functions												
Flagstaff – Ceremony Only	Per ceremony	Taxable	\$ 750.00						\$ 900.00	\$ 150.00	20.00%	Non-statutory
Flagstaff – Marquee	Per marquee	Taxable	\$ 2,500.00						\$ 2,500.00	\$ -	0.00%	Non-statutory
Mission to Seaman's Church	Per event	Taxable	\$ 500.00						\$ 650.00	\$ 150.00	30.00%	Non-statutory
The Wharf in front of the Steam Packet Inn	Per event	Taxable	\$ 550.00						\$ 650.00	\$ 100.00	18.18%	Non-statutory
The Village Green	Per event	Taxable	\$ 550.00						\$ 650.00	\$ 100.00	18.18%	Non-statutory
The Sailmaker's Loft	Per event	Taxable	\$ 800.00						\$ 950.00	\$ 150.00	18.75%	Non-statutory
Wharf Theatre	Per event	Taxable	\$ 950.00						\$ 1,100.00	\$ 150.00	15.79%	Non-statutory
Hire of the Steam Packet Inn Venue Only	Per event	Taxable	N/A						\$ 500.00	New Fee		Non-statutory
Hire of the Steam Packet Inn (Hourly Rate)	Per hour	Taxable	\$ 150.00						\$ 150.00	\$ -	0.00%	Non-statutory
Wedding Photo's in the Village (Hourly Rate)	Per hour	Taxable	\$ 150.00						\$ 150.00	\$ -	0.00%	Non-statutory

<b>Visitor Services</b>							
<b>User Fees &amp; Charges</b>							
Displays in Visitor Centre	Per week	Taxable	\$ 100.00	\$ -	\$(100.00)	(100.00%)	Non-statutory
Display of brochures and access to visitor	Fee for service	Taxable	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	\$ -	0.00%	Non-statutory
City Highlights 1 Hour Tour	Per tour	Taxable	\$ 95.00	\$ 95.00	\$ -	0.00%	Non-statutory

*Note: Flagstaff Hill Maritime Village and Visitor Services fees will apply from 1 April 2023 in accordance with Tourism Industry Standards*

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			GST	GST	Decrease	Decrease	
			\$	\$	\$	%	
<b>Holiday Parks</b>							
<b>Surfside &amp; Shipwreck Holiday Parks</b>							
Sites Powered : Peak Season - Daily powered	Per site	Taxable	\$ 63.00	\$ 66.00	\$ 3.00	4.76%	Non-statutory
Sites Powered : Peak Season - Night two person	Per site	Taxable	\$ 63.00	\$ 66.00	\$ 3.00	4.76%	Non-statutory
Sites Powered : Peak Season - Night single	Per site	Taxable	\$ 54.00	\$ 56.00	\$ 2.00	3.70%	Non-statutory
Sites Powered: High Season - Daily powered	Per site	Taxable	\$ 53.00	\$ 56.00	\$ 3.00	5.66%	Non-statutory
Sites Powered: High Season - Night two person	Per site	Taxable	\$ 43.00	\$ 45.00	\$ 2.00	4.65%	Non-statutory
Sites Powered: High Season - Night single	Per site	Taxable	\$ 35.00	\$ 36.00	\$ 1.00	2.86%	Non-statutory
Sites Powered: Low Season - Daily powered	Per site	Taxable	\$ 48.00	\$ 50.00	\$ 2.00	4.17%	Non-statutory
Sites Powered: Low Season - Night two person	Per site	Taxable	\$ 38.00	\$ 40.00	\$ 2.00	5.26%	Non-statutory
Sites Powered: Low Season - Night single	Per site	Taxable	\$ 33.00	\$ 34.00	\$ 1.00	3.03%	Non-statutory
<b>Surfside &amp; Shipwreck Holiday Parks</b>							
Sites Unpowered : Peak Season - Daily family unpowered	Per site	Taxable	\$ 53.00	\$ 56.00	\$ 3.00	5.66%	Non-statutory
Sites Unpowered : Peak Season - Night two person	Per site	Taxable	\$ 53.00	\$ 56.00	\$ 3.00	5.66%	Non-statutory
Sites Unpowered : Peak Season - Night single	Per site	Taxable	\$ 44.00	\$ 46.00	\$ 2.00	4.55%	Non-statutory
Sites Unpowered: High Season - Daily family	Per site	Taxable	\$ 43.00	\$ 45.00	\$ 2.00	4.65%	Non-statutory
Sites Unpowered: High Season - Night two person	Per site	Taxable	\$ 37.00	\$ 39.00	\$ 2.00	5.41%	Non-statutory
Sites Unpowered: High Season - Night single	Per site	Taxable	\$ 29.00	\$ 30.00	\$ 1.00	3.45%	Non-statutory
Sites Unpowered: Low Season - Night family	Per site	Taxable	\$ 38.00	\$ 40.00	\$ 2.00	5.26%	Non-statutory
Sites Unpowered: Low Season - Night two person	Per site	Taxable	\$ 34.00	\$ 35.00	\$ 1.00	2.94%	Non-statutory
Sites Unpowered: Low Season - Night single	Per site	Taxable	\$ 28.00	\$ 29.00	\$ 1.00	3.57%	Non-statutory
<b>Surfside Cabins</b>							
Beach Chalet: Peak Season - Daily	Per chalet	Taxable	\$ 265.00	\$ 275.00	\$ 10.00	3.77%	Non-statutory
Beach Chalet: Peak Season - Weekly	Per chalet	Taxable	\$ 1,855.00	\$ 1,925.00	\$ 70.00	3.77%	Non-statutory
Beach Chalet: High Season - Daily	Per chalet	Taxable	\$ 215.00	\$ 225.00	\$ 10.00	4.65%	Non-statutory
Beach Chalet: High Season - Weekly	Per chalet	Taxable	\$ 1,505.00	\$ 1,575.00	\$ 70.00	4.65%	Non-statutory
Beach Chalet: Low Season - Daily	Per chalet	Taxable	\$ 190.00	\$ 200.00	\$ 10.00	5.26%	Non-statutory



Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc	2022/23 Fee Inc	Fee Increase /	Fee Increase /	Basis of Fee
			GST	GST	Decrease	Decrease	
			\$	\$	\$	%	
Beach Chalet: Low Season - Weekly	Per chalet	Taxable	\$ 1,330.00	\$ 1,400.00	\$ 70.00	5.26%	Non-statutory
Cedar Cabins: Peak Season - Daily	Per cabin	Taxable	\$ 195.00	\$ 205.00	\$ 10.00	5.13%	Non-statutory
Cedar Cabins: Peak Season - Weekly	Per cabin	Taxable	\$ 1,365.00	\$ 1,435.00	\$ 70.00	5.13%	Non-statutory
Cedar Cabins: High Season - Daily	Per cabin	Taxable	\$ 160.00	\$ 170.00	\$ 10.00	6.25%	Non-statutory
Cedar Cabins: High Season - Weekly	Per cabin	Taxable	\$ 1,120.00	\$ 1,190.00	\$ 70.00	6.25%	Non-statutory
Cedar Cabins: Low Season - Daily	Per cabin	Taxable	\$ 140.00	\$ 150.00	\$ 10.00	7.14%	Non-statutory
Cedar Cabins: Low Season - Weekly	Per cabin	Taxable	\$ 980.00	\$ 1,050.00	\$ 70.00	7.14%	Non-statutory
Mariner cottages: Peak Season - Daily	Per cottage	Taxable	\$ 180.00	\$ 190.00	\$ 10.00	5.56%	Non-statutory
Mariner cottages: Peak Season - Weekly	Per cottage	Taxable	\$ 1,260.00	\$ 1,330.00	\$ 70.00	5.56%	Non-statutory
Mariner cottages: High Season - Daily	Per cottage	Taxable	\$ 145.00	\$ 155.00	\$ 10.00	6.90%	Non-statutory
Mariner cottages: High Season - Weekly	Per cottage	Taxable	\$ 1,015.00	\$ 1,085.00	\$ 70.00	6.90%	Non-statutory
Mariner cottages: Low Season - Daily	Per cottage	Taxable	\$ 125.00	\$ 135.00	\$ 10.00	8.00%	Non-statutory
Mariner cottages: Low Season - Weekly	Per cottage	Taxable	\$ 875.00	\$ 945.00	\$ 70.00	8.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
Waste Management							
Waste Charges							
FOGO Compostable Liners (roll of 150)	Per roll	Taxable	\$ 10.00	\$ 12.00	\$ 2.00	20.00%	Non-statutory
Bin springs	Per springs	Taxable	\$ 10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Bin latches	Per latch	Taxable	\$ 5.00	\$ 5.00	\$ -	0.00%	Non-statutory
240L landfill bin	Per bin	Taxable	\$ 99.00	\$ 99.00	\$ -	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
<b>Statutory Planning Fees</b>							
All fees are set by the State Government of Victoria in accordance with the Planning and Environment (Fees) Regulation 2016 and the Subdivision (Fees) Regulation 2016, and are subject to change. Statutory planning fees are GST Free unless specified.							
<b>Non-statutory Planning Fees</b>							
<b>Planning</b>							
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	Per permit	Taxable	\$ 212.50	\$ 216.20	\$ 3.70	1.74%	Non-statutory
Extension of time for Planning Permits:							
- First extension	Per application	Taxable	\$ 109.80	\$ 111.70	\$ 1.90	1.73%	Non-statutory
- Second extension	Per application	Taxable	\$ 304.70	\$ 310.00	\$ 5.30	1.74%	Non-statutory
- Additional extensions	Per application	Taxable	\$ 413.20	\$ 420.40	\$ 7.20	1.74%	Non-statutory
Approval of Development Plans to the satisfaction of the Responsible Authority	Per application	Taxable	\$ 717.70	\$ 730.30	\$ 12.60	1.76%	Non-statutory
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority	Per application	Taxable	\$ 717.70	\$ 730.30	\$ 12.60	1.76%	Non-statutory
Approval of 173 Agreements - plus cost of legal advice if required	Per application	Taxable	\$ 177.00	\$ 180.10	\$ 3.10	1.75%	Non-statutory
Review of compliance of Section 173 Agreements - (plus cost of legal advice if required)	Per application	Taxable	\$ 177.00	\$ 180.10	\$ 3.10	1.75%	Non-statutory
Liquor License requests	Per License	Taxable	\$ 165.20	\$ 168.10	\$ 2.90	1.76%	Non-statutory
Notification of Planning Applications or Planning Scheme Amendments:							
- Up to 10 letters/notices	Per letter/notice up to 10	Taxable	\$ 118.00	\$ 120.10	\$ 2.10	1.78%	Non-statutory
- Additional letters/notices	Per letter/notice	Taxable	\$ 5.70	\$ 5.80	\$ 0.10	1.75%	Non-statutory
Property Inquiry relating to planning history	Per inquiry	Taxable	\$ 82.70	\$ 84.10	\$ 1.40	1.69%	Non-statutory
<b>Mapping Products (Commercial Use)</b>							
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. 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.							
<b>Size</b>							
A0	Per print	Taxable	\$ 151.40	\$ 154.00	\$ 2.60	1.72%	Non-statutory
A1	Per print	Taxable	\$ 120.10	\$ 122.20	\$ 2.10	1.75%	Non-statutory
A2	Per print	Taxable	\$ 89.70	\$ 91.30	\$ 1.60	1.78%	Non-statutory
A3	Per print	Taxable	\$ 61.70	\$ 62.80	\$ 1.10	1.78%	Non-statutory
A4	Per print	Taxable	\$ 59.40	\$ 60.40	\$ 1.00	1.68%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	

#### **Mapping Products (Commercial Use)**

Aerial photography with additional data overlay (contours, land parcels, house numbers etc.). Scale to be determined by customer and can be provided as hardcopy or PDF. Prices are for basic maps using existing data. If additional analysis or new datasets are required, these will incur additional fees.

#### **Size**

A0	Per print	Non-Taxable	\$ 236.10	\$ 240.20	\$ 4.10	1.74%	Non-statutory
A1	Per print	Non-Taxable	\$ 182.90	\$ 186.10	\$ 3.20	1.75%	Non-statutory
A2	Per print	Non-Taxable	\$ 138.00	\$ 140.40	\$ 2.40	1.74%	Non-statutory
A3	Per print	Non-Taxable	\$ 89.70	\$ 91.30	\$ 1.60	1.78%	Non-statutory
A4	Per print	Non-Taxable	\$ 44.80	\$ 45.60	\$ 0.80	1.79%	Non-statutory

#### **Statutory Building Fees**

All fees are set by the State Government of Victoria in accordance with the Building Regulations 2018 and are subject to change.  
Statutory building fees are GST Free unless specified.

#### **Non Statutory Building Fees**

**Note: Additional statutory State Government charges and conditions are relevant to all Building Applications.**

Class: 1B & 2-9 Residential and commercial works other than Class 1A	Value >\$23,500	Taxable	4 (Value +1300 +√Value)	4 (Value +1300 +√Value)	\$ -	0.00%	Non-statutory
Class: 1A	Minimum Fee:	Taxable	\$955.10	\$ 955.10	\$ -	0.00%	Non-statutory
Class: 1A	Up to \$150,000	Taxable	\$1,918.00	\$ -	\$ (1,918.00)	(100.00%)	Non-statutory
All dwellings – single detached houses or attached multi-units development.	\$150,001-\$200,000	Taxable	\$2,678.00	\$ -	\$ (2,678.00)	(100.00%)	Non-statutory
	\$200,001-\$250,000	Taxable	\$3,436.00	\$ -	\$ (3,436.00)	(100.00%)	Non-statutory
	\$250,001-\$300,000	Taxable	\$4,196.00	\$ -	\$ (4,196.00)	(100.00%)	Non-statutory
	>\$300,000	Taxable	Value+71	\$ -			Non-statutory
	Large projects	Taxable	Negotiable	\$ -			Non-statutory
Class: 1A	Up to \$10,000	Taxable	\$703.00	\$ -	\$ (703.00)	(100.00%)	Non-statutory
Dwellings – extensions/alterations (including demolitions)	\$10,001-\$20,000	Taxable	\$898.00	\$ -	\$ (898.00)	(100.00%)	Non-statutory
	\$20,001-\$50,000	Taxable	\$1,194.00	\$ -	\$ (1,194.00)	(100.00%)	Non-statutory
	\$50,001-\$100,000	Taxable	\$1,711.00	\$ -	\$ (1,711.00)	(100.00%)	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
Class: 1A Dwellings – internal alterations/minor works	\$100,001-\$150,000	Taxable	\$2,229.00	\$ -	\$ (2,229.00)	(100.00%)	Non-statutory
	>\$150,000	Taxable	Value+66	\$ -			Non-statutory
	Up to \$10,000	Taxable	\$524.00	\$ -	\$(524.00)	(100.00%)	Non-statutory
	\$10,001-\$20,000	Taxable	\$703.00	\$ -	\$(703.00)	(100.00%)	Non-statutory
	\$20,001-\$50,000	Taxable	\$931.00	\$ -	\$(931.00)	(100.00%)	Non-statutory
	\$50,001-\$100,000	Taxable	\$1,310.00	\$ -	\$ (1,310.00)	(100.00%)	Non-statutory
	>\$100,000	Taxable	Value+75				Non-statutory
	Up to \$10,000	Taxable	\$524.00	\$ -	\$(524.00)	(100.00%)	Non-statutory
	\$10,001-\$20,000	Taxable	\$703.00	\$ -	\$(703.00)	(100.00%)	Non-statutory
	\$20,001-\$50,000	Taxable	\$931.00	\$ -	\$(931.00)	(100.00%)	Non-statutory
Class: 10A/10B Minor works – garages, carports, pools, fences etc.	\$50,001-\$100,000	Taxable	\$1,310.00	\$ -	\$ (1,310.00)	(100.00%)	Non-statutory
	>\$100,000	Taxable	Value+75				Non-statutory
<b>Non Statutory Building Fees</b>							
<b>Note: Additional statutory State Government charges and conditions are relevant to all Building Applications.</b>							
Commercial works (Class 2-9)	Any Value	Taxable	N/A	Price on Application (POA)	New Fee	0.00%	Non-statutory
New dwellings including single detached houses or attached multi unit developments	Up to \$300,000	Taxable	N/A	\$ 2,530.00	New Fee	0.00%	Non-statutory
	\$300,001-\$500,000	Taxable	N/A	\$ 4,235.00	New Fee	0.00%	Non-statutory
	\$500,001+	Taxable	N/A	POA	New Fee	0.00%	Non-statutory
Extensions and/or alterations (including demolitions) to dwellings	Up to \$10,000	Taxable	N/A	\$ 715.30	New Fee	0.00%	Non-statutory
	\$10,001-\$50,000	Taxable	N/A	\$ 1,214.90	New Fee	0.00%	Non-statutory
	\$50,001-\$150,000	Taxable	N/A	\$ 2,268.00	New Fee	0.00%	Non-statutory
	\$150,001+	Taxable	N/A	POA	New Fee	0.00%	Non-statutory
	Up to \$10,000	Taxable	N/A	\$ 533.20	New Fee	0.00%	Non-statutory
Minor works - Garages/sheds, carports, swimming pools, fences, retaining walls etc.	\$10,001-\$20,000	Taxable	N/A	\$ 715.30	New Fee	0.00%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
	\$20,001-\$50,000	Taxable	N/A	\$ 947.30	New Fee	0.00%	Non-statutory
	\$50,001-\$100,000	Taxable	N/A	\$ 1,332.90	New Fee	0.00%	Non-statutory
	>\$100,001+	Taxable	N/A	POA	New Fee	0.00%	Non-statutory
Any additional inspection	Domestic	Taxable	\$201.10	\$ 204.60	\$ 3.50	1.74%	Non-statutory
	Commercial	Taxable	\$272.00	\$ 276.80	\$ 4.80	1.76%	Non-statutory
Amendment and/or extension of building permits;	Domestic	Taxable	\$201.10	\$ 204.60	\$ 3.50	1.74%	Non-statutory
	Commercial	Taxable	\$272.00	\$ 276.80	\$ 4.80	1.76%	Non-statutory
Amendment of approved plans	Domestic	Taxable	\$201.10	\$ 204.60	\$ 3.50	1.74%	Non-statutory
	Commercial	Taxable	\$272.00	\$ 276.80	\$ 4.80	1.76%	Non-statutory
<b>Additional Building Fees</b>							
Administration of Building Notice	Per notice	Taxable	\$ 708.40	\$ 720.80	\$ 12.40	1.75%	Non-statutory
Administration of Building Order	Per order	Taxable	\$ 472.20	\$ 480.50	\$ 8.30	1.76%	Non-statutory
Temporary Structure Siting Approval	Per siting	Taxable	\$ 472.20	\$ 480.50	\$ 8.30	1.76%	Non-statutory
Occupancy Permit for Places of Public Entertainment (POPE)	Per permit	Taxable	\$ 590.30	\$ 600.60	\$ 10.30	1.74%	Non-statutory
Provide copy of Building Permit or Occupancy Permit (with owners consent)	Per permit	Taxable	\$ 83.20	\$ 84.70	\$ 1.50	1.80%	Non-statutory
Provide copy of Building Permit including plans – Domestic (with owners consent)	Per permit	Taxable	\$ 145.10	\$ 147.60	\$ 2.50	1.72%	Non-statutory
Provide copy of Building Permit including plans – Commercial (with owners consent)	Per permit	Taxable	\$ 331.90	\$ 337.70	\$ 5.80	1.75%	Non-statutory
Essential Safety Measure Assessment - minimum fee	Per assessment	Taxable	\$ 649.30	\$ 660.70	\$ 11.40	1.76%	Non-statutory

Description of Fees and Charges	Unit of Measure	GST Status	2021/22 Fee Inc GST	2022/23 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
<b>LIBRARY SERVICES</b>							
Photocopying and printing							
B&W A4	per page	Taxable	N/A	\$ 0.20	New Fee	0.00%	Non-statutory
B&W A3	per page	Taxable	N/A	\$ 0.40	New Fee	0.00%	Non-statutory
Colour A4	per page	Taxable	N/A	\$ 0.60	New Fee	0.00%	Non-statutory
Colour A3	per page	Taxable	N/A	\$ 1.20	New Fee	0.00%	Non-statutory
Inter library loan - plus cost to Council from provider	per item	Taxable	N/A	\$ 3.00	New Fee	0.00%	Non-statutory
Debt recovery - plus cost of item	per account	Taxable	N/A	\$ 15.00	New Fee	0.00%	Non-statutory
Merchandise	per item	Taxable	N/A	P.O.A	New Fee	0.00%	Non-statutory
Withdrawn item	per item	Taxable	N/A	P.O.A	New Fee	0.00%	Non-statutory
Replacement library card	per card	Taxable	N/A	\$ 2.00	New Fee	0.00%	Non-statutory
<b>COMMUNITY HALLS</b>							
Community not-for-profit	per hour (min 2 hrs)	Taxable	N/A	\$ 10.00	New Fee	0.00%	Non-statutory
Community not-for-profit - full day	8 hours	Taxable	N/A	\$ 60.00	New Fee	0.00%	Non-statutory
Community not for profit if facility is used for fund raising or where admission is charged	8 hours	Taxable	N/A	\$ 100.00	New Fee	0.00%	Non-statutory
Commercial	per hour (min 2 hrs)	Taxable	N/A	\$ 40.00	New Fee	0.00%	Non-statutory
Commercial - full day	8 hours	Taxable	N/A	\$ 200.00	New Fee	0.00%	Non-statutory
Bond - high risk	Per Booking	Non-Taxable	N/A	\$ 1,000.00	New Fee	0.00%	Non-statutory
Bond - medium risk	Per Booking	Non-Taxable	N/A	\$ 500.00	New Fee	0.00%	Non-statutory
Bond - low risk	Per Booking	Non-Taxable	N/A	\$ 250.00	New Fee	0.00%	Non-statutory
Bond - key	Per Booking	Non-Taxable	N/A	\$ 20.00	New Fee	0.00%	Non-statutory





#### **4.3. WCC ASSET PLAN FY 2022-32 (10 YEARS)**

##### **DIRECTORATE: CITY INFRASTRUCTURE**

##### **PURPOSE:**

***This report provides information about Council's Asset Plan for Financial Years 2022-32 and seeks endorsement of the plan. The plan was prepared in compliance with Section 92 of the Victorian Local Government Act 2020. The Asset Plan explains the current position of Council's assets, the strategies for their management and their financial sustainability.***

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##### **EXECUTIVE SUMMARY**

- Council is required to adopt an Asset Plan by the end of June 2022.
- The Asset Plan draws information from detailed Asset Management Plans for the major asset categories of Roads, Bridges, Buildings, Drainage, Pathways and Open Space and Recreation.
- Council has developed a draft Asset Plan for endorsement by Council for the purposes of community consultation.
- Council officers have considered the feedback received from the community, responded to the submitter, and is now recommending adopting the Asset Plan as required before June 30, 2022.
- The Asset Plan is closely linked with Council's Long Term Financial Plan and budget.
- The Asset Plan shows that assets are generally sustainable for the next ten years although the renewal backlog is expected to increase to an unacceptable level in Year 13 unless planned funding is increased.

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##### **RECOMMENDATION**

- 1. That Council acknowledges the feedback provided.**
  - 2. That Council adopt the Asset Plan.**
- 

##### **BACKGROUND**

Council has advertised the 10 Year Community Asset Plan for comment. One submission was received as part of this process, and this has been acknowledged and the suggestions forwarded to the appropriate area to be actioned.

The plan was developed using existing Asset Management Plans, the Long-Term Financial Plan, the Council Plan and the Warrnambool 2040 Plan as a guide to community expectation and all of these documents have been the subject of extensive community consultation.

The development of an Asset Plan is a new requirement of the Local Government Act 2020 with the Act outlining the following:

##### **92 Asset Plan**

- 1) Subject to subsection (6), a Council must develop, adopt, and keep in force an Asset Plan in accordance with its deliberative engagement practices.
- 2) The scope of an Asset Plan is a period of at least the next 10 financial years.
- 3) An Asset Plan must include the following—
  - a) information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council.
  - b) any other matters prescribed by the regulations.

- 4) Subject to subsection (6), a Council must develop or review the Asset Plan in accordance with its deliberative engagement practices and adopt the Asset Plan by 31 October in the year following a general election, other than the first general election to be conducted under section 257(1)(a).
- 5) The Asset Plan adopted under subsection (4) has effect from 1 July in the year following a general election.
- 6) A Council must develop and adopt an Asset Plan under this section in accordance with its community engagement policy by 30 June 2022 following the first general election to be conducted under section 257(1)(a).
- 7) The Asset Plan adopted under subsection (6) has effect from 1 July 2022.

The Asset Plan is integral with the Integrated Strategic Planning and Reporting Framework and sits alongside the Financial Plan as Council's two key long term (10+ years) resource allocation and management planning documents.

### **Formulating a Draft Asset Plan**

Regarding legislated requirements, the proposed Asset Plan:

- Has a scope of ten financial years which meets the requirement 'of at least the next ten financial years.' The long-life asset renewal modelling shown within the Plan allows for a 13–14-year planning horizon for some asset categories to provide a longer-range view of asset renewal demand
- Contains relevant '(a) information about maintenance, renewal, acquisition, expansion, upgrade, disposal, and decommissioning in relation to each class of infrastructure asset under the control of the Council;'
- Has been drafted in view of the requirement that 'A Council must develop and adopt an Asset Plan under this section in accordance with its community engagement policy by 30 June 2022 following the first general election to be conducted under section 257(1)(a)
- Has been based on the participatory and deliberative engagement process undertaken by Council in 2021 and the subsequent outcomes of this process, including Warrnambool 2040, Council Plan, and Long-Term Financial Plan.

### **Basis of Draft Asset Plan**

The draft Asset Plan has been formulated on the following basis:

1. Preparation in accordance with Local Government Victoria's 'Asset Plan Guidance 2022'.
2. Consideration of all Council assets as outlined in the Annual Report including long life assets such as Buildings, Roads, Bridges, Pathways, Stormwater, and Open Space and Recreation assets; and short life assets such as Plant and Fleet.
3. A projected capital works program value that equates to the overall capital works funding allocated in the Long-Term Financial Plan.
4. Funding across the long-life asset categories (buildings, roads, bridges, pathways, stormwater, open space, and recreation) in accord with asset management planning and modelling.

### **Context of Draft Asset Plan**

The draft Asset Plan 2022-32 has been formulated in accord with funding allocations within the adopted Long Term Financial Plan 2021-31.

Asset renewal funds allocation requires balance between: (1) excessive condition service levels/ intervention levels that may lead to over-expenditure; and (2) lower service levels/ intervention levels that allows for efficient expenditure for asset renewal before end of life but may introduce additional service and asset risk.

The attached draft Asset Plan shows that:

- The Asset Plan is closely linked with Council's Long Term Financial Plan and budget.
- Assets are generally sustainable for the next ten years although the renewal backlog is expected to increase to an unacceptable level in Year 13 unless planned funding is increased.

## ISSUES

The Asset Plan indicates that Council's asset portfolio is an overall good condition and that current service levels can be maintained from Council's assets over the coming 10 years with the planned expenditure levels as noted in the Asset Plan and Long-Term Financial Plan.

To put it another way, the Asset Plan's total lifecycle cost forecasts are balanced with the Financial Plan's budget forecasts, but....

***What impact does it have on our assets and the services delivered from them in the coming years?***

***What about increasing demand on our services from population growth, demographic change, community expectations, and the impacts of climate change?***

***What about major shortcomings in our existing assets?***

***What do we do? .....***

These issues, the challenges, the plan to meet those challenges, the inevitable trade-offs, and the importance of community input and negotiation in determining 'what we do' and 'what we don't.' are an integral part of the Asset Plan and outlined in section 5 titled 'What Challenges and Choices?'

## FINANCIAL IMPACT

Council's Asset Plan has been financially integrated with Council's Long Term Financial Plan as part of the Integrated Strategic Planning and Reporting process.

Due to the different timeframes covered, this **Asset Plan 2022-32** uses the forecast funding available within the Long **Term-Financial Plan 2021-31** in Years 1-9 and uses an average of these years for year 10 of the Asset Plan. The Asset Plan is in funding lockstep with the Long-Term Financial Plan and provides the following observations and projected outcomes:

1. A marginal betterment in average asset condition due largely to the significant new and upgrade Council funding of \$158 million over Years 1-10. This is over 50% greater than the allocated renewal funding of \$103 million, and results in an increase of 23% to the current depreciating asset base's replacement value with newly constructed assets, and resultant betterment to overall asset condition.
2. Council will continue to have an Asset Renewal Backlog each year of the 10-year planning period, representing the replacement value of assets that are ready for intervention but not funded at that time. Backlog increases from \$35 million in Year 1 to \$41 million in Year 10 but remains at approx. 5% of the asset base due to the added new assets over this time. These values are the lower range of the generally accepted backlog range of 4% to 8%. However, it is projected that backlog will increase a further \$32 million by Year 14 if renewal funding is not increased, in particular for the Roads and Buildings categories. This represents a backlog greater than the acceptable range of 8% in Year 13 and nearly 10% by Year 14.

3. The funding of renewal between the various asset categories over Years 1-10 requires review, with Buildings and Roads generally underfunded, and Pathways and Open Space and Recreation overfunded.

These results indicate that Council's asset portfolio is in an overall good condition and that current service levels can be maintained from Council's assets over the coming 10 years with the planned expenditure levels as noted in the Asset Plan and Long-Term Financial Plan.

## **LEGISLATION / POLICY / COUNCIL PLAN CONTEXT**

### **1 A healthy community**

**1.1** Be a welcoming and inclusive city: Warrnambool will be a city that is more welcoming to all, and which fosters diversity.

### **4 A connected, inclusive place**

**4.2 A** connected community: Council will enhance Warrnambool's connectivity through the delivery of, or advocacy for, improvement to roads, public transport, footpaths, trails, and digital infrastructure.

**4.4** Sustainable practices: Council will promote and encourage the implementation of sustainable design across the municipality including the attractiveness, safety, accessibility, and functionality of our built environment.

### **5 An effective Council**

**5.2** Engaged and informed community: Council will ensure ongoing community engagement to identify changing needs and priorities when developing and delivering services and programs.

**5.5** Organizational and financial sustainability: Council will ensure organizational and financial sustainability through the effective and efficient use of Council's resources and assets.

## **TIMING**

A framework of what Council's first Asset Plan should look like was released by Local Government Victoria in March 2022. This left limited time for an Asset Plan to be formulated and adopted by Council by 30 June 2022.

This 'Asset Plan Guidance 2022' document has guided the formulation of the Asset Plan with initial internal meetings held after the release of the document in March in order to plan the Asset Plan's formulation. Further to these meetings an initial draft Asset Plan was formulated and then distributed to City Infrastructure, Finance, and Communication teams for the purpose of review, feedback, and project understanding. After initial discussion and feedback, a further meeting was held to finalize the draft Asset Plan, with this then provided for the Executive Management Team's (EMT) review and comment.

## **COMMUNITY IMPACT / CONSULTATION**

Council has conducted a range of deliberative engagements with the community while developing the Asset Management Policy and Strategy and the different strategic plans for assets. For the development and finalization of this plan, Council will inform, consult, and involve the community, as outlined by Council's Community Engagement Policy, and as recommended by the IAP2 approach.

Whilst there is no legislative requirement to advertise the plan for public submissions, Council staff are suggested that the plan be distributed for public viewing in the interests of transparency.

As a result of the advertising of the plan, one submission was received and has been subsequently responded to. The submission did not require any changes to the plan and items raised in the submission have been forwarded on to the Fire Prevention Program and other items will be included in the Brierly Reserve master plan process.

Prior to the development of this plan, Council has undergone a consultative process of the various plans, policies and strategies that have been used to help create this plan. In addition to this feedback is sought on the budget and Council Plan annually, which contains a commitment to asset renewal in both documents.

## **LEGAL RISK / IMPACT**

The Asset Plan is a document that communicates the importance and magnitude of the infrastructure assets for which council is the custodian. This will result in more informed community engagement and a mutual understanding of the best use of council assets in the interest of the community.

All Council assets can have different gender impacts and as such gender impact assessments will need to be incorporated into the management plan of the assets. This is a requirement of the Victorian Gender Equality Act 2020. While the gender impact assessments have not been conducted while developing this plan, Council is committed to conducting gender impact assessments of its assets in the future.

Other factors which have been considered within this framework include the future impacts of:

- climate change
- service delivery
- demographic change
- emerging technologies and practices
- political environments
- asset volume (such as duplication, redundancy, or scarcity)
- asset condition
- other drivers identified by council
- financial capacity.

## **OFFICERS' DECLARATION OF INTEREST**

No officers have declared an interest in the development of this report or the associated 10 Year Community Asset Plan.

## **CONCLUSION**

Council's Asset Plan is aimed at providing a document that helps everyone understand the quantum of assets that Council owns, and the challenges in maintaining an asset base that services the community into the future in support of Warrnambool 2040 and the Council Plan.

The Asset Plan rests on the processes outlined within Council's Asset Management Policy, Asset Management Strategy, and Asset Management Plans. These documents and the processes they describe form a road map for continual improvement in the way Council manages its assets and the services delivered from them. In this balancing act there are ever changing challenges, community conversations and negotiations to be had, choices to be made, and plans to be updated and revised.

This is Council's inaugural Asset Plan and has been financially integrated with Council's Long Term Financial Plan as part of the Integrated Strategic Planning and Reporting process. That is, the funding allocation from the Long-Term Financial Plan is the same as that applied to this Asset Plan. It represents what the community and Council are in agreement on, that is, it outlines expenditure in line with maintaining current (2021-22) service levels from its asset base, with expenditure in ways that support Warrnambool 2040 and the Council Plan.

## **ATTACHMENTS**

1. WCC Draft - Asset Plan 2022-32 [4.3.1 - 32 pages]





# ASSET PLAN

2022-32

Draft V1.0  
May 2022

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### DocumentControl:

Rev No	Date	Revision Details	Author
Draft V1.0	May 2022	Draft for EMT review	Warrnambool City Council







## 1.0 SUMMARY

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The Asset Plan rests on the processes outlined within Council's Asset Management Policy, Asset Management Strategy, and Asset Management Plans. These documents and the processes they describe form a road map for continual improvement in the way Council manages its assets and the services delivered from them. In this balancing act there are ever changing challenges, community conversations and negotiations to be had, choices to be made, and plans to be updated and revised.

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Due to the different timeframes covered, this **Asset Plan 2022-32** uses the forecast funding available within the Long Term Financial Plan 2021-31 in Years 1-9, and uses an average of these years for year 10 of the Asset Plan. The Asset Plan is in funding lock-step with the Long-Term Financial Plan and provides the following observations and projected outcomes:

1. A marginal betterment in average asset condition due largely to the significant new and upgrade Council funding of \$158 million over Years 1-10. This is over 50% greater than the allocated renewal funding of \$103 million, and results in an increase of 23% to the current depreciating asset base's replacement value with newly constructed assets, and resultant betterment to overall asset condition.
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These results indicate that Council's asset portfolio is an overall good condition and that current service levels can be maintained from Council's assets over the coming 10 years with the planned expenditure levels as noted in the Asset Plan and Long Term Financial Plan.

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**What** impact does it have on our assets and the services delivered from them in the coming years?

**What** about increasing demand on our services from population growth, demographic change, community expectations, and the impacts of climate change?

**What** about major shortcomings in our existing assets?

**What** do we do? .....

Table 1.0 following outlines the challenges, the plan to meet those challenges, the inevitable trade-offs, and the importance of community input and negotiation in determining 'what we do' and 'what we don't'. Action is required both now and in an on-going way to meet the challenges ahead.

**Table 1.0 The Challenges and what we Do**

<b>What Challenge?</b>	<b>What's the Plan?</b>	<b>What Trade-Offs?</b>	<b>Further community input and/or negotiation required?</b>
Delivering services from our existing assets into the future.	<ol style="list-style-type: none"> <li>1. Review and continuously improve asset data and modelled renewal demand in each asset category.</li> <li>2. On-going integration of the Asset Plan and Financial Plan to reflect renewal requirements.</li> <li>3. On-going service planning to define service levels and community priorities.</li> </ol>	<ul style="list-style-type: none"> <li>• Some service levels may need to be lowered or services dropped to enable adequate funding of community prioritised services.</li> <li>• On-going asset backlog.</li> <li>• Potential decommissioning of some assets from service.</li> <li>• Potential 'user pays' services.</li> </ul>	Yes – on-going community input is required to define priority services and required service levels. This will inform and allow improved Service Planning. This in turn will lead to the community conversation around "Here's the funding we have, what do we do and what don't we do?"
Increasing services demand in the face of limited funding.	<ol style="list-style-type: none"> <li>1. On-going service planning to define service levels and community priorities.</li> <li>2. Continually review and update asset management planning data and modelling with integration of the Asset and Financial Plans.</li> <li>3. On-going service planning to define service levels and community priorities.</li> <li>4. Strategic and prioritised grant funding applications targeted at community needs.</li> <li>5. Include climate change resilient asset costs and costs of assets requiring higher design standards within asset planning new and renewal costs.</li> <li>6. Manage increases to the asset portfolio within Council's expected financial capacity.</li> <li>7. Consider non-asset service solutions where applicable.</li> </ol>	<ul style="list-style-type: none"> <li>• Community expectations won't necessarily be met.</li> <li>• Some service levels may need to be lowered or services dropped to enable adequate funding of community prioritised services.</li> <li>• On-going asset backlog.</li> <li>• Potential decommissioning of some assets from service.</li> <li>• Potential 'user pays' services.</li> </ul>	Yes – on-going community input is required to define priority services and required service levels. This will inform and allow improved Service Planning. This in turn will lead to the community conversation around "Here's the funding we have, what do we do and what don't we do?"
Existing Assets with significant service shortcomings or non-compliance with current standards.	<ol style="list-style-type: none"> <li>1. On-going service planning to define service levels and community priorities.</li> <li>2. Long term strategic planning to define quantum of shortcomings, service levels, and long term programs to rectify.</li> <li>3. Strategic and prioritised grant funding applications targeted at asset upgrade where this is a community priority.</li> </ol>	<ul style="list-style-type: none"> <li>• Current service levels provided from these assets may remain unchanged over time.</li> <li>• Other trade-offs as for the challenges above.</li> </ul>	Yes – on-going community input is required to define priority services and required service levels. This will inform and allow improved Service Planning. This in turn will lead to the community conversation around "Here's the funding we have, what do we do and what don't we do?"
Continuous improvement of asset management practice.	<ol style="list-style-type: none"> <li>1. Review and monitor the asset management improvement plan as part of the Asset Management Strategy.</li> <li>2. On-going reporting of asset management status using the asset management steering committee.</li> </ol>	<ul style="list-style-type: none"> <li>• Additional staff resources may be required which will come at a cost.</li> </ul>	No – because these processes are technical and internal to Council's operations they will be established in accord with the Asset Management Strategy, with community input more appropriately focused on service planning and funding discussions.

## 2.0 WHY AN ASSET PLAN?

### 2.1 Background

The municipality of Warrnambool covers 120sqkm in Victoria's South West. It includes the city of Warrnambool and townships of Allansford, Bushfield and Woodford. It has annual population growth of about one per cent, a population of 35,500 and is the most populous city in the South West.

Warrnambool is the major regional centre for health care, education, professional services and sport and culture. Warrnambool's economy generates output of some \$4.5 billion accounting for over 25 per cent of the Great South Coast region's economic output from less than one per cent of the land area. There are 16,653 jobs in Warrnambool and the following six sectors account for over two-thirds of employees whose place of work is located within Warrnambool:

- Healthcare and Social Assistance;
- Retail trade;
- Education and Training;
- Accommodation and Food Services;
- Construction and Manufacturing.

Warrnambool is a popular and expanding tourism destination. Property and business services, government administration and construction are also key growth sectors.

Warrnambool City Council is the custodian of an extensive range of community assets that deliver a wide range of vital services to the community. In order to deliver these services over the long term in a challenging environment, the Council must ensure that the assets supporting these services are managed in a sustainable way. This Asset Plan sits alongside Council's Financial Plan as the guiding ten-year resource and allocation tools within the Local Government Integrated Strategic Planning and Reporting Framework (ISPRF), and together these documents guide and inform Council's decisions in a long-term context.

### 2.2 Purpose of the Plan

This Asset Plan is intended as a strategic community facing document that informs the community on how Council controlled infrastructure and other assets are to be managed to achieve the Council Plan objectives and Community Vision statement. The purpose of the Asset plan is to:

- improve the transparency around asset value and performance
- better inform the community on the type of assets under council management and their financial impost
- embed responsible asset management practices into the ISPRF
- contribute to council's long-term objectives, strategic intent, and finances
- improve the efficiency and effectiveness of asset management practices through a more engaged community and informed council
- better align decisions around assets to community needs, service levels and standards, and financial sustainability
- articulate and communicate the challenges on service levels, costs, risks, and the considerations for the decisions made.

### 2.3 Strategic Context

#### 2.3.1 Compliance with the *Local Government Act 2020*

Section 92 of the Local Government 2020 (the Act) highlights the requirement for good asset management practices across the local government sector in Victoria. Under the Act, councils must adopt an initial Asset Plan by 30 June 2022 and by 31 October following each Council election thereafter.

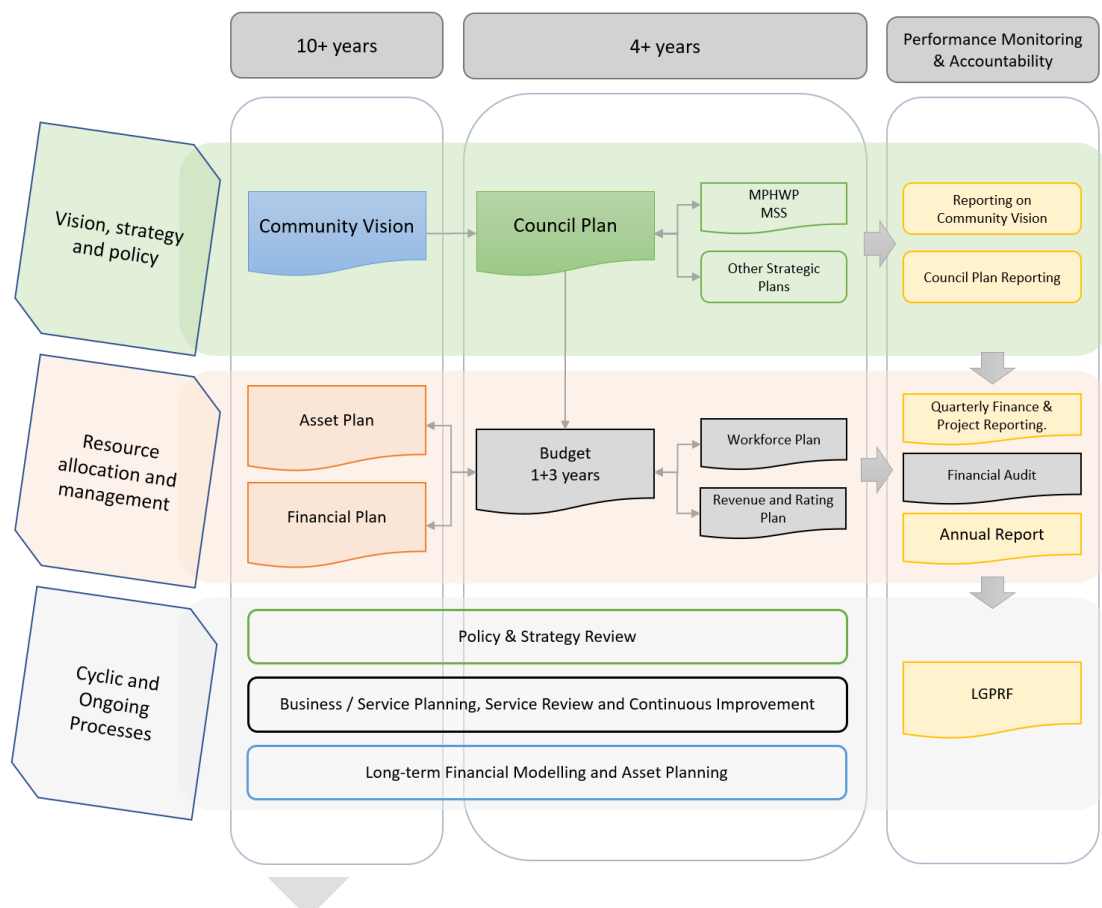
The Local Government Act 2020 (Planning and Reporting) Regulations requires councils to record their compliance with section 92 of the Act by completing the Governance and Management Checklist annually; and to ensure that the Asset Plan aligns with the Council Plan, Council Budget, Annual Report, Community Vision and Financial Plan.

These factors are in keeping with the ISPRF and are aimed at reassuring the community that their assets are being responsibly managed.

### 2.3.2 Integrated Strategic Planning and Reporting Framework

This Asset Plan is a vital component of the ISPRF and as such aligns with and complements other council planning and reporting documents, including the Council Plan, Council Budget, Annual Report, Financial Plan, and the 2050 Community Vision. An overview of Council's ISPRF showing elements and planning timeframes is shown in Figure 1.

**Figure 1: Integrated Strategic Planning and Reporting Framework – Overview**



### 3. How does it Fit Together?

#### 3.1 Community Engagement

The Local Government planning and accountability framework guides the Council in identifying community needs and aspirations, and determining how it will deliver on them.

The Community Vision, Warrnambool 2040, was developed over two years and involved thousands of Warrnambool residents and numerous of clubs, groups, schools, businesses and community organisations who shared their 'Wishes for Warrnambool' and their aspirations for the future of the city. The plan is owned by the community and the W2040 network partners including Warrnambool City Council.

Throughout February 2021 Council completed workshops with Councilors and staff, and undertook community surveys to seek ideas for the Council Plan and to review the community vision Warrnambool 2040. This was followed by establishing listening posts to hear what the community had to say. Listening posts were set up at the Lighthouse Studio and Warrnambool Stadium with sessions for residents of all Warrnambool localities including Allansford, Bushfield-Woodford, Dennington, Central Warrnambool, Warrnambool-Botanic, East Warrnambool, North Warrnambool, North-East Warrnambool, South-East Warrnambool, South-Warrnambool-Merrivale and West Warrnambool.

Council then undertook deliberative community engagement for the Council Plan and review of the community vision Warrnambool 2040 in two March 2022 sessions with 60 participants attending.

The community engagement process outlined provided the basis for the documentation of the Draft Council Plan 2021-25 and the reviewed Community Vision, Warrnambool 2040. These two key documents were considered at open Council meeting in May 2022 and subsequently released for community review and submissions. Warrnambool 2040 and the Draft Council Plan were exhibited together to provide context around strategic direction and to demonstrate an alignment between the vision and the plan.

The Council Plan 2021-25 was adopted by Council in June 2021 following the consideration of three community submissions.

This Asset Plan directly aligns with and cascades down from Warrnambool 2040 and the Council Plan 2021-25, and is founded on the extensive community engagement undertaken in formulating these key documents.

In addition, Council has implemented the following consultation process to ensure due consideration and feedback is received from relevant stakeholders:

- a) Draft Asset Plan prepared by management with briefing to Council;
- b) Draft Asset Plan provided for Council endorsement at the 6<sup>th</sup> June 2022 Council meeting;
- c) Endorsed Draft Asset Plan placed on public exhibition calling for public submissions from the community;
- d) Draft Asset Plan, including any revisions, presented to Special (June) Council meeting for adoption.

#### 3.2 Warrnambool 2040 (Community Vision), Council Plan and Shared Objectives

This Asset Plan has been prepared based on the Community Vision, Warrnambool 2040, and Council Plan 2021-25 which in turn have been informed by the participatory and deliberative engagement processes outlined above.

**Warrnambool 2040:**

***A thriving city at the heart of coast and country.***

***Warrnambool is the bright beacon at the western edge of the Great Ocean Road.***

*Within the Warrnambool municipality are beautiful beaches, parks, buildings and pathways. The city of Warrnambool is the South West's professional, commercial, retail, education, sporting and health capital and our attractive townships of Allansford, Bushfield and Woodford enhance our liveability.*

The Council Plan 2021-25 lists key activities and initiatives Council will undertake over 2021-2025 to deliver on the five plan objectives developed in response to visions and goals in Warrnambool 2040:

1. A HEALTHY COMMUNITY: To be a healthy, inclusive, and thriving community with equitable access to services, cultural opportunities and recreational activities.
2. A SUSTAINABLE ENVIRONMENT: To protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.
3. A STRONG ECONOMY: Support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities attracting ongoing investment.
4. A CONNECTED, INCLUSIVE PLACE: Provide quality places that all people value and want to live, work, play and learn in.
5. AN EFFECTIVE COUNCIL: To be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and Victoria's south west

The **Council Plan 2021-25** cascades directly from **Warrnambool 2040**. The four-year Plan, developed by Council, guides the work of the organisation in making progress towards the community's 2040 vision. The relevant Council Plan objectives and how these are addressed in this Asset Plan are outlined Table 3.2 following.

**Table 3.2: Objectives and how these are addressed in this Plan**

2021-25 Council Plan Objectives and Strategies	How Objectives are addressed in this Asset Plan
<p align="center"><b>Objective 1: A Healthy Community</b> <i>We will be a healthy, inclusive and thriving community with equitable access to services, cultural opportunities and recreational</i></p>	
<p><b>1.4 An accessible city:</b> Council will improve physical and social accessibility to community services, facilities, places and precincts.</p> <p><b>1.5 Recreation, arts, culture and heritage:</b> Council will support opportunities to participate in a wide range of recreational, arts and cultural programs that promote activity, wellbeing, diversity heritage and which increase community connectedness.</p>	<p>This Asset Plan provides for baseline renewal and new/ upgrade works within Financial Plan parameters to:</p> <ul style="list-style-type: none"> <li>o Maintain and improve on current accessibility levels, and</li> <li>o Maintain and improve recreational, arts, cultural and heritage facilities.</li> </ul>
<p align="center"><b>Objective 2: A sustainable environment</b> <i>We will protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.</i></p>	
<p><b>2.3 Environmental impact and a changing climate:</b> Council will encourage innovation and initiatives that minimise Warrnambool's environmental impact.</p> <p><b>2.4 Water resource management:</b> Council will promote and encourage awareness of sustainable practices in our work and in the community, including water resource management.</p> <p><b>2.5 Waste minimisation:</b> Council will pursue programs to minimise waste throughout the community, industry and promote the benefits of reduction, re-use and recycling of materials.</p>	<p>This Asset Plan provides for:</p> <ul style="list-style-type: none"> <li>o Minimising the effects of climate change with resilient and efficient infrastructure where appropriate</li> <li>o Maintenance of a reliable network of road and drainage (stormwater) assets</li> <li>o The basis of a relevant Capital Works Program to meet annual infrastructure renewal gaps.</li> </ul>
<p align="center"><b>Objective 4: A connected, inclusive place</b> <i>We will provide high quality places that people value and want to live, work, play and learn in.</i></p>	
<p><b>4.1 Effective planning:</b> Council will ensure its planning acknowledges the unique character and attributes of local places and that it supports social connection, equitable access, appropriate housing and sustainable population growth.</p> <p><b>4.2 A connected community:</b> Council will enhance Warrnambool's connectivity through the delivery of, or advocacy for, improvement to roads, public transport, footpaths, trails and digital infrastructure.</p> <p><b>4.3 Stronger neighbourhoods:</b> Council will foster neighbourhood connections and capacity building including the development of inclusive recreational and cultural opportunities.</p> <p><b>4.4 Sustainable practices:</b> Council will promote and encourage the implementation of sustainable design across the municipality including the attractiveness, safety, accessibility and functionality of our built environment.</p>	<p>This Asset Plan outlines the management and funding required for a sustainable well planned portfolio of assets over the medium term within the context of the Financial Plan; and baseline new/ upgrade funding to provide for a better connected community and stronger neighbourhoods.</p>
<p align="center"><b>Objective 5: An effective Council</b> <i>We will be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and for Victoria's South West.</i></p>	
<p><b>5.1 Leadership and governance:</b> Council will be a high-functioning team committed to respectful relationships, collaboration and ongoing engagement. It will provide strong, effective leadership, sound governance and informed decision-making.</p> <p><b>5.2 Engaged and informed community:</b> Council will ensure ongoing community engagement to identify changing needs and priorities when developing and delivering services and programs.</p> <p><b>5.5 Organisational and financial sustainability:</b> Council will ensure organisational and financial sustainability through the effective and efficient use of Council's resources and assets.</p> <p><b>5.6 Risk mitigation:</b> Council will mitigate and manage organisational risks through sound management systems and processes.</p>	<p>This Asset Plan commits to on-going community engagement and service planning, and outlines the management, risk mitigation, and funding required for a sustainable portfolio of assets over the medium term within the context of the Financial Plan; allowing organisational and financial sustainability through the effective and efficient use of Council's resources and assets.</p>



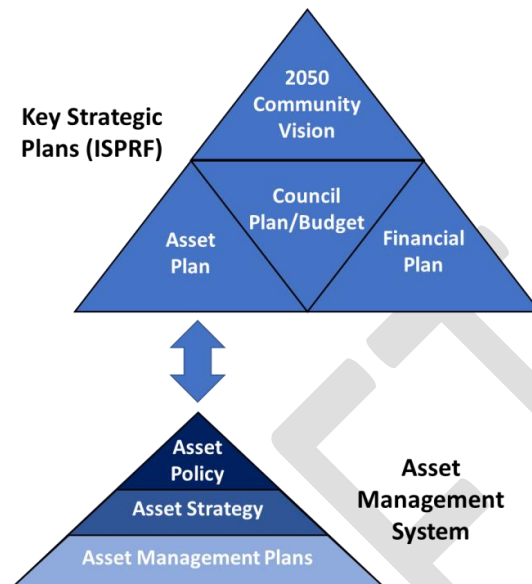
### 3.3 Fit Between the Asset Plan and Asset Management Practice

This Asset Plan has been informed by Council's asset management practices, data, systems and processes, and forms part of a continual improvement process. Council's Asset Management System includes:

1. Asset Management Policy -
  - Establishes the goals and objectives for asset management providing a platform for service delivery.
  - Integrates long-term asset and financial management with council's strategic objectives.
  - Maximises value for money by adoption of life cycle costing, combined with disciplined performance measurement.
  - Assigns accountability and responsibility for service delivery together with asset management.
  - Promotes sustainability to protect the needs of future generations.
2. Asset Management Strategy –
  - Links and integrates council's plans and resources, indicating which services are to be delivered through which assets.
  - Forecasts future service delivery needs and the capacity of assets to meet those, on a short, medium, and long-term basis.
  - Identifies assets that are critical to the council's operations and outline risk management strategies for these assets.
  - Includes specific actions required to improve the council's asset management capability and projected resource requirements and timeframes.
  - Establishes systems for asset performance measurement.
3. Asset Management Plans –
  - Encompasses all the major asset categories under council's control.
  - Connects the investment of community wealth in assets with service outcomes.
  - Presents at least one scenario that balances with the available funds from the Long-Term Financial Plan.
  - Identifies and communicates risks associated with affordable service levels and how these risks will be managed.
  - May allow for additional lifecycle scenarios (advanced) that manage assets to provide optimal life cycle costs to inform the asset management strategy and the Financial Plan.
  - Includes one scenario that balances the available funds from the Financial Plan with affordable service level targets, and may set out a strategy (advanced) to communicate the corresponding service levels and risks and how these will be managed to Council and the community.
  - For each scenario, presents cash flow forecasts for acquisition (upgrade/new/expansion), operating, maintenance, renewal and where relevant, disposal.

The linkage between the Asset Plan, Council's key strategic plans, and the Asset Management System is shown in Figure 2 following.

**Figure 2: How the Asset Management System links to the Asset Plan and Key Strategic Plans**



### 3.4 Financial Fit of the Asset Plan and Financial Plan

Council's Long-Term Financial Plan 2021-31 has informed the development of this first Asset Plan. Likewise, Council's six asset management plans for Buildings, Roads, Bridges, Pathways, Drainage, and Open Space and Recreation were developed between 2017-21 and have previously informed the funding levels outlined in the Long-Term Financial Plan.

Council's Long-Term Financial Plan, Asset Plan, and supporting asset management plans must be living plans that are regularly reviewed to reflect both external and internal influences on Council's financial current and future situation, and integrated together as part of the Integrated Strategic Planning and reporting Framework.

Due to the different timeframes covered, this **Asset Plan 2022-32** uses the forecast funding available within the Long **Term-Financial Plan 2021-31** in Years 1-9, and uses an average of these years for year 10 of the Asset Plan. The Asset Plan is in funding lock-step with the Long-Term Financial Plan and provides the following observations and projected outcomes:

4. A marginal betterment in average asset condition due largely to the significant new and upgrade Council funding of \$158 million over Years 1-10. This is over 50% greater than the allocated renewal funding of \$103 million, and results in an increase of 23% to the current depreciating asset base's replacement value with newly constructed assets, and resultant betterment to overall asset condition.
5. Council will continue to have an Asset Renewal Backlog each year of the 10 year planning period, representing the replacement value of assets that are ready for intervention but not funded at that time. Backlog increases from \$35 million in Year 1 to \$41 million in Year 10, but remains at approx. 5% of the asset base due to the added new assets over this time. These values are the lower range of the generally accepted backlog range of 4% to 8%. However, it is projected that backlog will increase a further \$32 million by Year 14 if renewal funding is not increased, in particular for the Roads and Buildings categories. This represents a backlog of greater than the acceptable range of 8% in Year 13 and nearly 10% by Year 14.

6. The funding of renewal between the various asset categories over Years 1-10 requires review, with Buildings and Roads generally underfunded, and Pathways and Open Space and Recreation overfunded.

It should be noted that further details on observations and outcomes are provided in section 4.3 of this Plan, with all values stated in 2022-23 dollar values.

### 3.5 Financial Indicators

There are multiple financial indicators which can be used to define asset performance and sustainability. The Long-Term Financial Plan 2021-31 outlines Council's policy statements in section 2.1 and includes the following:

*Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.*

The measure of this given in the Financial Plan is: *Asset Renewal and Upgrade expenses / Depreciation expenses (%)*. The Long-Term Financial Plan 2021-31 provides a forecast ratio of an average 118% over the 10 year life of the plan for this measure. This is comfortably above the Council's Target Ratio of  $\geq 100\%$ . This ratio reduces slightly to 117% if the average of Years 1-9 of the Long-Term Financial Plan 2021-31 is applied to the Asset Plan 2022-32, with these plans being a year out of step with each other.

Similar ratios and their values under the next 10 years' planned expenditure are outlined below.

- A. **Asset Renewal Funding Ratio** - A key indicator for service delivery sustainability is the Asset Renewal Funding Ratio (ARFR) which is expressed as a percentage:

$$\text{Asset Renewal Funding Ratio (ARFR)} = \text{Capital Renewal Planned Budget} / \text{Capital Renewal Forecast} (\%)$$

The Financial Plan and Asset Plan provide for a Capital Renewal Planned Budget of an average \$10.33M for the next 9-10 years (2022-23 dollar values). Based on modelling, the planned renewal expenditure will result in an approx. \$6M increase in backlog over the 10 years, or an equivalent average \$0.6M renewal funding deficit per year. This equates to a Capital Renewal Forecast of \$10.33M plus \$0.6M = \$10.93M per year, equating to:

$$\text{Asset Sustainability Ratio (ASR)} = 95\%.$$

- B. **Asset Sustainability Ratio** – Another indicator for service delivery sustainability is known as the Asset Sustainability Ratio (ASR), this ratio is expressed as a percentage:

$$\text{Asset Sustainability Ratio (ASR)} = \text{Renewal Planned Budget} / \text{Asset Depreciation} (\%)$$

With a Capital Renewal Planned Budget of \$10.33M (2022-23 dollar values), and a 2020-21 depreciation amount of \$12.1M (refer section 4.1), the:

$$\text{Asset Sustainability Ratio (ASR)} = 85\%.$$







## 4. What Have we Got?

### 4.1 What Assets?

The assets covered by this Plan are those which are owned and/ or managed by Council. These assets are accounted for in reported figures with Table 4.1 below based on the 2020-21 Annual Report financial numbers. These assets have a replacement value of approx. \$865 Million as at 30 June 2021 and are used to provide a wide range of services to the community. The two largest value asset categories of Roads and Buildings make up approx. 49% of Council's total asset replacement cost.

**Table 4.1 Assets covered by this Plan (2020-21 Annual Report)**

Asset Category	Indicative Quantity/ Description	Replacement Value (\$,000)	Depreciated Value (\$,000)	Annual Depreciation (\$,000)
Land and Land Improvements	Largely urban land associated with buildings	\$164,097	\$163,674	\$18
Buildings and Building Improvements	390 building structures	\$144,349	\$125,506	\$2,092
Roads and Off street car parks	2,700,000m2 Sealed and 200,00m2 Unsealed roads, 490 km kerb and channel, carparks	\$279,368	\$167,509	\$4,613
Bridges	61 Bridges and major culverts	\$33,676	\$22,421	\$379
Pathways	350km concrete and sealed paths, 21km gravel and natural paths, 2.6km timber paths	\$59,610	\$34,176	\$1,263
Drainage (Stormwater)	11,399 Pits and 265km pipe network	\$94,473	\$69,342	\$941
Recreation, Leisure and Community	Playing fields and courts, reserve access and car parking, pool facilities, minor buildings and structures, facility lighting	\$7,013	\$2,315	\$124
Waste Management	Kerbside collection Bins	\$606	\$517	\$41
Parks, Open Space & Streetscapes	Playgrounds, Playing surfaces, Bollards and fencing, minor structures, irrigation, facility lighting, street furniture, beach access, jettys and boat ramps	\$19,055	\$12,768	\$624
Aerodromes	Runways and taxiways, hangar and shed, access road and carpark, fencing	\$10,064	\$7,924	\$258
Other Infrastructure	Saleyard facilities, Surfside Holiday Park facilities, jettys	\$8,877	\$4,269	\$180
Plant Machinery & Equipment	Fleet, Small Plant, Heavy Plant,	\$10,303	\$4,286	\$952
Fixtures, Fittings & Furniture	Fixtures, fittings and furniture	\$5,787	\$1,050	\$90
Computers & Telecommunications	CIT Equipment and networks	\$7,211	\$3,689	\$524
Library Books and Paintings and Exhibits	Books and art works	\$13,545	\$13,545	\$0
Works in Progress	Works currently in Progress	\$7,299	\$7,299	\$0
<b>TOTAL</b>		<b>\$865,333</b>	<b>\$640,290</b>	<b>\$12,099</b>

Council's assets as shown in Table 4.1 have been further re-grouped for the purposes of this Plan into six 'long-life' asset groups of Buildings, Roads, Bridges, Pathways, Drainage, and Open Space and Recreation. The Open Space and Recreation category has been re-formed to include the Long Term Financial Plan categories of 'Parks, Open Space and Streetscapes' and 'Recreation, Leisure and Community', with this content differing from Warrnambool City's 'Open Space Asset Management Plan' of June 2020'. *Profile 1.0 - Summary – All Assets* in section 4.3.1 following includes all assets as outlined in Table 4.1 above.

## **4.2 Are they the right Assets managed in the right Way?**

### **4.2.1 Do our Assets Support Warrnambool 2040 and the Council Plan?**

Warrnambool City Council's current asset portfolio provides direct support to the delivery of Warrnambool 2040 and the Council Plan as outlined in section 3.2 *Warrnambool 2040 (Community Vision), Council Plan and Shared Objectives*. The services delivered through the Council's assets are largely a legislated part of Local Government business, for instance Warrnambool City Council is responsible for managing local transport infrastructure including local Roads, Bridges, Stormwater and Pathways under the Road Management Act (2004). These transport services are vital and are delivered by assets comprising 54% of Council's total asset value. Similarly Council Buildings facilitate services such as arts and libraries, recreation and leisure, family and community services, administration, and public amenities which are vital to the community's function. Council's Open Space assets support active transport and recreation and leisure services which are essential in supporting Warrnambool 2040 and the Council Plan.

### **4.2.2 Do we need to Realign Asset Practices to deliver on the Council Plan?**

Warrnambool City Council's current asset practices need further improvement to continue to deliver on the Council Plan as follows:

1. Review and revision of the Asset Management Policy, Asset Management Strategy, and Asset Management Plans in support and update of the Asset Plan, Financial Plan, and Strategic Planning and Reporting Framework.
2. Continued focus of the Asset Management Steering Committee to provide an improved whole of organisation approach and accountability for asset management practice, including the on-going review and integration between the Asset Plan and Financial Plan, and consideration of a depreciation based renewal funding framework.
3. Further review and definition of asset management roles and responsibilities with resourcing as required.
4. Improved Service Planning, Capital Works planning and Asset Management planning/ review, with improved integration of these functions so they work well together.

## **4.3 What Shape are our Assets in Now and in 10 Years' Time?**

### **4.3.1 Asset Profiles and Best Use**

A 'Summary – All Assets' profile and separate asset profiles for 'Buildings', 'Roads', 'Bridges', 'Pathways', 'Stormwater', and 'Open Space' are provided as Profile 1.0 to Profile 1.6 in this section. These profiles outline:

- The type of assets within each asset category.
- The services that are supported by these assets.
- How much they cost to replace and their depreciated value.
- The average condition they are in now and projected condition they will be in 10 years' time.
- What the next 10 years looks like in terms of expenditure and backlog.

The definitions of terms used in the profiles and elsewhere in this Plan are provided below:

1. Depreciated Value – the current value of the asset based on current condition and/ or accumulated depreciation.
2. Condition – the state of asset degradation - a condition scale of 1 to 5 is used in this Plan, with 0 representing a new condition, 1=Very Good, 2=Good, 3=Fair, 4=Poor, 5=Very Poor/ End of Life condition.
3. Operations – the regular activities to provide services from assets e.g. playground inspections.
4. Maintenance – regular on-going work needed to keep assets operating e.g road pot-hole patching.
5. Renewal – major work that restores, rehabilitates, replaces, or renews an asset to its original service potential.
6. New – major work that creates a new asset that did not previously exist.

7. Upgrade – major work that will upgrade or improve an existing asset beyond its existing capacity.
8. Acquisition – assets that are (generally) contributed by developers at no cost to Council e.g. new roads and stormwater network contributed as part of a subdivision development.
9. Backlog – the value of assets that are in poorer condition than the intervention level set at which these assets should be renewed
10. Depreciating Assets – those assets that degrade over time. This includes all long life and short life assets, but excludes assets that don't depreciate such as land and artworks.

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## Profile 1.0 – Summary – All Assets



**\$865M**

Replacement Cost

**\$640M**

Depreciated value

**1.6 (Good)**

Average Condition

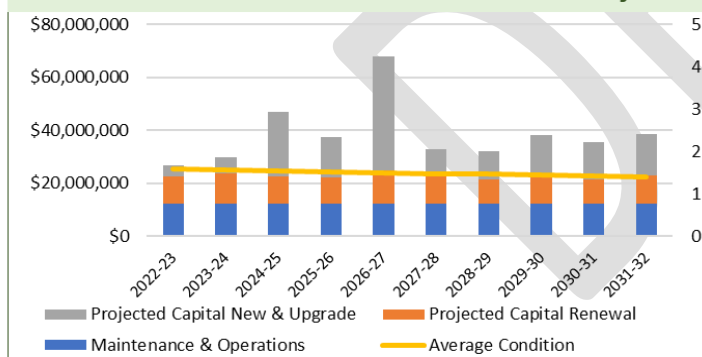
### What does the next 10 years look like ?

\$125M	Operations and maintenance
\$103M	Renewal/ Replacement
\$158M	New/ Upgrade/ acquisition
\$35M - \$41M	Backlog/ deficit Year 1 - Year 10
1.6 – 1.4	Average Condition Year 1 - Year 10

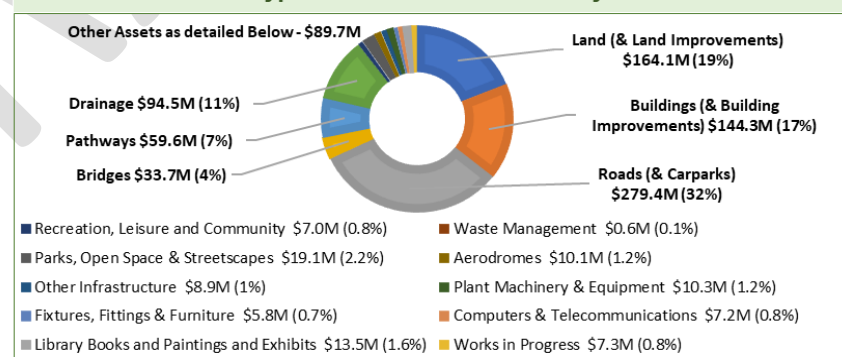
### What services are supported by these assets?



### Council's investment and asset condition over next 10 years ?



### What type of assets and what do they cost ?



## Profile 1.1 - Buildings



390

Number of Buildings

\$144.3M

Replacement Cost

\$125.5M

Depreciated value

0.7 (Good-V. Good)

Average Overall Condition

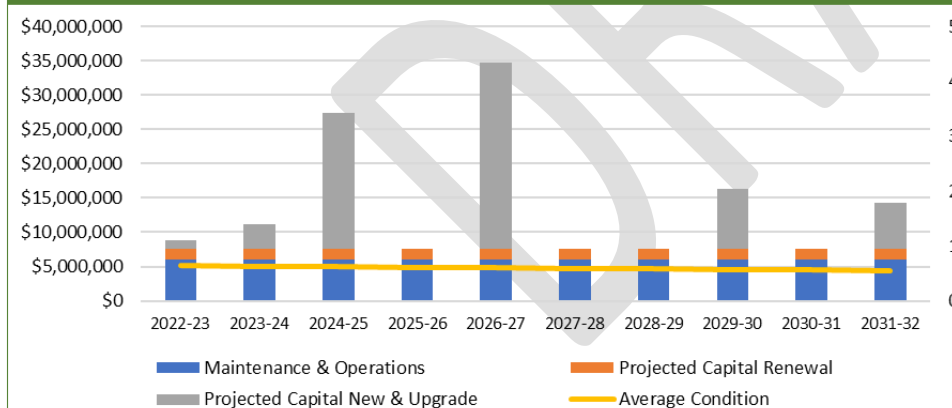
### What services are supported by buildings?

 Art and Libraries	 Community services & meeting	 Recreation & Leisure	 Administration	 Public Amenities	 Animal Care
 Tourism	 Sale Yards	 Customer Service	 Waste Management	 Airfields	 Family and Community Services

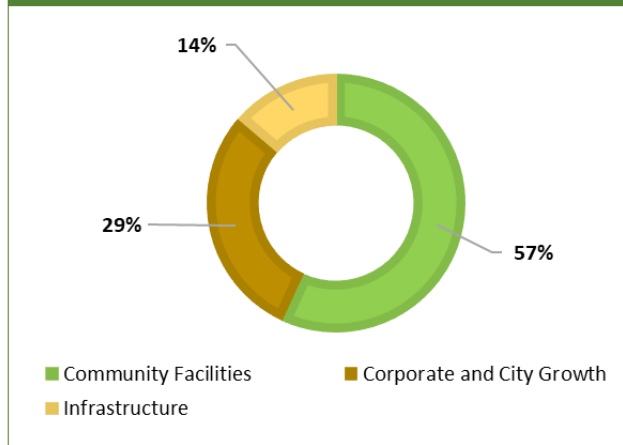
### What does the next 10 years look like ?

\$60M	Operations and maintenance
\$16.3M	Renewal/ Replacement
\$66.8M	New/ Upgrade/ acquisition
\$4.4M - \$15.7M	Backlog/ deficit Year 1 - Year 10
0.7-0.6	Average Condition Year 1 - Year 10

### Council's investment and asset condition over next 10 years ?



### What type of building assets and their relative value?



## Profile 1.2 – Roads (including Car Parks)



**2.7M m<sup>2</sup>** Sealed Road Surface   
 **0.2M m<sup>2</sup>** Unsealed Road   
 **490 km** Kerb & Channel   
 **\$279.4M** Replacement Cost   
 **\$167.5M** Depreciated value   
 **2.0 (Fair)** Average Condition

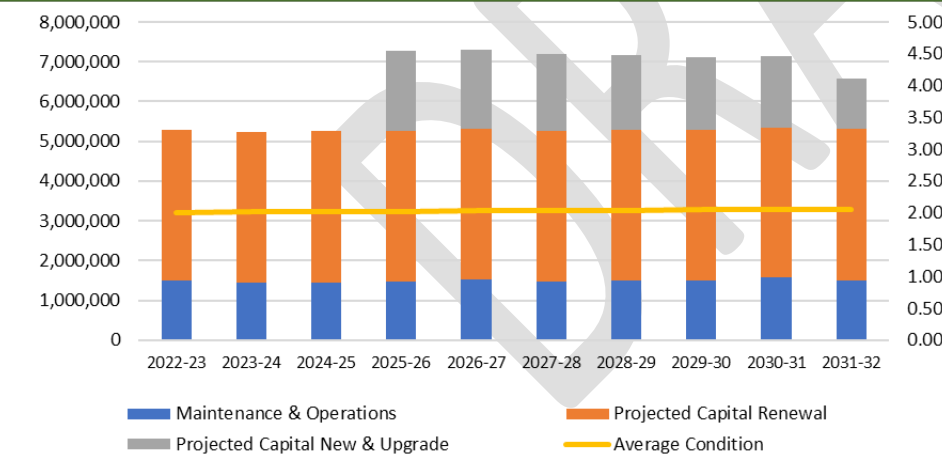
### What services are supported by road assets?

					
Transportation	Emergency Management	Freight Vehicle Usage	Parking And Traffic Management	Stormwater Management	Tourism

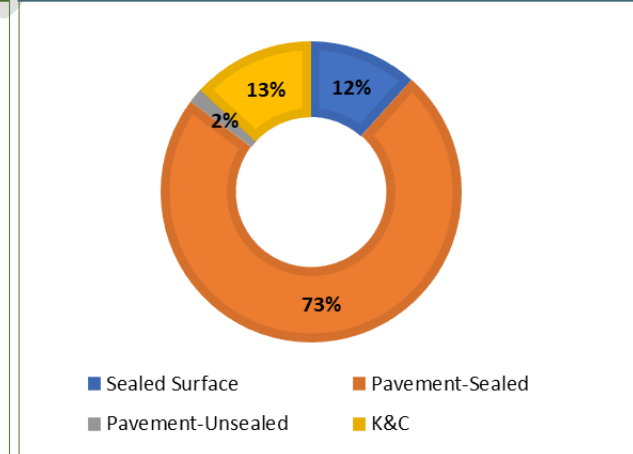
### What does the next 10 years look like?

\$14.9M	Operations and maintenance
\$37.9M	Renewal/ Replacement
\$12.7M	New/ Upgrade/ acquisition
\$18.1M - \$13.7M	Backlog/ deficit Year 1 - Year 10
2.0 – 2.1	Average Condition Year 1 - Year 10

### Council's investment and asset condition over next 10 years?



### What type of road assets and their relative value?



## Profile 1.3 - Bridges



61

Bridges and Major Culverts

\$33.7M

Replacement Cost

\$22.4M

Depreciated value

1.7 (Fair-Good)

Average Overall Condition

### What services are supported by bridges and major culverts ?



Transportation



Safe Accessibility



Freight Vehicle  
Usage



Emergency  
Management

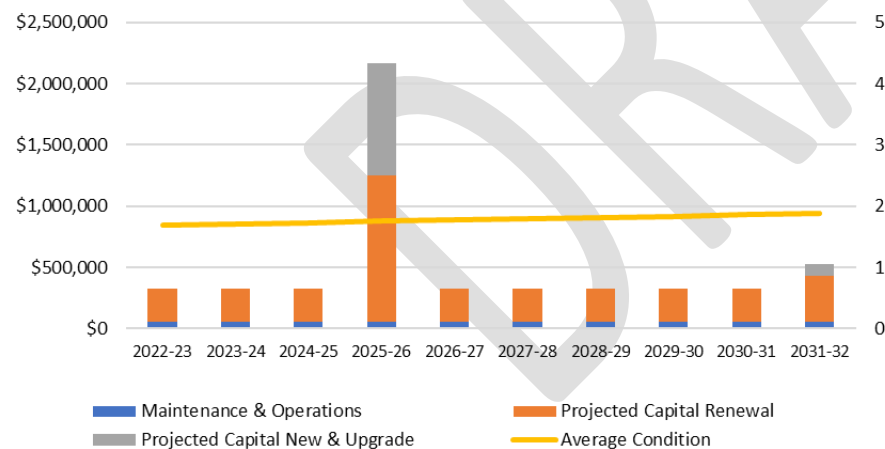


Tourism

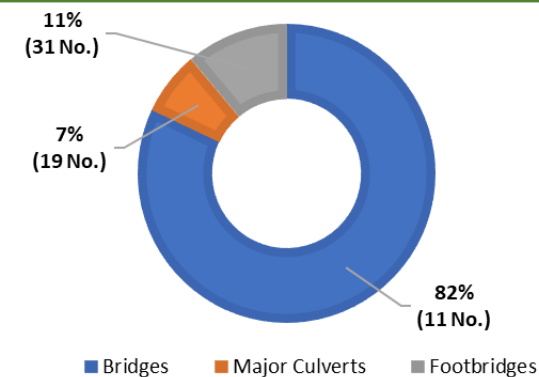
### What does the next 10 years look like ?

\$0.6M	Operations and maintenance
\$3.7M	Renewal/ Replacement
\$3.5M	New/ Upgrade/ acquisition
\$2.7M - \$4.3M	Backlog/ deficit Year 1 - Year 10
1.7 – 1.9	Average Condition Year 1 - Year 10

### Council's investment and asset condition over next 10 years?



### What type of bridge assets and their relative value?

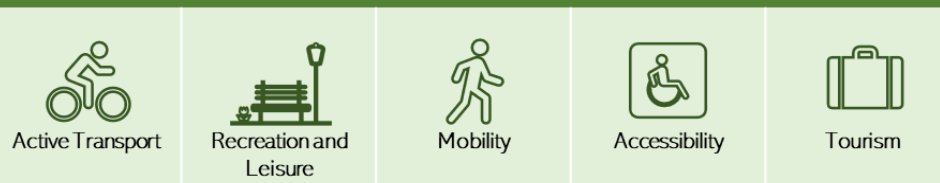


## Profile 1.4 - Pathways



**350 km** Concrete & Sealed Paths    **21 km** Gravel Paths    **2.6 km** Timber Paths    **\$59.6M** Replacement Cost    **\$34.2M** Depreciated value

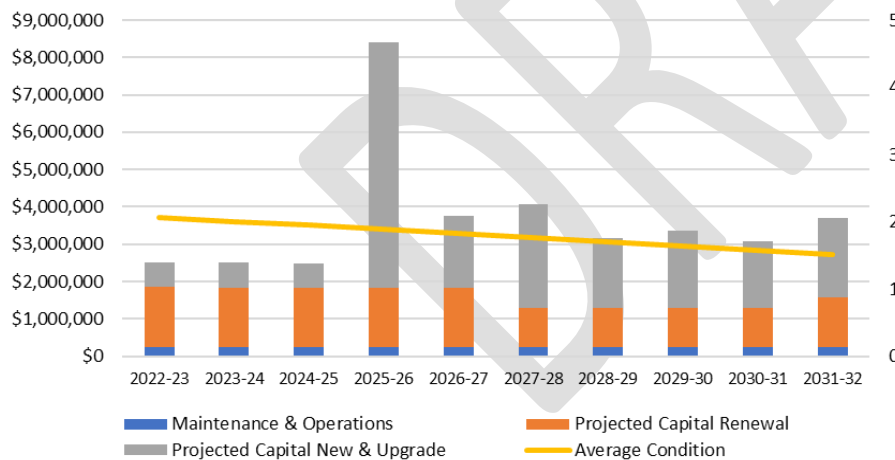
### What services are supported by pathways ?



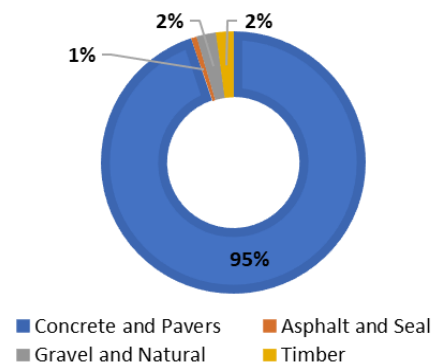
### What does the next 10 years look like ?

\$2.6M	Operations and maintenance
\$13.3M	Renewal/ Replacement
\$21.2M	New/ Upgrade/ acquisition
\$1.1M - \$0M	Backlog/ deficit Year 1 - Year 10
2.1 – 1.5	Average Condition Year 1 - Year 10

### Council's investment and asset condition over next 10 years?



### What type of pathways and their relative value?



## Profile 1.5 - Drainage



**265 km**  
Pipes

**11,399**  
Pits

**\$94.5M**  
Replacement Cost

**\$69.3M**  
Depreciated value

**1.3 (Good)**  
Average Condition

### What services are supported by stormwater assets?



Flood Protection



Transportation



Stormwater  
Conveyance



Stormwater  
Treatment



Stormwater  
Management



Waterway  
Conveyance

### What does the next 10 years look like?

\$11.9M

Operations and maintenance

\$5.2M

Renewal/ Replacement

\$4.6M

New/ Upgrade/ acquisition

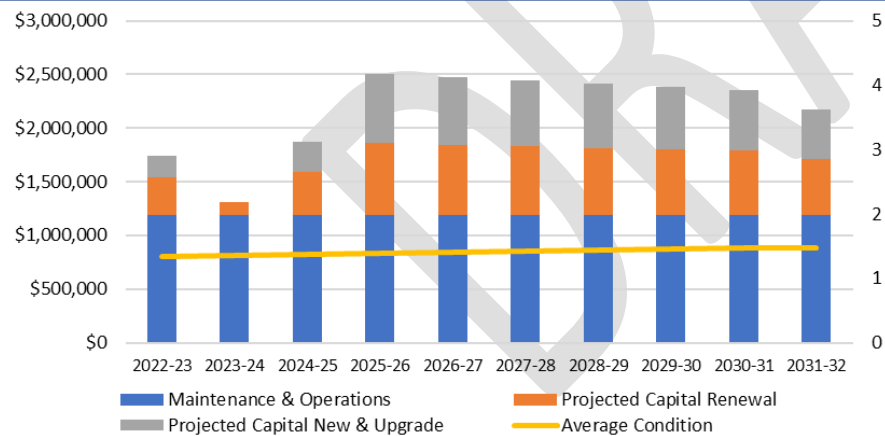
\$0.2M-\$7.7M

Backlog/ deficit Year 1 - Year 10

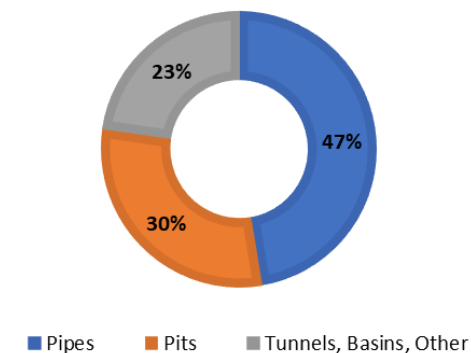
1.3 – 1.5

Average Condition Year 1 - Year 10

### Council's investment and asset condition over next 10 years?



### What type of drainage assets and their relative value?



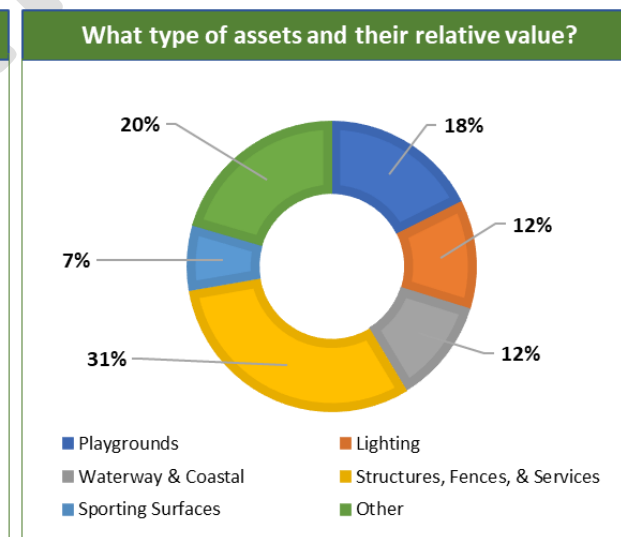
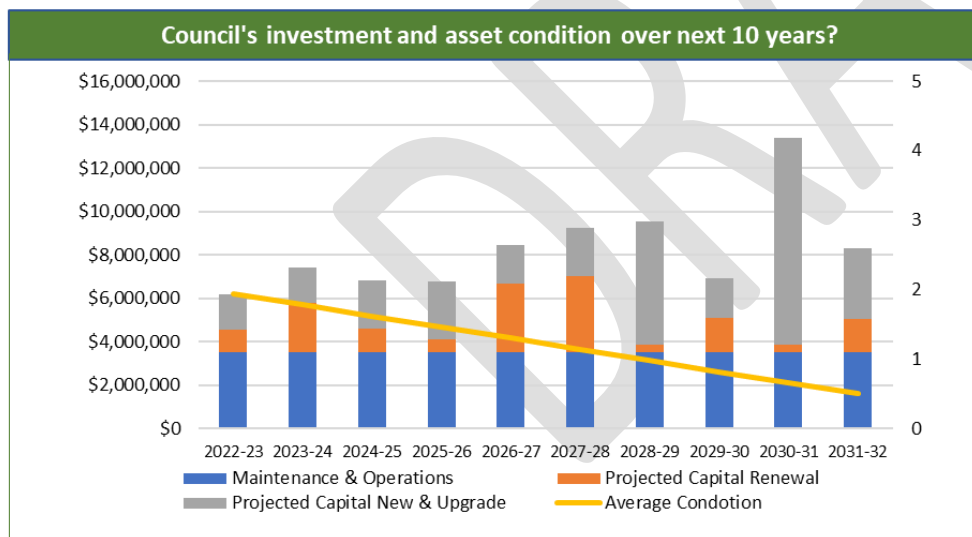
## Profile 1.6 - Open Space and Recreation

(Parks, Open Space and Streetscapes; Recreation, Leisure and Community)



**210** Open Spaces Sites      **75** Playgrounds      **\$26.1M** Replacement Cost      **\$15.1M** Depreciated value      **2.1 (Fair)** Average Condition

What services are supported by these assets?						What does the next 10 years look like?	
						\$35.0M	Operations and maintenance
Environment Conservation	Passive Surveillance	Recreation	Seating and Lighting	Tree Management	Tourism	\$15.5M	Renewal/ Replacement
						\$32.5M	New/ Upgrade/ acquisition
						\$8.3M - \$0M	Backlog/ deficit Year 1 - Year 10
						2.1 - 0.5	Average Condition Year 1 - Year 10





#### 4.3.2 State of the Assets

The asset Profiles 1.0 to 1.6 as provided in section 4.3.1 (above) detail the Council's 'State of the Assets' for key asset categories. The six long life asset categories of Buildings, Roads, Bridges, Pathways, Drainage, and Open Space and Recreation comprise approximately 95% of Warrnambool City's asset replacement value for depreciating assets.

The future state of the assets is based on asset modelling using the planned asset expenditure and current asset condition, and in an overall sense result in -

- a betterment in the overall average asset condition over Years 1-10 from 1.6 to 1.4
- backlog remaining within an acceptable range of 4 to 8%, with an increase in backlog from \$35M in Year 1 (approx. 5.5% of asset value Year 1) to \$41M at the end of Year 10 (approx. 5.3% of asset value Year 10).

These results indicate that (in an overall sense) current service levels can be maintained from Council's assets over the coming 10 years with the planned expenditure levels as noted in the Plan. The 'State of the Assets' are further summarised for long-life asset categories of Buildings, Roads, Bridges, Pathways, Drainage, and Open Space and Recreation in Tables 4.3.2.1 to 4.3.2.6 below. Where applicable, the State of the Assets is based upon the planned expenditure in Year 11 continuing into future years.

**Table 4.3.2.1 Buildings – State of the Assets**

<i>Current condition?</i>	Buildings are in an overall Good to Very Good condition.
<i>Is Planned Expenditure adequate?</i>	Yes, but there is a modelled expansion of backlog from \$4.4M to \$15.7M in the next 10 years.
<i>Are the assets fit for future Years 1-10?</i>	Yes, however backlog expands from \$4.4M to \$15.7M in the next 10 years. This represents a backlog of about 3% in Year 1 (replacement value of \$144M at this time), to a backlog of about 7% in Year 10 (replacement value of \$211M at this time), which is within the generally accepted backlog range of 4 to 8%.
<i>Are the assets fit for future Years 11-20?</i>	Not really, renewal funding will require increasing by an estimated 50% plus from the current \$1.6M annual funding to address renewal requirements and decrease backlog in Years 11-20.
<i>Major Shortcomings?</i>	There are few major shortcomings in the existing building stock, with buildings generally safe, accessible, and fit for purpose. There is a focus on early years and other community facilities in coming years to provide increased amenity to services delivered from these buildings.
<i>What Risks?</i>	Buildings unsafe for use, not accessible, or out of service. Building facilities provision is mismatched to community need.
<i>What Challenges?</i>	Funding of asset costs with demand/ costs increasing because of increasing population, changing demographics and population distribution, and customer expectations. Prioritising building renewal and new/ upgrade projects that best match community need, followed by planned, prioritised and successful grant funding applications.

**Table 4.3.2.2 Roads – State of the Assets**

<i>Current condition?</i>	Roads are in an overall Fair condition.
<i>Is Planned Expenditure adequate?</i>	Yes, there is a modelled decrease in backlog from \$18.1M in Year 1 to \$13.7M backlog in Year 10.
<i>Are the assets fit for future Years 1-10?</i>	Yes, backlog decreases from \$18.1M in Year 1 to \$13.7M in the next 10 years. This represents a decrease in backlog from about 6% to 5% with these values inside the generally accepted backlog range of 4 to 8%.
<i>Are the assets fit for future Years 11-14?</i>	No, backlog is modelled to expand from \$13.7M in Year 10 to \$38.8M in Year 14. This represents a backlog of about 13% in Year 14 which is well outside the generally accepted backlog range of 4 to 8%.
<i>Major Shortcomings?</i>	Existing road infrastructure network does not always meet Victoria's Infrastructure Design Manual standards for functionality and capacity. Unsealed roads and poor amenity car parks can't all be upgraded. Poor connectivity of on-road bicycle path network. Existing safety concerns can't all be assessed and improved. Unable to address and mitigate impacts of Climate Change on roads.
<i>What Risks?</i>	Increased accidents and vehicle damage due to poor quality roads. Lack of connectivity and traffic delays. Not meeting community expectations on cleanliness of roads and availability of parking. Council does not meet its Road Management Plan obligations. New and upgraded roads don't meet required standards and/ or offer poor climate change resilience.
<i>What Challenges?</i>	Funding of asset costs with demand/ costs increasing because of increasing population, climate change impacts, customer expectations, and the increasing use of higher mass limit vehicles. Prioritising road renewal and new/ upgrade projects that best match community need, followed by planned, prioritised and successful grant funding applications.

**Table 4.3.2.3 Bridges – State of the Assets**

<i>Current condition?</i>	Bridges are in an overall Fair to Good condition.
<i>Is Planned Expenditure adequate?</i>	Yes, there is a modelled increase in backlog from \$2.7M in Year 1 to \$4.3M backlog in Year 10.
<i>Are the assets fit for future Years 1-10?</i>	Not really, backlog increases from \$2.7M to \$4.3M in the next 10 years. This represents a backlog of 8% in Year 1 to 13% in Year 10 which is higher than the generally accepted backlog range of 4 to 8%.
<i>Are the assets fit for future Years 11-plus?</i>	No, additional funding allocation is required to bring the modelled backlog down to acceptable levels.
<i>Major Shortcomings?</i>	Two Culverts subject to closure due to flooding with 20% AEP events. Load limiting of bridges. One road bridge has inadequate separation between vehicles and non-vehicular traffic. Six bridges (includes 5 footbridges) provide inadequate access for wheelchairs and prams.
<i>What Risks?</i>	Bridge network Unsafe for use. Bridge not accessible or closed due to 20% AEP flooding or lower frequency event. Council does not meet its Road Management Plan obligations. New and upgraded bridges don't meet required standards and/ or offer poor climate change resilience.
<i>What Challenges?</i>	Funding of asset costs with demand/ costs increasing because of increasing population, climate change impacts, customer expectations, and the increasing use of higher mass limit vehicles. Prioritising bridge renewal and upgrade projects that best match community need, followed by planned, prioritised and successful grant funding applications.

**Table 4.3.2.4 Pathways – State of the Assets**

<i>Current condition?</i>	Pathways are in an overall Fair condition.
<i>Is Planned Expenditure adequate?</i>	Yes, there is a decrease in backlog from \$1.1M to zero over the next 3 years.
<i>Are the assets fit for future Years 1-10?</i>	Yes, backlog decreases to zero over the next 2 years, with the network maintained at zero backlog over Years 2-10.
<i>Are the assets fit for future Years 11-15?</i>	Yes, backlog is expected to be maintained at zero over years 11-15 if Year 10 funding is continued into these years.
<i>Major Shortcomings?</i>	The Pathway network doesn't necessarily have major shortcomings, however areas for improvement include: <ul style="list-style-type: none"> <li>• 5km of shared paths and 11 km of footpaths that are non-compliant with current width standards</li> <li>• Pathway lighting and signage</li> <li>• Additional linkages to provide better connectivity.</li> </ul>
<i>What Risks?</i>	Pathway network Unsafe for use. Council does not meet its Road Management Plan obligations. New and upgraded pathways don't meet required standards and/ or offer poor climate change resilience.
<i>What Challenges?</i>	Funding of asset costs with demand/ costs increasing because of increasing population, climate change impacts, and customer expectations. Identifying community priorities for Pathway improvements. Prioritising pathway renewal and new/ upgrade projects that best match community need, followed by planned, prioritised and successful grant funding applications, often in conjunction with larger Open Space and Recreation projects.

**Table 4.3.2.5 Drainage – State of the Assets**

<i>Current condition?</i>	Stormwater assets are in an overall Good condition.
<i>Is Planned Expenditure adequate?</i>	Not really, there is an increase in indicated backlog from \$0.2M in Year 1 to \$7.7M in Year 10.
<i>Are the assets fit for future Years 1-10?</i>	Barely, the \$7.7M backlog at Year 10 represents a backlog of about 7.8% which is just within the generally accepted backlog range of 4 to 8%.
<i>Are the assets fit for future Years 11-15?</i>	No, additional funding allocation is required to maintain the modelled backlog within acceptable levels beyond from Year 11 onwards.
<i>Major Shortcomings?</i>	There are flooding hotspots as identified in the Warrnambool Drainage Strategy with certain areas subject to flooding. The existing network does not always meet Infrastructure Design Manual standards for adequate piped network capacity for defined % AEPs. The condition of stormwater assets is based on age, further in field down-pipe camera assessments are required to verify expected stormwater renewal demand.
<i>What Risks?</i>	Flooding of homes, properties, and access routes, with potential injury and risk to life.
<i>What Challenges?</i>	Progressively undertaking up-pipe drainage assessments and then formulating a structured and pragmatic forward works program to address the issues found. Further review of the Warrnambool Drainage Strategy to review and prioritise the upgrade/ new program with formulation of a 10-20 year forward works program. Long term funding of stormwater drainage projects identified from the City wide 10-20 year forward works program. Funding costs increasing because of increasing population, climate change impacts, and customer expectations.

**Table 4.3.2.6 Open Space and Recreation – State of the Assets**

<i>Current condition?</i>	Open Space and Recreation assets are in an overall Fair condition.
<i>Is Planned Expenditure adequate?</i>	More than adequate with some potential inefficiency/ over-expenditure with renewal expenditure in Years 6-10.
<i>Are the assets fit for future Years 1-10?</i>	Yes, backlog decreases from \$8.3M to nil from Years 1 to Year 10.
<i>Are the assets fit for future Years 11-20?</i>	Yes, backlog is expected to be maintained at zero over years 11-20 even if renewal expenditure is decreased.
<i>Major Shortcomings?</i>	Many of the existing open space and recreation facilities were not designed to meet modern expectations and will require major upgrade when renewed. Network deficiencies in terms of asset capacity and performance are detailed in relevant open space, play space and regional sport specific strategies.
<i>What Risks?</i>	Open Space and Recreation assets Unsafe for use. Open space asset provision is mismatched to community need.
<i>What Challenges?</i>	Prioritising open space and recreation renewal and upgrade projects that best match community need, followed by planned and prioritised renewal/ new/ upgrade works, including Masterplan implementation and Playground Renewal and Upgrades Funding of asset costs with demand/ costs increasing because of increasing population, and customer expectations.

#### **4.3.3 Asset Fit and Maintenance**

The State of the Assets outlined in section 4.3.2 above are based on the six asset management plans completed for these asset categories in 2017-2021, and June 2021 asset revaluation and depreciated value data. These asset management plans and the State of the Assets indicate that Council's assets have been assigned to their best use and will be maintained at an appropriate condition over the ten year life of the Asset Plan. However, if planned renewal funding levels are not increased in Year 11 and after from levels shown in Years 1-10 of this plan, overall backlog is projected to increase beyond an acceptable level of 8% in Year 13 of the current 2022-31 Asset Plan.

While assets have been assigned to their best use both now and historically, with ever changing design standards and services provision, and increasing customer expectations and technology driven requirements, many assets may now have significant shortcomings in the levels of service they provide. These shortcomings are detailed in section 4.3.2 above.







## 5. What Challenges and Choices?

### 5.1 The Plan

This Asset Plan is aimed at providing a document that helps everyone understand the quantum of assets that Council owns, and the challenges in maintaining an asset base that services the community into the future in support of Warrnambool 2040 and the Council Plan. This is a balancing act at the best of times, the funding bucket is only so big, there are lots of challenges, and we can't do everything.

The risks and cost of not having adequate resources and management practices is enormous. Assets that are poorly inspected, maintained or renewed can result in injury to life, breaching of legislative requirements, higher future costs, inter-generational inequity, loss of reputation, and assets that can't deliver on required services. There are environmental implications such as water quality management, the social implications of a built environment that is not amenable, and financial implications that may be difficult to recover from. This makes it imperative to have a Plan.

This Asset Plan rests on the processes outlined within Council's Asset Management Policy, Asset Management Strategy, and Asset Management Plans. These documents and the processes they describe form a road map for continual improvement in the way Council manages its assets and the services delivered from them. In this balancing act there are ever changing challenges, community conversations and negotiations to be had, choices to be made, and plans to be updated and revised.

This Asset Plan represents the first iteration Asset Plan, with this plan financially integrated with Council's Long-Term Financial Plan 2021-31 as part of the Integrated Strategic Planning and Reporting process. It represents what the community and Council are in agreement on, that is, it outlines expenditure in line with maintaining current (2021-22) service levels from its asset base, with expenditure in ways that supports Warrnambool 2040 and the Council Plan.

In an ever changing environment, there is an increasing chance of flood, storm, and fire events that will compromise the integrity of the asset base. These events will happen, and Council's role in emergency management and the recovery afterwards is vital. It is worthy to note that Federal Government funding provides for restoration of disaster affected infrastructure assets under Disaster Recovery Funding Arrangements as administered by the State Government.

### 5.2 The Challenges and what we Do

This Asset Plan 2022-32 is consistent with the Long-Term Financial Plan 2021-31 with Asset Plan total lifecycle cost forecasts being balanced with the Financial Plan total budget forecasts. **This is a good start, but.....**

**What** impact does it have on our assets and the services delivered from them in the coming years?

**What** about increasing demand on our services from population growth, demographic change, community expectations, and the impacts of climate change?

**What** about major shortcomings in our existing assets?

**What** do we do?

This section builds upon section 4.3 *What Shape are our Assets in Now and in 10 Years' Time?* and brings together a response to these questions in Table 5.2 following. Table 5.2 outlines the challenges, the plan to meet those challenges, the inevitable trade-offs, and the importance of community input and negotiation in determining 'what we do' and 'what we don't'. Action is required both now and in an on-going way to meet the challenges ahead.

**Table 5.2 The Challenges and what we Do**

<b><i>What Challenge?</i></b>	<b><i>What's the Plan?</i></b>	<b><i>What Trade-Offs?</i></b>	<b><i>Further community input and/or negotiation required?</i></b>
Delivering services from our existing assets into the future.	<ol style="list-style-type: none"> <li>1. Review and continuously improve asset data and modelled renewal demand in each asset category.</li> <li>2. On-going integration of the Asset Plan and Financial Plan to reflect renewal requirements.</li> <li>3. On-going service planning to define service levels and community priorities.</li> </ol>	<ul style="list-style-type: none"> <li>• Some service levels may need to be lowered or services dropped to enable adequate funding of community prioritised services.</li> <li>• On-going asset backlog.</li> <li>• Potential decommissioning of some assets from service.</li> <li>• Potential 'user pays' services.</li> </ul>	Yes – on-going community input is required to define priority services and required service levels. This will inform and allow improved Service Planning. This in turn will lead to the community conversation around “Here’s the funding we have, what do we do and what don’t we do?”
Increasing services demand in the face of limited funding.	<ol style="list-style-type: none"> <li>1. On-going service planning to define service levels and community priorities.</li> <li>2. Continually review and update asset management planning data and modelling with integration of the Asset and Financial Plans.</li> <li>3. On-going service planning to define service levels and community priorities.</li> <li>4. Strategic and prioritised grant funding applications targeted at community needs.</li> <li>5. Include climate change resilient asset costs, and costs of assets requiring higher design standards, within asset planning new and renewal costs.</li> <li>6. Manage increases to the asset portfolio within Council’s expected financial capacity.</li> <li>7. Consider non-asset service solutions where applicable.</li> </ol>	<ul style="list-style-type: none"> <li>• Community expectations won’t necessarily be met.</li> <li>• Some service levels may need to be lowered or services dropped to enable adequate funding of community prioritised services.</li> <li>• On-going asset backlog.</li> <li>• Potential decommissioning of some assets from service.</li> <li>• Potential 'user pays' services.</li> </ul>	Yes – on-going community input is required to define priority services and required service levels. This will inform and allow improved Service Planning. This in turn will lead to the community conversation around “Here’s the funding we have, what do we do and what don’t we do?”
Existing Assets with significant service shortcomings or non-compliance with current standards.	<ol style="list-style-type: none"> <li>1. On-going service planning to define service levels and community priorities.</li> <li>2. Long term strategic planning to define quantum of shortcomings, service levels, and long term programs to rectify.</li> <li>3. Strategic and prioritised grant funding applications targeted at asset upgrade where this is a community priority.</li> </ol>	<ul style="list-style-type: none"> <li>• Current service levels provided from these assets may remain unchanged over time.</li> <li>• Other trade-offs as for the challenges above.</li> </ul>	Yes – on-going community input is required to define priority services and required service levels. This will inform and allow improved Service Planning. This in turn will lead to the community conversation around “Here’s the funding we have, what do we do and what don’t we do?”
Continuous improvement of asset management practice.	<ol style="list-style-type: none"> <li>1. Review and monitor the asset management improvement plan as part of the Asset Management Strategy.</li> <li>2. On-going reporting of asset management status using the asset management steering committee.</li> </ol>	<ul style="list-style-type: none"> <li>• Additional staff resources may be required which will come at a cost.</li> </ul>	No – because these processes are technical and internal to Council’s operations they will be established in accord with the Asset Management Strategy, with community input more appropriately focused on service planning and funding discussions.



## 6.0 REFERENCES

- 'Warrnambool 2040', Warrnambool City Council
- 'Council Plan 2021-25', Warrnambool City Council (2021)
- 'Long-Term Financial Plan 2021-31', Warrnambool City Council
- 'Warrnambool City Council Annual Report 2020-21', Warrnambool City Council
- 'Warrnambool City Council Asset Management Policy (2019)', Warrnambool City Council
- 'Warrnambool City Council Asset Management Strategy (July 2020)', Warrnambool City Council
- 'Warrnambool City Council Executive Summary - Building Asset Management Plans', June 2020, SPM Assets
- 'Roads Asset Management Plan', August 2021, Warrnambool City Council
- 'Bridge Asset Management Plan', March 2017, Warrnambool City Council
- 'Pathway Asset Management Plan', November 2017, Warrnambool City Council
- 'Drainage Asset Management Plan', May 2020, Warrnambool City Council
- 'Warrnambool City Council Open Space Asset Management Plan', June 2020, SPM Assets
- Local Government Act 2020 (Victoria)
- 'Asset Plan Guidance 2022', Local Government Victoria
- 'Integrated Strategic Planning and Reporting Framework Guidance', State Government
- 'Asset Management Better Practice Guide', State Government
- 'International Infrastructure Management Manual', IPWEA, 2020
- 'International Infrastructure Financial Management Manual', IPWEA, 2020.

## **5. CLOSE OF MEETING**