

Response to Request for Information – Warrnambool City Council

Thank you for this opportunity to clarify some of the points in our submission, some of the information referred to exist within the extensive appendices and some of the information provided to this RFI should provide an opportunity to gain more clarity and detail to the questions the Commission has raised.

Our detailed responses (*via Separate E-mails*) have referenced the same structure presented by the Commission around the legislative matters and have referenced the question numbering provided, since the Commission must have regard to them in determining whether the higher cap is appropriate.

Council has taken the opportunity to provide the information requested over the last week as we have been able to source the information.

We have marked a small amount of the information as confidential, as it has needed to be treated “commercial in confidence”. Council is very comfortable the bulk of the information as provided will be able to be published as our response to the queries raised.

Council asks that the detailed response that have been provided make up the substance of our answers to the “Request For Information” sought.

Council is more than happy to provide whatever information for purpose of greater clarity or required in support of our application to the Commission.

General notes

The council has provided a large volume – nearly 1500 pages – of material in support of its case for a higher cap. We have not yet been able to study it all, but no doubt it contains answers to many of these questions and others that may follow. It would be helpful if you could provide cross references between the application and the supporting material, especially where that material is relevant to the questions we ask below.

As stated on the Higher cap – Application cover sheet (2019-20), the Commission asks that the Draft 2019–20 Budget be attached to the application.

Could the council now please provide a copy of the Draft Budget?

Council has now provided a copy of our draft Model Budget. However, the final narrated and graphic version is still being completed and is due to go to a special Council meeting on the 29th April 2019 for confirmation and then proceed to public exhibition Two versions of the budget will be exhibited over the statutory exhibition period one including the proceeds of Rate Cap variation and one without.

LM2 – Reasons

This legislative matter requires the council to specify the reasons for which the council seeks the higher cap.

The budget baseline information template shows the following information:

- Additional revenue 2019-20: \$655,002
- Additional expenditure 2019-20: \$649,999

2.1 *Could the council please explain how it intends to allocate the remaining \$5,003 additional revenue in 2019-20?*

The budget baseline information template shows the following information:

Asset type	Additional renewal expenditure 2019-20
Building improvements	\$92,857
Roads	\$92,857
Bridges	\$92,857
Footpaths & cycleways	\$92,857
Drainage	\$92,857
Recreational, leisure & community facilities	\$92,857
Parks, open space & streetscapes	\$92,857
Total	\$649,999

2.2 Could the council please explain the basis for the allocation of additional expenditure across these asset types in 2019-20? Does the amount in each case reflect a known physical or financial requirement, supported by management plans or condition reports? Otherwise, if the council intends to redirect the initial allocations, what plans and procedures will guide this process?

2.3 Could the council please explain how it intends to allocate the additional expenditure in 2020-21 and 2021-22? What is the basis for this allocation of additional expenditure?

2.4 Could the council please explain how it intends to allocate the additional revenue (from the higher caps in 2019-20, 2020-21 and 2021-22) in 2022-23 onwards? The budget baseline information template indicates that the additional revenue will be allocated to asset renewal and new assets. If this is the correct interpretation, how does significant expenditure on new assets relate to the purposes of the council's application?

Council had provided previous information as to the size of the backlog and the size of the renewal gap. The original submission had a generic allocation to the reduction of the backlog and gap. Subsequent to the RFI Council has now provided an updated base line reconciling all funds to renewal and a prioritised listing of projects to be completed with the funds based on detailed asset assessment information The projects targeted also form an effort to reduce renewal issues in areas identified by the public through prior consultations, as areas of strategic importance and community concern.

LM3 – Engagement

This legislative matter requires the council to specify how it has taken account of the views of the community. It is expected that the council provide evidence of how it sought to engage with the community, what were the outcomes of the engagement (i.e. what were community views) and, crucially, how these were considered in determining the higher cap.

3.1 Was there any feedback received by the council during consultation on the Strategic Resource Plan (SRP) of 2018-2022 which foreshadowed higher rate caps?

3.2 Could the council please provide copies of its Community engagement policy and Community engagement guidelines?

3.3 Was there an internal engagement plan for the engagement program announced on 3 December 2018? Or is there any other information the council can provide which describes why they chose to engage the way they did (through a survey and focus groups)?

3.4 What information was presented to the focus groups in the opening by Peter Utri (referenced in Appendix 4, Appendix B)?

3.5 How did the engagement, as undertaken, influence the council's decision to apply for a higher rate cap? That is, how did the council weigh up the outcomes of the survey and focus groups in deciding to apply for a higher cap? Can we please have the minutes to the council meeting of 25 March 2019, and the records of any other council or committee consideration of community engagement outcomes?

3.6 Could the council please explain how the community engagement informed its decision to allocate additional expenditure to asset renewal and the new library service?

3.7 Have the outcomes of the engagement process been shared with the community? How is the council responding to issues raised during the engagement process?

3.8 The second-last sentence of the first page of Appendix 3 'Let's talk about rates and services' (page 54/1365 of the attachments) appears incomplete. Can council please clarify?

Council has now provided written responses and evidence where applicable to questions 3.1 to 3.8 as to the genesis and extent of the engagement aspects asked for clarification. A number of items in relation to the consultation plan for the trade-off conversation are third party propriety elements and whilst provided remain commercial in confidence.

Council as part of its responses have provided a summary of submissions to the budget over the last two years, a copy of Councils engagement policy. A further copy of the presentation given at the focus groups, presentations from some of the Council briefings around this matter and further copies of the summary of the trade-off survey findings publically distributed and the synopsis information assessed.

Council has likewise provided copies of its efficiencies reports and strategies for further cost containment measures contained in the main submission. Councillor's reasons for their vote are outlined in the audio recording of the special Council meeting to decide on a rate cap increase application held on the 25th of March. Audio is also available from the meeting of December 5 2017 where Council did not originally proceed with an application.

LM4 – Value and efficiency

This legislative matter requires councils to ensure that they can demonstrate they have sufficient policies and processes in place (and have taken specific actions) to ensure that the additional revenue raised will be used efficiently and that the outcomes being pursued represent value for money for ratepayers.

4.1 Could the council please provide (or direct us to) any documented policy or framework it used for planning, reviewing and reporting on best value in service delivery? Does the council have quality and cost standards, and expected outcomes, for the services it provides?

4.2 Could the council please provide (or direct us to) the working papers that resulted from a service review conducted in the last 2 years?

In response to questions 4.1 and 4.2 Council has provided a report in relation to the establishment of service reviews and the quality and cost standards of Councils services. A detailed summary of the quality and cost standards of all Councils services as established in 2015 is also available.

Council has access to the working papers on service reviews undertaken in the last two years but has not provided these yet, as there is specific and confidential information contained in these reports that it is felt the detail does not have a direct bearing on the outcomes of this submission . Council has asked that the ESC review the overview report and determine whether this further detailed information is required to aid in the assessment of the application.

LM5 – Trade-offs and alternative funding

This legislative matter requires councils to demonstrate that they have considered the prioritisation of services and different funding options before seeking a higher cap.

5.1 Could the council please explain how it considered whether borrowings would be appropriate to fund asset renewal and the new library in 2019-20, 2020-21 and 2021-22.

Council has considered and is utilising borrowing to deal with its renewal issues as another lever to the use of revenue from a rate increase to deal with our renewal backlog and gap issues. Warrnambool Council as part of its borrowings strategy is committed to the use of borrowings for intergenerational renewal projects. In the 2018- 2019 financial year Council has drawn down on \$6 Million dollars of borrowings on a Drainage renewal program for the renewal of stage 1 of Simpson street drainage tunnel. Council has forecast additional borrowings of \$3 million dollars for the completion of the Reid Oval regional sports ground and pavilion this is both a renewal and upgrade project. The utilisation of this \$9 million in borrowings assures a balance of the utilisation of borrowings as a lever for intergenerational projects and retains an affordability position in terms of impacts on recurrent budgets for the repayment of principle and interest.

Council has some further capacity in its borrowings but faces major renewal and road projects in the mid-term where this capacity is likely to be utilised the use of borrowings for these major projects will continue to aid in the smoothing of investment in major renewal initiatives. Council continues to invest in the strategies to determine its prioritisation for the community in the renewal of its major assets.



WARRNAMBOOL
CITY COUNCIL

DRAFT

Warrnambool City Council

Budget

2019-2020

(Without rate cap variation)



www.warrnambool.vic.gov.au



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Introduction

Warrnambool City Council is pleased to release this draft Budget 2019-2020 to the community for public comment and submissions.

The Local Government Act requires that Council prepare a Budget for each financial year and to undertake a formal process of preparing, advertising and calling for submissions before a finalised Budget is formally adopted by Council by June 30 each year

The draft Budget is aligned to the vision in the Council Plan 2017-2021 and to the objectives in the long-term community plan, Warrnambool 2040. The Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community.

We recommend that the Budget be read in conjunction with the Council Plan and we encourage you to provide feedback to Council on the draft Budget.

The vision for the four-year life of the Council Plan is for Warrnambool to be a *Cosmopolitan City by the Sea*. To support the vision Council developed the following five key objectives:

1. Sustain, enhance and protect the natural environment
2. Foster a healthy, welcoming city that is socially and culturally rich
3. Maintain and improve the physical places and visual appeal of the city
4. Develop a smarter economy with diverse and sustainable employment
5. Practice good governance through openness and accountability while balancing aspirations with sound financial management

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

The four visions are:

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.

The draft budget details the resources required over the next financial year to fund the large range of services we provide to our community of 35,000 residents and which are also used by many people in surrounding municipalities. These services range from those which are about directly caring for people through facilities and programs including kindergartens, childcare centres, the library and home support services, to services which maintain or enhance our environment and surroundings including waste collection and our roads and footpath management schedules.

The budget also includes details of proposed capital expenditure including allocations to improve and renew our City's physical infrastructure, buildings and operational assets as well as funding proposals for a range of operating projects.

Council understands that the services it delivers to the community are valued. We also recognise that the community wants us to deliver services in a financially responsible manner and for Council to use its resources efficiently. Council will continue to focus on identifying sustainable cost savings while still delivering the services the community expects and is reliant upon.

Over 2019-2020, the Council will maintain the Small Infrastructure Fund. This dedicated fund has assisted with the delivery of a number of important projects over the years including the petanque piste at Lake Pertobe and the path linking Dennington's residential and retail precincts.

This draft budget proposes a rate increase of 2.5 per cent. This is in line with the Victorian Government rate cap which has been set at 2.5 per cent under the Fair Go Rates System.

Council will continue to advocate for support from other levels of government to improve the Princes Highway between Colac and the South Australian border and to assist with a comprehensive solution to waste management and the processing of recyclable materials. Council will examine ways in which we can better manage our waste streams, in particular plastics and glass.

Council has proposed a substantial capital works program with an emphasis on asset renewal. We have allocated funding of \$18.7 million for asset renewals, upgrades and expansions.

Highlights of the capital program include:

Road renewals	\$4.1 million
Lake Pertobe Master Plan implementation (Stage I)	\$2.9 million
Saleyards roof	\$540,000
Reid Oval	\$10 million
Smart (low energy) street lighting	\$1.4 million
Small Infrastructure Fund	\$330,000
Art Gallery climate control	\$600,000
Beach access (Point Ritchie-Moyjil)	\$190,000

The proposed average residential rate bill increases to \$1,998, from \$1926 in 2018-2019.

To address the challenges around waste processing, in particular recyclable materials, the waste management charge will increase by 9.41% to \$389.98 per property.

The proposed budget has been informed by a number of community consultations undertaken by Council over the past year including the community engagement process which informed Council's submission to the Essential Services Commission for a rate cap variation.

This Budget projects an underlying surplus of \$634,000 for 2019/20 after adjusting for capital grants and contributions.

Key figures

Total revenue: \$79.0 million (2018-19 forecast = \$83.3 million)

Total Expenditure: \$72.9 million (2018-19 forecast = \$76 million)

Accounting Surplus/(Deficit): \$6.1 million (2018-19 forecast = \$7.3 million)

(Refer Income Statement in Section 3.1)

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

Underlying operating result: Surplus of \$634,000 (2018/19 forecast deficit of \$491,000)

Any surplus generated is allocated to address capital works program.

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

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

Total Capital Works Program of \$18.7 million (2018-19 forecast = \$24.6 million)

\$11.4 million from Council operations and reserves

\$4.4 million from borrowings

\$2.4 million from external grants

\$0.5 million from contributions

(Refer Statement of Statement of Capital Works in Section 3.5)

Budget influences

The preparation of the budget is influenced by a range of external factors including ongoing cost shifting.

This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.

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

A long-term example of cost shifting has occurred with the provision of library services.

Libraries remain an extremely important service provided to the community and are used by a broad range of age groups and by some of the most vulnerable in our community.

State funding for library operations 40 years ago was 20% Council contribution and 80% State Government contribution. The burden of contributions has been switched with Council now providing about 80% of funding for the library.

The effect of this sort of cost shift is amplified with the growth of services. The State Government is contributed over \$16 million to a new joint library with TAFE to meet current and future community needs. The increased service cost is estimated to be in the order of an additional \$500,000 per annum which is not covered by the State.

In order to maintain the same breadth and level of services Council needs to develop a mix of strategies to respond to increasing cost pressures. These measures include the reduction of costs, the development of innovation to deliver existing services, the introduction of new technologies to streamline service provision, seek new income streams and seek to alter the rate cap to provide additional income.

Warrnambool Council was not provided with an opportunity around an expanded rate base at the time of Council amalgamations. Warrnambool remains a structural aberration amongst other regional cities which were all created in 1994 with both an urban area and substantial rural area. The economies of scale that this provided other regional cities has ensured a greater ability to share the rate burden and achieve a distribution of cost across a broad base of rate payers for regional services provision.

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

Cr Tony Herbert

Mayor

Peter Schneider

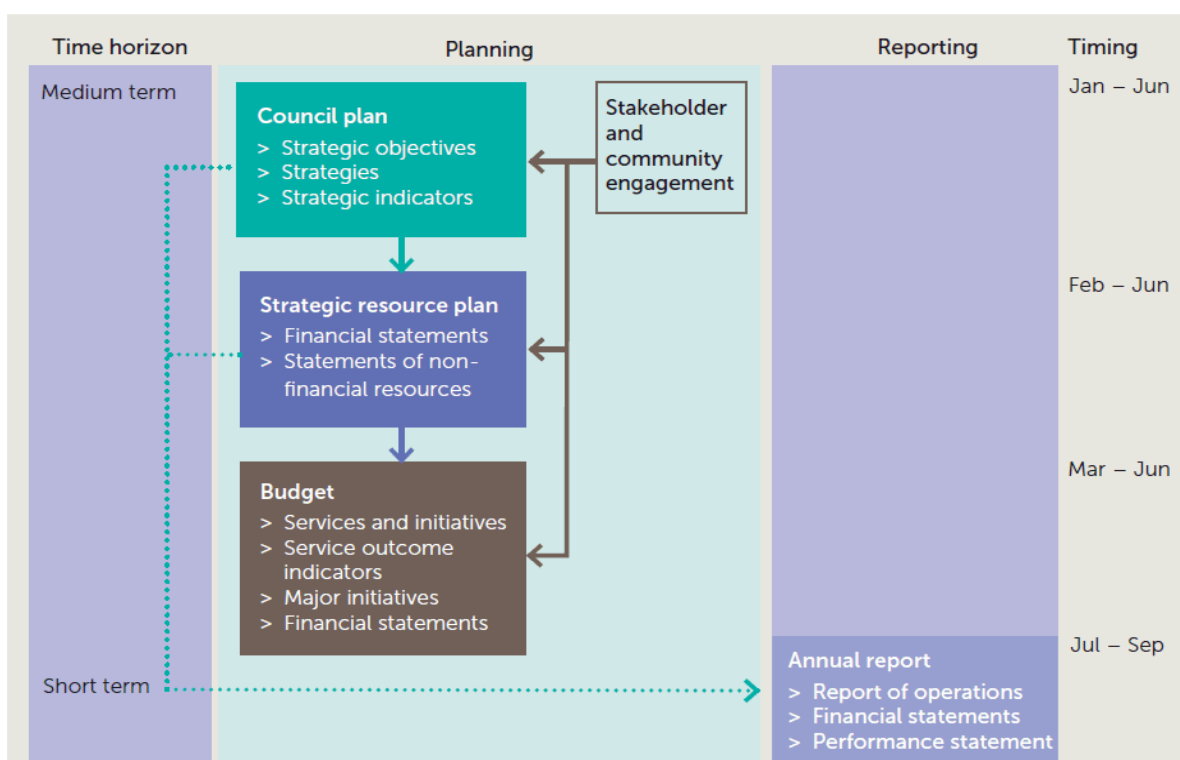
Chief Executive Officer

Link to the Council Plan

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

Legislative Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

"Feeding in to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

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

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.

Our purpose

Our Vision is for Warrnambool to be a Cosmopolitan City by the Sea

Organisational 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.

Strategic objectives

The Council Plan contains the five key objectives that will enable Council to meet legislative obligations, community expectations and to deliver on the vision of Council for Warrnambool to be a cosmopolitan city by the sea.

Strategic Objective 1

Sustain, enhance and protect the natural environment.

Council will work to protect our coast and waterways, preparing for climate change, minimising waste and encouraging environmentally sustainable business

Strategic objective 2

Foster a healthy, welcoming city that is culturally and socially rich.

Council will encourage people to be healthy and well, to engage in learning, to be involved in cultural activities, to be connected and participating in the community, to be resilient in emergencies and maintaining a city that is a healthy and safe place to live and study.

Strategic objective 3

Maintain and improve the physical places and visual appeal of the city.

Council will create more physical connections throughout the city, building more fit-for-purpose infrastructure, creating greater amenity and ease of movement and being proud of what we have within our municipality.

Strategic objective 4

Develop a smarter economy with diverse and sustainable employment

Council will foster population growth, a sustainable local economy, a more beneficial visitor economy and more modern infrastructure.

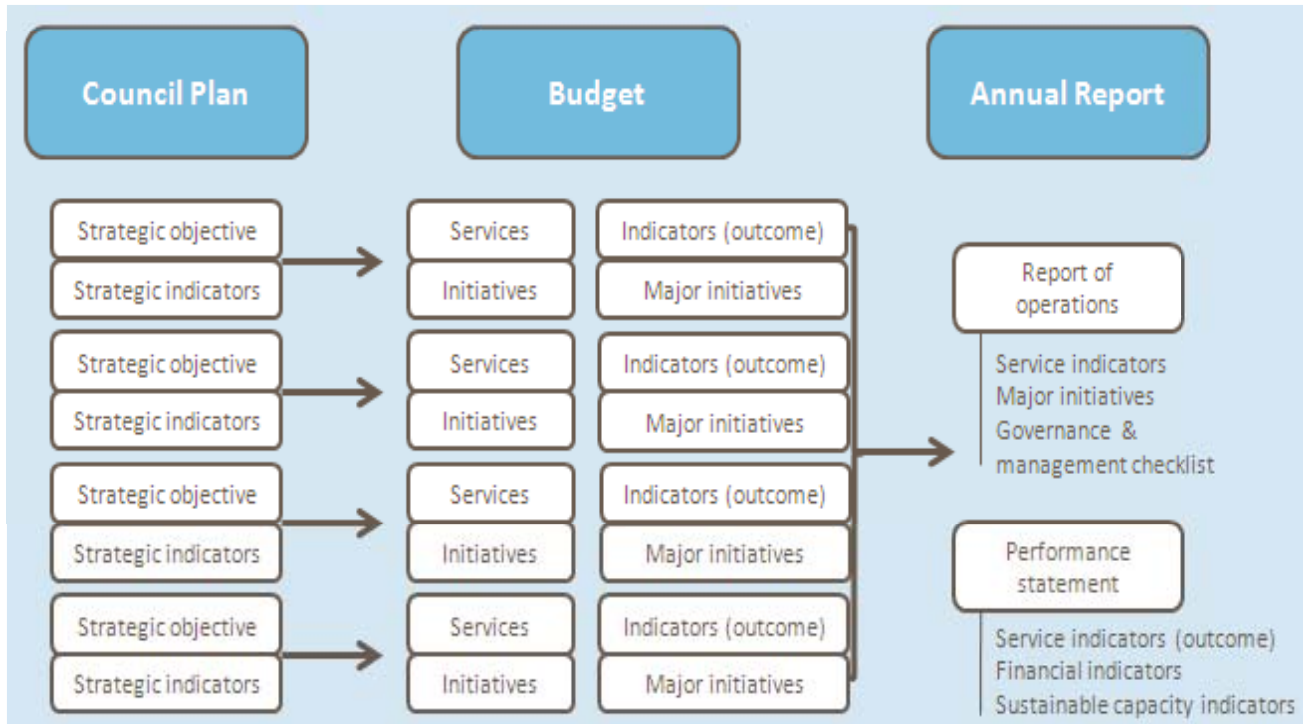
Strategic objective 5

Practice good governance through openness and accountability while balancing aspirations with sound financial management

Council will advocate for the community and region; it will practice transparent decision-making while delivering services efficiently and effectively.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2019/20 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:



Strategic Objective 1: Sustain, enhance and protect the natural environment

Warrnambool occupies a unique position as Victoria's largest coastal city outside Port Phillip Bay.

Geographically the city is perched on gentle hills and flats by the stunning Lady Bay and between two important South West rivers, the Hopkins and the Merri.

Dunes along Lady Bay have been revegetated over the years by willing volunteers while similar efforts have been made to revegetate the banks of the Merri River to restore health to this waterway which is home to a growing number of platypus.

Each year thousands of people walk along a sealed promenade that meanders through the dunes the length of Lady Bay.

Warrnambool is renowned for using maramba dogs to protect a colony of Little Penguins which were nearly wiped out through predation by foxes. From a population of fewer than 10 penguins the number has recovered to more than 150.

Beyond Lady Bay and its famous Breakwater lies the Southern Ocean. A large section of water off the Breakwater lies within a marine park, which protects the marine flora and fauna.

Strategies to deliver Strategic Objective 1 are:

- 1.1 Protect and enhance our waterways, coast and land
- 1.2 Commit to being a carbon neutral organisation by 2040
- 1.3 Assess our climate change preparedness
- 1.4 Review options for managing waste
- 1.5 Educate and partner with the community on Council's sustainability initiatives

Services

Service area	Description of services provided		2017/18	2018/19	2019/20
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	<i>Exp</i>	397	536	642
		<i>Rev</i>	4	11	8
		<i>NET</i>	393	525	634
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	<i>Exp</i>	2,938	4,526	4,448
		<i>Rev</i>	36	336	4
		<i>NET</i>	2,902	4,190	4,452

bins throughout Council.

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.	<i>Exp</i>	4,106	4,296	4,375
		<i>Rev</i>	329	345	366
		<i>NET</i>	3,777	3,951	4,009

Major initiatives

- 1) Expansion of the smart (low energy) street lighting program
- 2) Review recycling practices in the city and develop short and long-term options for recycling processing.

Other initiatives

- 3) Implement Green Futures support program for households and businesses to facilitate improved energy efficiency, use of renewable energy and reduce costs.
- 4) Complete a Domestic Wastewater Management Plan

Service Performance Outcome Indicators*

Service	Indicator	2018	2019	2020
		Actual	Forecast (Similar councils ave.)	Forecast (Similar councils ave.)
Slashing and weed control	Performance	55	51	51
Environmental sustainability	Performance	63	64	64
Waste collection	Satisfaction	151.48	120.35	120.35
Waste collection	Service standard	3.87	5.54	5.54
Waste collection	Service cost	\$109.29	\$97.21	\$97.21
Waste collection	Service cost	\$29.25	\$36.06	\$36.06
Waste collection	Waste diversion	37.73%	47.71%	47.71%

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.2 Strategic Objective 2: Foster a healthy, welcoming city that is socially and culturally rich

Warrnambool has an increasingly culturally diverse and growing population. Making decisions in the best interest of our resident's health and wellbeing is a high priority for Council.

The Warrnambool 2040 vision to be "a city where all people thrive" underpins this Council's strategies and actions.

While the health and wellbeing of Warrnambool's residents fares well on some measures (e.g. rates of physical activity, volunteering and access to open space), like every community, there are issues which require continued effort.

The municipal health and wellbeing plan, Warrnambool - A Healthy City, details the priorities for action and sets the following objectives:

- Promote healthy lifestyles
- increase participation, connection, equity, access and inclusion
- Improve access to education and economic resources

Acknowledgement of the area's rich indigenous history and increasing the opportunities to recognise Warrnambool's first people are important for Council. Council will seek opportunities to work in partnership with our indigenous community to better acknowledge local Aboriginal culture.

Warrnambool is an education city, providing opportunities for students to come to the city from outside the region to study – and for the region's young people to obtain a qualification closer to home.

The W2040 process found residents want the city to be welcoming and inclusive, healthy, safe, and connected.

Living an active life is a significant part of the regional lifestyle and the city's residents have access many sporting and recreational pursuits, and the natural environment.

The new Active Warrnambool Strategy (under development) aims to ensure residents have opportunities to participate in physical activity to stay healthy and socially connected into the next decade.

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

Service area	Description of services provided		2017/18	2018/19	2019/20
			Actual \$'000	Forecast \$'000	Budget \$'000
Community Support Services	Government funded programs aimed at improving community participation, rural access programs and facilitation of migration to the South West and volunteer programs.	Exp	425	434	286
		Rev	378	382	235
		NET	47	52	51
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.	Exp	3,642	3,564	3,563
		Rev	3,316	3,247	3,237
		NET	326	317	326
Family Services	This service provides family orientated support services including pre-schools,	Exp	7,803	8,301	8,314
		Rev	7,009	7,271	7,251
		NET	794	1,030	1,063

	maternal & child health, child care, counselling & support, youth services, immunisation, family day care.				
Art and Culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Warrnambool Art Gallery and Light House Theatre.	<i>Exp</i>	2,614	2,702	2,674
		<i>Rev</i>		1,776	1,728
		<i>NET</i>	1,636 978	926	946
Library Services	Provision of quality library and information services to the community.	<i>Exp</i>	954	962	991
		<i>Rev</i>	-	-	-
		<i>NET</i>	954	962	991
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.	<i>Exp</i>	475	508	619
		<i>Rev</i>	99	111	144
		<i>NET</i>	376	397	475
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.	<i>Exp</i>		3,912	3,974
			3,859		
		<i>Rev</i>		3,269	3,423
		<i>NET</i>	3,414 445	643	551
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food premises.	<i>Exp</i>	254	289	284
		<i>Rev</i>	168	167	174
		<i>NET</i>	86	122	110
Festivals and Events Group	Delivers a range of promotions, festivals and events along with attracting events to the city to deliver economic benefits.	<i>Exp</i>	1,419	1,182	1,283
		<i>Rev</i>	208	16	3
		<i>NET</i>	1,211	1,166	1,280

Major initiatives

- 1) Complete the Age Friendly Communities Project.
- 2) Continue implementation of the Reid Oval Redevelopment Project.

Other initiatives

- 3) Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.
- 4) Review and further develop operational procedures and resources for Emergency Relief Centre Activation at Warrnambool Stadium.

Service Performance Outcome Indicators*

Service	Indicator	2018	2019 forecast	2020 forecast
		Actual	(Similar councils ave.)	(Similar councils ave.)
Aquatic facilities	Service standard	1	2.15	2.15
Aquatic facilities	Service standard	0	2	2
Aquatic facilities	Service cost (indoor facilities per visit)	\$1.76	\$2.39	\$2.39
Aquatic facilities	Service cost (outdoor facilities per visit)	\$3.63	\$8.22	\$8.22
Aquatic facilities	Utilisation	6.94	6.75	6.75
Food safety	Timeliness	1	2.34	2.34
Food safety	Service standard	99.28%	89.22%	89.22%
Food safety	Service cost	\$378.90	\$500.34	\$500.34
Food safety	Health and safety	100%	87.85%	87.85%
Library	Utilisation	4.72	4.04	4.04
Library	Resource standard	68.4%	58.29%	58.29%
Library	Service cost	\$7.41	\$7.01	\$7.01
Library	Participation	14.37%	12.91%	12.91%
Maternal and child health	Satisfaction	96.73%	99.43%	99.43%
Maternal and child health	Service standard	95.64%	99.72%	99.72%
Maternal and child health	Service cost	\$95.57	\$77.27	\$77.27
Maternal and child health	Participation	73.63%	77.28%	77.28%
Maternal and child health	Participation (Aboriginal children)	61.33%	69.5%	69.5%
Recreational facilities	Satisfaction	69	70	70

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.3 Strategic Objective 3: Maintain and improve the physical places and visual appeal of the city

Warrnambool residents take great pride in the appearance of their city, both the built environment and the open spaces. As key infrastructure is renewed or replaced and as new residential areas become available Council considers the connectedness to facilities such as shops, parks and public transport services.

In recent years Council has worked on ensuring better connections for pedestrians and cyclists.

Shared pathways have been constructed along Moore and Koroit streets, pedestrian bridges have been built over Russells Creek along Daltons Road over the Merri River at Wellington Street. Pedestrian bridges at Lake Pertobe have also been progressively replaced and a number of bicycle lanes have been added to streets in the city centre.

Population forecasts and improved geographic and social mapping allow us to plan more effectively for the future. Council is committed to maintaining its road network and to obtain the best possible value through shared contracts and new maintenance techniques. Considerable effort is now focused on the lifetime cost of maintaining an asset through its serviceable life.

The strategies developed to deliver Strategic Objective 3 are:

- Enhance movement in and around the city including better connections for cyclists and pedestrians
- Create a more vibrant city through activating high quality public places
- Build infrastructure that best meets current and future community needs
- Maintain and enhance existing Council infrastructure
- Advocate for better regional connections

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

Service area	Description of services provided		2017/18	2018/19	2019/20
			Actual \$'000	Forecast \$'000	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.	<i>Exp</i>	1,987	2,224	2,362
		<i>Rev</i>	60	562	579
		<i>NET</i>	1,927	1,662	1,783
Infrastructure Services	This service prepares and conducts capital works and maintenance planning for	<i>Exp</i>	7,506	6,701	6,834
		<i>Rev</i>	3,449	3,098	3,441
		<i>NET</i>	4,057	3,603	3,393

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.

Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	<i>Exp</i>	1,965	2,271	2,325
		<i>Rev</i>	2,552	3,080	3,160
		<i>NET</i>	(587)	(809)	(835)

Major Initiatives

- 1) Progressively plan and renew City Centre streetscapes.
- 2) Complete a review of the City Centre Car Parking Strategy.

Other Initiatives

- 3) Upgrade of one public amenities building.
- 4) Develop and adopt a Playspace Strategy.

Service Performance Outcome Indicators*

Service	Indicator	2018	2019	2020
		Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Roads	Satisfaction	56.56	35.66	35.66
Roads	Condition	96.4%	97.6%	97.6%
Roads	Service cost (reconstruction)	\$155.90	\$108.97	\$108.97
Roads	Service cost (resealing)	\$7.65	\$7.68	\$7.68
Roads	Satisfaction	53	55	55
Appearance of public areas	Performance	71	73	73
Animal management	Timeliness	1	4.04	4.04
Animal management	Service standard	80.54%	44.27%	44.27%
Animal management	Service cost	\$72.55	\$64.54	\$64.54

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.4 Strategic Objective 4: Develop a smarter economy with diverse and sustainable employment

Warrnambool functions as the commercial, health care and educational centre of the South West.

The city, which regularly records low unemployment levels, is a key service centre for a prosperous agricultural region that produces a third of the Victoria's dairy product, a third of its beef, a third of its lamb and a quarter of its wool. The city has a population of 34,713 and this figure is forecast to approach 46,762 by 2036.

Warrnambool is a highly liveable coastal regional city with a strong track record of steady and sustained population and economic growth. Warrnambool's ongoing economic challenge is to create employment opportunities in the City to keep pace with population growth. Based on population growth forecasts there will be a need for our city to create more than 4,000 new jobs over the next 20 years.

Challenges remain around the frequency, speed and reliability of rail services between Warrnambool and Melbourne however recent commitments from the Victorian Government have seen the addition of a fourth daily return service and an allocation of \$10 million to upgrade 20 rail crossings, with the latter commitment expected to improve travel times and reliability of the service.

The Princes Highway West presents similar challenges. The single lane highway requires an upgrade to improve the quality of the road, safety and the speed at which traffic, including freight, can move.

The higher speed digital connections through the NBN provide opportunities for local business.

Large tracts of land were rezoned in recent years to provide the city with a residential land supply to meet expected needs over the next two decades. Land near the eastern entrance to the city was also rezoned to create a supply of industrial land.

The city offers excellent vocational and tertiary education options. It is home to the main campus of the South West Institute of TAFE and Deakin University's Warrnambool campus, provides opportunities for a unique education experience with a university ranked in the top two per cent of the world's universities and in the top 50 worldwide of universities under 50 years old.

The educational and employment opportunities within Warrnambool present opportunities to retain and attract a diverse mix of people to the city to ensure it remains vibrant and cosmopolitan. Strategies to help deliver Strategic Objective 4 are:

- Grow the city's population through local economic growth
- Encourage more sustainable local business
- Enhance the visitor experience
- Advocate for and improve infrastructure including transport, services and digital infrastructure
- Create stronger links between education providers, business and industry

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

Service area	Description of services provided	2017/18		2018/19	2019/20
		Actual		Forecast	Budget
		\$'000		\$'000	\$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	<i>Exp</i>	328	353	274
		<i>Rev</i>	155	159	140
		<i>NET</i>	173	194	134
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.	<i>Exp</i>	1,281	1,391	1,426
		<i>Rev</i>	326	252	252
		<i>NET</i>	955	1,139	1,174
South-West Victorian Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	<i>Exp</i>	894	917	925
		<i>Rev</i>	1,033	1,089	1,094
		<i>NET</i>	(139)	(172)	(169)
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	<i>Exp</i>	1,748	1,867	1,922
		<i>Rev</i>	2,901	2,806	2,787
		<i>NET</i>	(1,153)	(939)	(865)
Flagstaff Hill	A major regional	<i>Exp</i>	2,030	1,970	1,987

Maritime Village	tourist attraction that includes a recreated heritage village that displays the maritime history of the region and features the “Shipwrecked” Sound & Light laser show.	<i>Rev</i>	1,272	1,246	1,246
		<i>NET</i>	758	724	741
Economic Development	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	<i>Exp</i>	804	937	940
		<i>Rev</i>	34	19	25
		<i>NET</i>	770	918	915
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.	<i>Exp</i>	311	342	338
		<i>Rev</i>	135	139	142
		<i>NET</i>	76	203	196
Port of Warrnambool	Council manages the Cities port facility on behalf of the State Government.	<i>Exp</i>	90	95	103
		<i>Rev</i>	96	101	103
		<i>NET</i>	(6)	(6)	-

Major initiatives

- 1) 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.
- 2) Partner with Great Ocean Road Regional Tourism (GORRT) and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.

Other initiatives

- 3) Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.
- 4) Develop a Smarter Cities Plan to understand Council’s role in the evolution of technology enhancing the growth of a regional city.

Service Performance Outcome Indicators*

Service	Indicator	2018	2019	2020
		Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Tourism development	Satisfaction	63	59	59
Population growth	Satisfaction	52	62	62
Statutory planning	Timeliness	38	52.15	52.15
Statutory planning	Service standard	93.95%	80.07%	80.07%
Statutory planning	Service cost	\$2077.01	\$2345.17	\$2345.17
Statutory planning	Decision making	100%	67.26%	67.26%

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.5 Strategic Objective 5: Practice good governance through openness and accountability while balancing aspirations with sound financial management

Council will provide strong advocacy for the community and region. It will practice transparent decision-making while delivering services efficiently and effectively. In delivering good governance Council has an opportunity to share with the community the challenges for future service planning and provision through increased engagement with the broader community.

Greater communication with the community also helps build community understanding of Council's role and provides insights into how engagement has helped inform decision-making.

Strategies developed to deliver Strategic Objective 5 are:

- Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.
- Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.
- Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.
- Deliver customer-focused, responsive services.
- Foster an encouraging and positive staff culture.

The service categories to deliver these key strategic objectives are described in the following table.

Service area	Description of services provided		2017/18	2018/19	2019/20
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Elected Council	Elected Council governs our City in partnership with and on behalf of our community, and encourages and facilitates participation of all people in civic life. Also includes contributions made to community groups and organisations.	<i>Exp</i>	528	693	585
		<i>Rev</i>	42	1	-
		<i>NET</i>	486	692	585
Governance & Risk	Responsible for supporting good governance within Council and implementing the Corporate Risk Management Framework, managing Council's insurance portfolio and providing internal support on	<i>Exp</i>	670	724	699
		<i>Rev</i>	13	2	2
		<i>NET</i>	657	722	697

	insurance matters to council officers.				
Executive Services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements. Also includes media & marketing.	<i>Exp</i>	992	1,069	996
		<i>Rev</i>	129	2	-
		<i>NET</i>	863	1,067	996
Revenue & Customer Service	Provides a complete service in revenue collection, property management and a customer interface for various service units and a wide range of transactions. Includes contract valuation service.	<i>Exp</i>	1,864	1,783	1,800
		<i>Rev</i>	953	951	907
		<i>NET</i>	911	832	893
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.	<i>Exp</i>	47	2,102	2,208
		<i>Rev</i>	2,044	34	30
		<i>NET</i>	796	2,068	2,178
Organisation Development	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time are highly productive in delivering Council's services to the community. Includes recruitment, staff inductions and training.	<i>Exp</i>	2	849	965
		<i>Rev</i>	794	-	-
		<i>NET</i>	2,329	849	965
Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury	<i>Exp</i>	3,594	1,961	2,324
		<i>Rev</i>	(1,265)	2,199	3,654
		<i>NET</i>	10,936	(238)	(1,330)

functions, loan interest, audit, grants commission, insurances, overhead costs including utilities and unallocated grants commission funding.

Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	<i>Exp</i>	-	11,500	12,871
		<i>Rev</i>	10,936	-	-
		<i>NET</i>		11,500	12,871

Major initiatives

- 1) Prepare an annual budget
- 2) Collaborate with other Councils to explore in-house risk services or contracted services that can be shared at a regional level to minimise costs and maximise value-for-money for the community.

Other initiatives

- 3) Develop a Municipal Early Years Strategy
- 4) Partner with the community to implement the W2040 Community Plan

Service Performance Outcome Indicators*

Service	Indicator	2018 Actual	2019 forecast (similar councils ave.)	2020 forecast (similar councils ave.)
Governance	Transparency	13.64%	11.17%	11.17%
Governance	Consultation and engagement	50	55	55
Governance	Attendance	96.99%	94.44%	94.44%
Governance	Service cost	\$48,047	\$49,699.19	\$46,699.19
Governance	Satisfaction	46	52	52
Financial performance	Revenue level	\$1,772.36	\$1,777.11	\$1,777.11
Financial performance	Expenditure level	\$4,313.65	\$3,548.13	\$3,548.13
Financial performance	Workforce turnover	10.57%	11.89%	11.89%
Financial performance	Working capital	124.89%	276%	276%
Financial performance	Unrestricted cash	34.02%	80.04%	80.04%
Financial performance	Asset renewal	107.16%	72.90%	72.90%
Financial performance	Loans and borrowings	16.93%	30.01%	30.01%
Financial performance	Loans and borrowings (repayments)	5.11%	4.39%	4.39%
Financial performance	Indebtedness	10.72%	33.47%	33.47%
Financial performance	Adjusted underlying result	-4.12%	2.73%	2.73%
Financial performance	Rates concentration	51.34%	58.38%	58.38%
Financial performance	Rates effort	0.57%	0.64%	0.64%

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

Information on the calculation of Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Slashing and weed control	Satisfaction	Community satisfaction with slashing and weed control.	Community satisfaction rating with how Council has rated on slashing and weed control.
Environmental sustainability	Satisfaction	Community satisfaction with environmental sustainability.	Community satisfaction rating with how Council has rated on environmental sustainability.
Waste collection	Satisfaction	Kerbside bin requests per 1,000 households.	Number of kerbside bin requests received by Council per 1,000 kerbside bin collection households.
Waste collection	Service standard	Kerbside collection bins missed per 10,000 households.	Number of kerbside bin collections missed per 10,000 scheduled kerbside collection bin lifts.
Waste collection	Service cost	Cost of garbage bin collection service per bin.	Direct cost to Council of the kerbside garbage bin collection service per kerbside garbage collection bin.
Waste collection	Service cost	Cost of recyclables collection service per bin.	Direct cost to Council of the kerbside recyclables collection service per kerbside recyclables collection bin.
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill.	Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.
Aquatic facilities	Service standard	Health inspections of aquatic facilities.	Number of inspections by an authorised officer carried out per Council aquatic facility.
Aquatic facilities	Service standard	Reportable safety incidents at aquatic facilities.	Number of WorkSafe reportable aquatic facility safety incidents.
Aquatic facilities	Service cost	Cost of indoor aquatic facilities per visit.	Direct cost to Council (less any income received) of providing indoor aquatic facilities per visit.
Aquatic facilities	Service cost	Cost of outdoor aquatic facilities per visit.	Direct cost to Council (less any income received) of providing outdoor aquatic facilities per visit.

Aquatic facilities	Utilisation	Number of visits to aquatic facilities per head of municipal population.	Number of visits to aquatic facilities per head of municipal population.
Food safety	Timeliness	Time taken to action food complaints.	Average number of days it has taken for Council to action food complaints received from members of the public about the safety or handling of food for sale.
Food safety	Service standard	Percentage of required food safety assessments undertaken.	Percentage of registered class 1 and 2 premises that receive an annual food safety assessment.
Food safety	Service cost	Cost of food safety service per premises.	Direct cost of the food safety service per food premises registered by Council (or for which Council received notification) during the year.
Food safety	Health and safety	Percentage of critical and major non-compliance outcome notifications followed up by Council.	Percentage of critical and major non-compliance notifications about a food premises that are followed up by Council.
Library	Utilisation	Number of times a resource is borrowed.	Number of library collection item loans per library collection item.
Library	Resource standard	Proportion of library resources less than five years old.	Percentage of the library collection that has been purchased in the past five years.
Library	Service cost	Cost of library service per visit.	Direct cost to Council of the library service per visit.
Library	Participation	Active library members in the community.	Percentage of the municipal population that are members of the library and have borrowed a library collection item.
Maternal and child health	Satisfaction	Participation in the first MCH home visit.	Percentage of infants enrolled in the MCH service who receive the first MCH home visit.
Maternal and child health	Service standard	Infant enrolments in the MCH service.	Percentage of infants enrolled in the MCH service.
Maternal and child health	Service cost	Cost of the MCH service.	Cost to Council of the MCH service per hour of service delivered.
Maternal and child health	Participation	Participation in the MCH service.	Percentage of children enrolled in the MCH service who participate in the MCH service.

Maternal and child health	Participation	Participation in the MCH service by Aboriginal children.	Percentage of Aboriginal children who participate in the MCH service.
Recreational facilities	Satisfaction	How Council has performed in the provision of recreational facilities.	Community satisfaction rating with how Council has performed on the provision of recreational facilities.
Roads	Satisfaction	Sealed local road requests per 100km of sealed local roads.	Number of sealed local road requests received by Council per 100km of sealed local road.
Roads	Condition	Sealed local roads maintained to condition standards.	Percentage of sealed local roads that are below the renewal intervention level set by Council and therefore do not require renewal.
Roads	Service cost	Cost of sealed local road reconstruction per square metre.	Direct cost to Council of sealed local road reconstruction per square metre reconstructed.
Roads	Service cost	Cost of sealed local road resealing per square metre.	Direct cost to Council of sealed local road resealing per square metre resealed.
Roads	Satisfaction	Community satisfaction with sealed local roads.	Community satisfaction rating with how Council has performed on the condition of sealed roads.
Appearance of public areas	Satisfaction	Community satisfaction with the appearance of public areas.	Community satisfaction rating with how Council has performed on the appearance of public areas.
Animal management	Timeliness	Time taken to action animal management requests.	Average number of days it has taken for Council to action animal management requests.
Animal management	Service standard	Animals reclaimed from Council.	Percentage of all collected cats and dogs (feral and registered) which have been reclaimed.
Animal management	Service cost	Cost of animal management service per registered animal.	Direct cost to Council of the animal management service per domestic animal (i.e. cats and dogs) that has been registered.
Tourism development	Satisfaction	Community satisfaction with Council's performance on tourism development.	Community satisfaction rating with how Council has performed on tourism development.
Population growth	Satisfaction	Community satisfaction with Council's performance on population growth.	Community satisfaction rating with how Council has performed on population growth.

Statutory planning	Timeliness	Time taken to decide planning applications.	Median number of days taken between receipt of a planning application and a decision on the application.
Statutory planning	Service standard	Planning applications decided within required time frames.	Percentage of VicSmart planning application decisions made within 10 days and regular planning application decisions made within 60 days.
Statutory planning	Service cost	Cost of statutory planning service per planning application.	Direct cost to Council of the statutory planning service per planning application received.
Statutory planning	Decision making	Council planning decisions upheld at VCAT.	Percentage of Council planning application decisions subject to review by VCAT that were not set aside.
Governance	Transparency	Council decisions made at meetings closed to the public.	Percentage of Council resolutions made at an ordinary or special meeting of Council (or at a meeting of a special committee consisting only of councillors) closed to the public.
Governance	Consultation and engagement	Community satisfaction with Council's performance on community consultation and engagement.	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.
Governance	Attendance	Councillor attendance at Council meetings.	Percentage of attendance at ordinary and special Council meetings by councillors.
Governance	Service cost	Cost of governance per councillor.	Direct cost of delivering Council's governance service per councillor.
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community.
Financial performance	Revenue level	Average residential rate per residential property assessment.	Amount of rates charged on average for each residential property.
Financial performance	Expenditure level	Expenses per property assessment.	Amount of capital expenditure for each property.
Financial performance	Workforce turnover	Percentage of staff turnover.	Number of staff resignations and terminations divided by the number of staff employed for the year.

Financial performance	Working capital	Current assets as a percentage of current liabilities.	Value of current assets at the end of the year (i.e. assets that can easily be converted to cash within 12 months) divided by the value of current liabilities at the end of the year (i.e. obligations due or payable by cash within the next 12 months).
Financial performance	Unrestricted cash	Unrestricted cash as a percentage of current liabilities.	Amount of cash at the end of the year which is free of restrictions divided by the value of current liabilities at the end of year (i.e. obligations due or payable by cash within the next 12 months.)
Financial performance	Asset renewal	Asset renewal as a percentage of depreciation.	Expenditure on renewing existing assets or replacing existing assets to their original capability divided by the amount of depreciation on all assets.
Financial performance	Loans and borrowings	Loans and borrowings as a percentage of rates.	Value of interest bearing loans and borrowings at the end of the year divided by rates raised for the year.
Financial performance	Loans and borrowings	Loans and borrowings repayments as a percentage of rates.	Interest bearing loan and borrowing repayments for the year divided by rates raised for the year.
Financial performance	Indebtedness	Non-current liabilities as a percentage of own source revenue.	Value of non-current liabilities at the end of the year (i.e. obligations not due or payable by cash within the next 12 months), divided by total revenue excluding government grants, contributions for capital works and the value of assets received from developers.
Financial performance	Adjusted underlying result	Adjusted underlying surplus (or deficit) as a percentage of underlying revenue.	Surplus or deficit for the year excluding non-recurrent government grants received for capital purposes, contributions for capital works and the value of assets received from developers divided by total revenue excluding non-recurrent government grants received for capital purposes, contributions for capital works and the value of assets received from developers.
Financial performance	Rates concentration	Rates as a percentage of adjusted underlying revenue.	Rates raised for the year divided by total revenue excluding non-recurrent government grants received for capital purposes, contributions for capital works and

			the value of assets received from developers.
Financial performance	Rates effort	Rates as a percentage of property values in municipality.	Rate rise for the year divided by the total capital improved value (i.e. market value) of all rateable properties.

2.3 Reconciliation with budgeted operating result

	Net Cost (Revenue)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Sustain and enhance the natural environment	9,095	9,465	370
Foster a city that is socially and culturally rich	5,793	21,988	16,195
Maintain and improve the physical fabric of the city	4,341	11,521	7,180
Develop a modern economy with diverse and sustainable employment	2,126	7,915	5,789
Practice good governance through openness and accountability	4,984	9,577	4,593
Total	26,339	60,466	34,127
<i>Expenses added in:</i>			
Depreciation	12,750		
Capitalised expenditure	100		
Operational projects	215		
Net loss on disposal of property, plant and equipment	866		
<i>Deficit before funding sources</i>	40,270		
<i>Funding sources added in:</i>			
Rates and charges revenue	39,938		
Grants - capital	2,432		
Contributions - non monetary assets	4,000		
<i>Total funding sources</i>	46,370		
Operating (surplus)/deficit for the year	(6,100)		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019/20 has been supplemented with projections to 2022/23 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) regulations 2014.

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

Pending Accounting Standards

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- AASB 16 Leases
- AASB 15 Revenue from Contracts with Customers, and
- AASB 1058 Income of Not for Profit Entities.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- AASB 16 Leases – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not for Profit Entities – Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.

Comprehensive Income Statement

For the four years ending 30 June 2023

		Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
NOTES		\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	38,302	39,938	41,210	42,518	43,867
Statutory fees and fines	4.1.2	1,763	1,770	1,797	1,824	1,851
User fees	4.1.3	14,973	15,147	15,436	15,731	16,286
Grants - Operating	4.1.4	14,139	14,190	14,376	14,535	14,728
Grants - Capital	4.1.4	5,715	2,432	5,123	3,847	4,950
Contributions - monetary	4.1.5	3,714	880	404	410	416
Contributions - non-monetary	4.1.5	4,000	4,000	4,000	4,000	4,000
Other income	4.1.6	721	592	605	618	631
Total income		83,327	78,949	82,951	83,483	86,729
Expenses						
Employee costs	4.1.7	33,079	34,259	35,280	36,503	37,944
Materials and services	4.1.8	28,500	23,607	26,233	26,408	25,236
Depreciation and amortisation	4.1.9	12,500	12,750	13,050	13,350	13,650
Bad and doubtful debts		114	124	127	130	133
Borrowing costs		281	409	409	332	331
Other expenses	4.1.10	829	834	855	876	898
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		686	866	1,209	903	996
Total expenses		75,989	72,849	77,163	78,502	79,188
Surplus/(deficit) for the year		7,338	6,100	5,788	4,981	7,541
Other comprehensive income						
Net asset revaluation increment/(decrement)		10,000	10,000	10,000	10,000	10,000
Total comprehensive result		17,338	16,100	15,788	14,981	17,541

Balance Sheet						
For the four years ending 30 June 2023						
		Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
NOTES		\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		2,161	2,933	3,750	3,313	3,907
Trade and other receivables		3,500	3,516	3,529	3,542	3,556
Other financial assets		8,000	8,000	8,000	8,000	8,000
Inventories		190	190	190	190	190
Other assets		950	960	970	980	990
Total current assets	4.2.1	14,801	15,599	16,439	16,025	16,643
Non-current assets						
Trade and other receivables		40	30	20	10	-
Investments in associates, joint arrangement and subsidiaries		580	595	610	625	640
Property, infrastructure, plant & equipment		677,488	695,762	709,116	724,130	739,823
Total non-current assets	4.2.1	678,108	696,387	709,746	724,765	740,463
Total assets		692,909	711,986	726,185	740,790	757,106
Liabilities						
Current liabilities						
Trade and other payables		3,700	3,800	3,900	4,000	4,100
Trust funds and deposits		720	700	720	740	700
Provisions		6,800	7,004	7,214	7,431	7,653
Interest-bearing liabilities	4.2.3	1,746	1,959	1,754	1,549	1,604
Total current liabilities	4.2.2	12,966	13,463	13,588	13,720	14,057
Non-current liabilities						
Provisions		1,300	1,339	1,379	1,421	1,463
Interest-bearing liabilities	4.2.3	8,791	11,232	9,478	8,929	7,325
Total non-current liabilities	4.2.2	10,091	12,571	10,857	10,350	8,788
Total liabilities		23,057	26,034	24,445	24,070	22,845
Net assets		669,852	685,952	701,740	716,720	734,261
Equity						
Accumulated surplus		226,448	231,970	237,630	242,552	249,973
Reserves		443,404	453,982	464,110	474,168	484,288
Total equity		669,852	685,952	701,740	716,720	734,261

Statement of Changes in Equity

For the four years ending 30 June 2023

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2019 Forecast Actual					
Balance at beginning of the financial year		652,514	219,110	427,467	5,937
Surplus/(deficit) for the year		7,338	7,338	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		669,852	226,448	437,467	5,937
2020 Budget					
Balance at beginning of the financial year		669,852	226,448	437,467	5,937
Surplus/(deficit) for the year		6,100	6,100	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves	4.3.1	-	(578)	-	578
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	685,952	231,970	447,467	6,515
2021					
Balance at beginning of the financial year		685,952	231,970	447,467	6,515
Surplus/(deficit) for the year		5,788	5,788	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(128)	-	128
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		701,740	237,630	457,467	6,643
2022					
Balance at beginning of the financial year		701,740	237,630	457,467	6,643
Surplus/(deficit) for the year		4,981	4,981	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(59)	-	59
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		716,720	242,552	467,467	6,702

2023				
Balance at beginning of the financial year	716,720	242,552	467,467	6,702
Surplus/(deficit) for the year	7,541	7,541	-	-
Net asset revaluation increment/(decrement)	10,000	-	10,000	-
Transfers to other reserves	-	(120)	-	120
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	734,261	249,973	477,467	6,822

Statement of Cash Flows					
For the four years ending 30 June 2023					
	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
Notes	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	38,351	39,521	40,782	42,077	43,410
Statutory fees and fines	1,763	1,770	1,797	1,824	1,851
User fees	16,470	16,662	16,980	17,305	17,915
Grants	19,854	16,622	19,500	18,382	19,678
Contributions - monetary	4,085	968	444	451	457
Interest received	238	246	254	261	269
Trust funds and deposits taken	-	-	20	20	-
Other receipts	519	365	386	392	398
Net GST refund / payment	(1,500)	(927)	(528)	(759)	(594)
Employee costs	(31,216)	(34,016)	(35,030)	(36,245)	(37,679)
Materials and services	(31,451)	(23,507)	(26,133)	(26,308)	(25,136)
Trust funds and deposits repaid	-	(20)	-	-	(40)
Other payments	(912)	(917)	(940)	(964)	(988)
Net cash provided by/(used in) operating activities 4.4.1	16,201	16,767	17,532	16,436	19,541
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(22,310)	(18,738)	(14,602)	(16,048)	(17,335)
Proceeds from sale of property, infrastructure, plant and equipment	582	498	255	261	268
Payments for investments	(9,000)	(13,000)	(13,000)	(13,000)	(12,000)
Proceeds from sale of investments	9,000	13,000	13,000	13,000	12,000
Net cash provided by/(used in) investing activities 4.4.2	(21,728)	(18,240)	(14,347)	(15,787)	(17,067)
Cash flows from financing activities					
Finance costs	(281)	(409)	(409)	(332)	(331)
Proceeds from borrowings	5,950	4,400	-	1,000	-
Repayment of borrowings	(1,551)	(1,746)	(1,959)	(1,754)	(1,549)
Net cash provided by/(used in) financing activities 4.4.3	4,118	2,245	(2,368)	(1,086)	(1,880)
Net increase/(decrease) in cash & cash equivalents	(1,409)	772	817	(437)	594
Cash and cash equivalents at the beginning of the financial year	3,570	2,161	2,933	3,750	3,313
Cash and cash equivalents at the end of the financial year	2,161	2,933	3,750	3,313	3,907

Statement of Capital Works						
For the four years ending 30 June 2023						
		Forecast	Budget	Strategic Resource Plan Projections		
		Actual				
		2018/19	2019/20	2020/21	2021/22	2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		27	-	230	100	-
Total land		27	-	230	100	-
Buildings		-	-	-	-	-
Building improvements		2,550	2,264	2,727	2,034	2,067
Total buildings		2,550	2,264	2,727	2,034	2,067
Total property		2,577	2,264	2,957	2,134	2,067
Plant and equipment						
Plant, machinery and equipment		1,538	1,225	1,256	1,287	1,319
Computers and telecommunications		684	304	310	317	324
Paintings and exhibits		25	55	55	55	55
Total plant and equipment		2,247	1,584	1,621	1,659	1,698
Infrastructure						
Roads		7,288	4,689	4,156	5,220	4,317
Bridges		519	279	204	209	215
Footpaths and cycleways		3,315	1,126	1,217	1,504	1,592
Drainage		5,917	492	25	25	25
Recreational, leisure and community facilities		1,593	3,490	3,730	4,190	4,190
Parks, open space and streetscapes		627	3,417	371	834	3,038
Aerodromes		22	29	29	29	29
Off street car parks		133	677	59	60	62
Other infrastructure		380	692	232	184	104
Total infrastructure		19,794	14,891	10,023	12,255	13,572
Total capital works expenditure	4.5.1	24,618	18,739	14,601	16,048	17,337
Represented by:						
New asset expenditure		1,111	3,242	2,321	3,072	7,325
Asset renewal expenditure		16,944	13,390	10,607	11,428	9,530
Asset expansion expenditure		-	-	-	-	-
Asset upgrade expenditure		6,563	2,107	1,673	1,548	482
Total capital works expenditure	4.5.1	24,618	18,739	14,601	16,048	17,337
Funding sources represented by:						
Grants		5,841	2,432	3,843	3,847	4,950
Contributions		11	460	20	20	20
Council cash		13,255	11,447	10,738	11,181	12,367
Borrowings		5,511	4,400	-	1,000	-
Total capital works expenditure	4.5.1	24,618	18,739	14,601	16,048	17,337

Statement of Human Resources

For the four years ending 30 June 2023

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs	33,079	34,259	35,280	36,503	37,944
Total staff expenditure	33,079	34,259	35,280	36,503	37,944

	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	395.0	397.0	397.0	397.0	397.0
Total staff numbers	395.0	397.0	397.0	397.0	397.0

Department	Comprises				
	Budget	Permanent		Casual	Temporary
	2019/20	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Corporate Strategies	6,610	5,038	1,572	91	-
City Infrastructure	8,742	7,783	959	53	-
Community Development	12,248	5,119	7,129	1,469	-
City Growth	4,610	3,713	897	436	-
Total permanent staff expenditure	32,210	21,653	10,557	2,049	-
Casuals, temporary and other expenditure	2,049				
Total expenditure	34,259				

Department	Comprises				
	Budget	Permanent		Casual	Temporary
	2019/20	Full Time	Part time		
Corporate Strategies	69	50	19	1	-
City Infrastructure	100	87	13	-	-
Community Development	153	61	92	17	-
City Growth	52	40	12	5	-
Total permanent staff expenditure	374	238	136	23	-
Casuals, temporary and other expenditure	23				
Total staff	397				

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 annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2019/20 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the 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 2.5% in line with the rate cap.

This will raise total rates and charges for 2019/20 of \$39.94 million.

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

	2018-19 Forecast Actual	2019/20 Budget	Change	%
	\$'000	\$'000	\$'000	
General rates*	27,690	28,423	733	2.65%
Municipal charge*	4,497	4,618	121	2.69%
Waste management charge	5,962	6,532	570	9.56%
Supplementary rates and rate adjustments	-	209	209	N/A
Recreational land	72	74	2	2.78%
Interest on rates and charges	81	82	1	1.23%
Total rates and charges	38,302	39,938	1,636	4.27%

*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	2018/19	2019/20	Change
	cents/\$CIV*	cents/\$CIV*	
General rate for rateable other land properties	0.003787	0.003655	(3.49%)
General rate for rateable farm land properties	0.002177	0.002253	3.49%
General rate for rateable commercial land properties	0.006501	0.006291	(3.23%)
General rate for rateable industrial land properties	0.006729	0.006250	(7.12%)
General rate for rateable vacant land properties	0.005784	0.005725	(1.02%)
General rate for rateable industrial 2 land properties	0.00579	0.004711	(18.64%)
Recreational land category 1 properties	\$21,961.64	\$23,388.44	6.50%
Recreational land category 2 properties	0.003249	0.003533	8.74%

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	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Other land	19,663	20,416	753	3.83%
Farm land	410	410	-	0.00%
Commercial land	4,746	4,903	157	3.31%
Industrial land	1,561	1,625	64	4.10%
Vacant land	959	965	6	0.63%
Industrial 2 land	112	104	(8)	(7.14%)
Recreational land category 1	20	23	3	15.00%
Recreational land category 2	49	50	1	2.04%
Total amount to be raised by general rates	27,520	28,496	976	3.55%

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	2018/19	2019/20		Change
	Number	Number	Number	
Other land	15,011	15,223	212	1.41%
Farm land	166	166	-	0.00%
Commercial land	942	948	6	0.64%
Industrial land	424	424	-	0.00%
Vacant land	600	604	4	0.67%
Industrial 2 land	1	1	-	0.00%
Recreational land category 1	1	1	-	0.00%
Recreational land category 2	16	16	-	0.00%
Total number of assessments	17,161	17,383	222	1.29%

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. The valuations listed are still subject to final review by the Valuer General Victoria (VGV). Figures may be subject to change until the VGV has provided council with a Generally True and Correct Declaration.

Type or class of land	2018/19	2019/20		Change
	\$'000	\$'000	\$'000	%
Other land	5,206,084	5,586,429	380,345	7.31%
Farm land	182,022	182,242	220	0.12%
Commercial land	743,715	779,568	35,853	4.82%
Industrial land	236,506	260,131	23,625	9.99%
Vacant land	162,078	168,705	6,627	4.09%
Industrial 2 land	23,000	22,100	(900)	(3.91%)
Recreational land category 2	13,562	14,218	656	4.84%
Total value of land	6,566,967	7,013,393	446,426	6.80%

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

Type of Charge	Per	Per	Change	
	Rateable	Rateable		
	Property	Property		
	2018/19	2019/20		
	\$	\$	\$	%
Municipal charge	260.00	266.50	6.50	2.50%

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

Type of Charge	2018/19	2019/20		Change
	\$ '000	\$ '000	\$ '000	%
Municipal charge	4,452	4,618	166	3.73%

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	Per	Change	
	Rateable	Rateable		
	Property	Property		
	2018/19	2019/20		
	\$	\$	\$	%
Waste management charge	356.45	389.98	33.53	9.41%

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	2018/19	2019/20		Change
	\$	\$	\$	%
Waste management charge	5,897	6,532	635	10.77%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2018/19	2019/20		Change
	\$'000	\$'000	\$'000	%
Rates and charges	38,302	39,729	1,427	3.73%
Supplementary rates	-	209	209	N/A
Total Rates and charges	38,302	39,938	1,636	4.27%

4.1.1(l) Fair Go Rates System Compliance

Warrnambool 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.

	2018/19	2019/20
Total Rates (Exc Recreation Land)	\$ 31,972	\$ 33,041
Number of rateable properties	17,144	17,366
Base Average Rate	\$ 1,857	\$ 1,902.63
Maximum Rate Increase (set by the State Government)	2.25%	2.50%
Capped Average Rate	\$ 1,857	\$ 1,904
Maximum General Rates and Municipal Charges Revenue	\$ 31,972	\$ 33,041
Budgeted General Rates and Municipal Charges Revenue	\$ 31,972	\$ 33,041
Budgeted Supplementary Rates	\$ 130	\$ 209
Budgeted Total Rates and Municipal Charges Revenue (Exc Recreation Land)	\$ 32,102	\$ 33,250

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 (2019/20: estimated \$200,000)
- 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 0.3655% (0.003655 cents in the dollar of CIV) for all rateable other land properties;
- A general rate of 0.2253% (0.002253 cents in the dollar of CIV) for all rateable farm land properties;
- A general rate of 0.6291% (0.006291 cents in the dollar of CIV) for all rateable commercial properties;
- A general rate of 0.6250% (0.006250 cents in the dollar of CIV) for all rateable industrial properties;
- A general rate of 0.5725% (0.005725 cents in the dollar of CIV) for all rateable vacant land properties; and
- A general rate of 0.4711% (0.004711 cents in the dollar of CIV) for all rateable industrial 2 properties.

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

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

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 2019/20 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 2019/20 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 2019/20 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.

Industrial 2 land

Industrial 2 land is any land, which is:

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

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019/20 financial year.

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 2019/20 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 2019 General Revaluation.

Ratepayer	Assess Number	Property Address	Amount \$
Showgrounds Reserve Committee Of Management	129359	331 Koroit St Warrnambool	9,397.78
Warrnambool Harness Racing Club	129759	48 Macdonald St Warrnambool	2,066.81
Warrnambool Golf Club Inc.	131150	1-35 Younger St Warrnambool	5,016.86
Warrnambool Swimming Club	131388	10 Queens Rd Warrnambool	1,409.67
Christ Church Tennis Club	132180	66 Henna St Warrnambool	1,907.82
Warrnambool Croquet Club Inc.	134926	60-62 Cramer St Warrnambool	519.35
Warrnambool Yacht Club Inc.	138135	44 Viaduct Rd Warrnambool	614.74
Warrnambool Racing Club Inc.	135344	2-64 Grafton Rd Warrnambool	17,205.71
Warrnambool Ski Club Inc.	138747	26 Simpson St Warrnambool	893.85
Warrnambool Lawn Tennis Club	139872	33-45 Pertobe Rd Warrnambool	1,925.49
Warrnambool Bowls Club	140336	81-85 Timor St Warrnambool	4,557.57
Warrnambool Kart Club	140883	162 Buckleys Rd Allansford	544.08
Dennington Bowling Club Inc.	141525	36 Princes Hwy	2,526.10
St Joseph Primary School Supergrass Tennis	141935	40 Bromfield St Warrnambool	1,240.08
Warrnambool City Memorial Bowling Club	134927	50-56 Cramer St Warrnambool	23,388.44
Warrnambool Offshore Light Game Fishing Club	17654	48 Viaduct Rd Warrnambool	53
Warrnambool BMX Club	159399	51 Pertobe Rd Warrnambool	353.3

4.1.2 Statutory fees and fines

	Forecast Actual 2018/19	Budget 2019/20	Change	
	\$'000	\$'000	\$'000	%
Animal control	519	479	(40)	(7.71%)
Health and local laws	154	158	4	2.60%
Parking fines	626	680	54	8.63%
Permits and certificates	126	134	8	6.35%
Town planning and building	338	319	(19)	(5.62%)
Total statutory fees and fines	1,763	1,770	7	0.40%

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.

- Animal control to decrease in the 2019/20 budget due to a large number of fines as part of the review of the animal register.

- Parking fines to increase in in the 2019/20 budget with the fine increasing from \$70 to \$80.

4.1.3 User fees

	Forecast		Budget	Change	
	Actual				
	2018/19	2019/20			
	\$'000	\$'000	\$'000		%
Property management	746	773	27		3.62%
Indoor aquatic centre	2,115	2,197	82		3.88%
Children's services	1,703	1,593	(110)		(6.46%)
Multi-purpose sports stadium	1,142	1,215	73		6.39%
Cultural centres	1,445	1,435	(10)		(0.69%)
Regulatory control	1,723	1,802	79		4.59%
Tourism and promotion	1,201	1,197	(4)		(0.33%)
Foreshore holiday parks	2,776	2,759	(17)		(0.61%)
Livestock exchange	1,060	1,065	5		0.47%
Aged services fees	741	755	14		1.89%
Other fees and charges	321	356	35		10.90%
Total user fees	14,973	15,147	174		1.16%

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.

-a reduction in fees for Children's services, which has been offset by an increase in government grants subsidiary.

4.1.4 Grants

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

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	6,866	6,324	(542)	(7.89%)
State funded grants	10,616	9,617	(999)	(9.41%)
Total grants received	17,482	15,941	(1,541)	(8.81%)
(a) Operating Grants				
<i>Recurrent - Commonwealth Government</i>	4,116	5,984	1,868	45.38%
Financial Assistance Grants	1,861	3,733	1,872	100.59%
Aged services	2,032	2,028	(4)	(0.20%)
National respite services	223	223	-	0.00%
<i>Recurrent - State Government</i>	7,651	7,525	(126)	(1.65%)
Port operations	93	95	2	2.15%
Economic development	44	15	(29)	(65.91%)
Family and children	5,412	5,511	99	1.83%
Aged services	330	485	155	46.97%
National respite services	56	56	-	0.00%
Cultural services	285	281	(4)	(1.40%)
Rural access	297	150	(147)	(49.49%)
Environmental initiatives	62	29	(33)	(53.23%)
School crossing supervision	194	193	(1)	(0.52%)
Pension rebate	659	650	(9)	(1.37%)
Emergency management	72	60	(12)	(16.67%)
Other recurrent grants	147	-	(147)	(100.00%)
Total recurrent grants	11,767	13,509	1,742	14.80%
<i>Non-recurrent - State Government</i>	2,372	681	(1,691)	(71.29%)
Economic development	582	-	(582)	(100.00%)
Family and children	634	405	(229)	(36.12%)
Aged services	347	191	(156)	(44.96%)
Recreation	12	-	(12)	(100.00%)
Cultural services	81	-	(81)	(100.00%)
Emergency management	24	-	(24)	(100.00%)
School crossing supervision	5	-	(5)	(100.00%)
Environmental initiatives	527	40	(487)	(92.41%)
Other non-recurrent grants	160	45	(115)	(71.88%)
Total non-recurrent grants	2,372	681	(1,691)	(71.29%)
Total operating grants	14,139	14,190	51	0.36%
(b) Capital Grants				
<i>Recurrent - Commonwealth Government</i>	-	340	340	N/A
Roads to recovery	-	340	340	N/A
Total recurrent grants	-	340	340	N/A
<i>Non-recurrent - Commonwealth Government</i>	2,750	-	(2,750)	(100.00%)
Economic development	2,750	-	(2,750)	(100.00%)
<i>Non-recurrent - State Government</i>	2,965	2,092	(873)	(29.44%)
Economic development	1,141	-	(1,141)	(100.00%)
Infrastructure services	1,789	2,092	303	16.94%
Recreation and culture	35	-	(35)	(100.00%)
Total non-recurrent grants	5,715	2,092	(3,623)	(63.39%)
Total capital grants	5,715	2,432	(3,283)	(57.45%)
Total Grants	19,854	16,622	(3,232)	(16.28%)

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.

Overall the level of grants will decrease by \$3.2 million compared to the 2018/19 forecast. This is mainly due to the large grants received in 2018/19 for the completion of the City Centre renewal project.

4.1.5 Contributions

	Forecast Actual		Budget	Change	
	2018/19	2019/20	2019/20	\$'000	%
	\$'000	\$'000	\$'000		
Monetary	3,714	880	(2,834)		(76.31%)
Non-monetary	4,000	4,000	-		0.00%
Total contributions	7,714	4,880	(2,834)		(36.74%)

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 any organisations to specific projects.

This income can swing considerably between years as it is largely dependent on development activity driven by the housing market and developers. The 2018/19 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. Council is expecting a similar level of subdivisions to be finalised in 2019/20.

4.1.6 Other income

	Forecast Actual		Budget	Change	
	2018/19	2019/20	2019/20	\$'000	%
	\$'000	\$'000	\$'000		
Interest	238	246	8		3.36%
Infrastructure services	80	53	(27)		(33.75%)
Recreation and cultural programs	3	2	(1)		(33.33%)
Family and community	6	2	(4)		(66.67%)
Reimbursements	207	212	5		2.42%
Other income	187	77	(110)		(58.82%)
Total other income	721	592	(129)		(17.89%)

Other revenue relates to a range of items such as investment interest, private works, cost recoups and other miscellaneous income items. The 2018/19 forecast includes a one-off payment for repairs following a flood.

4.1.7 Employee costs

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Wages and salaries	29,356	30,320	964	3.28%
WorkCover	748	765	17	2.27%
Superannuation	2,700	2,850	150	5.56%
Fringe benefit tax	275	324	49	17.82%
Total employee costs	33,079	34,259	1,180	3.57%

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 \$1.1 million compared to the 2018/19 forecast. The major driver of labour cost movements is Council's Enterprise Agreement (EA).

There has also been a number of vacant positions in the 2018/19 forecast which have not been filled but are expected to be filled in the 2019/20 budget.

4.1.8 Materials and services

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Infrastructure services	6,040	5,484	(556)	(9.21%)
Waste management	4,151	3,968	(183)	(4.41%)
Recreation and cultural services	3,973	3,730	(243)	(6.12%)
Children's services	1,836	1,447	(389)	(21.19%)
Corporate services	4,462	3,820	(642)	(14.39%)
Tourism and promotions	2,355	1,551	(804)	(34.14%)
Aged services	1,304	819	(485)	(37.19%)
Foreshore caravan parks	758	738	(20)	(2.64%)
Livestock exchange	432	423	(9)	(2.08%)
Planning and building services	1,294	302	(992)	(76.66%)
Health and local laws	1,294	1,225	(69)	(5.33%)
Other	601	100	(501)	(83.36%)
Total materials and services	28,500	23,607	(4,893)	(17.17%)

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 2019/20 due to the following:

- a reduction in the number of funded projects
- a reduction in the number of projects where Council acts as auspice

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 and amortisation

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
Property	2,243	2,288	45	2.01%
Plant & equipment	1,567	1,583	16	1.02%
Infrastructure	8,690	8,879	189	2.17%
Total depreciation and amortisation	12,500	12,750	250	2.00%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.25 million for 2019/20 will be due to the capitalisation of new infrastructure completed in 2018/19.

4.1.10 Other expenses

Add additional tables for each material component of the Comprehensive Income Statement

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
Councillor Allowances	272	278	6	2.21%
Operating Lease Rentals	438	438	-	0.00%
Other Expenses	119	118	(1)	(0.84%)
Total other expenses	829	834	5	0.60%

Other expenditure relates to a range of unclassified items including audit fees, Councillor allowances, lease costs and miscellaneous items. No significant variation is expected in 2019/20.

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 remain stable during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. No significant movements are expected in this category for 2019/20.

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 2019/20.

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.

	2018/19	2019/20
	\$'000	\$'000
Amount borrowed as at 30 June of the prior year	6,114	10,537
Amount proposed to be borrowed	6,000	4,400
Amount projected to be redeemed	(1,577)	(1,746)
Amount of borrowings as at 30 June	10,537	13,191

Interest-bearing loans and borrowings are liabilities of Council. The Council is budgeting to repay loan principal of \$1.7 million in 2019/20 and drawdown new loan funds of \$4.4 million to partially fund the Reid Oval upgrade and to invest in Smart Street Lighting.

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, car park and small infrastructure funds. No significant variation is expected in 2019/20.

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

The increase in net cash from operating activities is mainly due to the decrease in materials and services which mainly relate to a reduction in the number of funded projects or projects which Councils acts as auspice.

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

The forecast for 2018/19 represents a higher level of capital expenditure with major works including the finalisation of the City Centre Renewal and Simpson St drainage upgrade.

4.4.3 Net cash flows provided by/used in financing activities

Net borrowings (Loan funds less repayments) for the 2019/20 budget include new borrowings for the Reid Oval upgrade and Councils investment in Smart Street Lighting.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 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

Council has over 240 major buildings with a replacement cost of over \$130 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 spending in this category for 2019/20 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 2019/20, \$4.1 million will be spent on renewing the roads, \$3.5 million on recreational facilities, \$3.4 million on parks and open space.

Capital works program

	Forecast Actual	Budget	Change	%
	2018/19	2019/20		
	\$'000	\$'000	\$'000	
Property	2,577	2,264	(313)	(12.15%)
Plant and equipment	2,247	1,584	(663)	(29.51%)
Infrastructure	19,794	14,891	(4,903)	(24.77%)
Total	24,618	18,739	(5,879)	(23.88%)

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	-	2,139	125	-	-	-	2,264	-
Plant and equipment	55	1,529	-	-	-	20	1,565	-
Infrastructure	3,187	9,722	1,982	-	2,432	440	7,618	4,400
Total	3,242	13,390	2,107	-	2,432	460	11,447	4,400

4.5.2 Current Budget

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
PROPERTY									
Building Improvements									
Minor building improvements	702	-	577	125	-	-	-	702	-
Public toilet renewal	486	-	486	-	-	-	-	486	-
Holiday park improvements	144	-	144	-	-	-	-	144	-
Building renewal general funding	836	-	836	-	-	-	-	836	-
Roof access	48	-	48	-	-	-	-	48	-
Accessibility	48	-	48	-	-	-	-	48	-
TOTAL PROPERTY	2,264	-	2,139	125	-	-	-	2,264	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant replacement	1,225	-	1,225	-	-	-	-	1,225	-
Computers and Telecommunications									
ICT strategy implementation	251	-	251	-	-	-	-	251	-
IT hardware	53	-	53	-	-	-	-	53	-
Paintings and Exhibits									
Art work acquisitions	15	15	-	-	-	-	-	15	-
Public art initiatives	40	40	-	-	-	-	20	20	-
TOTAL PLANT AND EQUIPMENT	1,584	55	1,529	-	-	-	20	1,564	-

Capital Works Area	Project Cost	Asset expenditure types					Summary of Funding Sources		
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
INFRASTRUCTURE									
Roads									
Local roads rehabilitation and resheets	3,136	-	3,136	-	-	340	-	2,796	-
Road reseal program	730	-	730	-	-	-	-	730	-
Road safety audit implementation	144	-	144	-	-	-	-	144	-
Street lighting improvements	29	-	29	-	-	-	-	29	-
Disabled parking	50	-	50	-	-	-	-	50	-
Central bus interchange	550	-	-	550	-	250	-	300	-
City centre taxi rank	50	-	-	50	-	-	-	50	-
Bridges									
Bridge renewal	199	-	199	-	-	-	-	199	-
Russells Creek footbridge	80	80	-	-	-	-	40	40	-
Footpaths and Cycleways									
Beach access	195	-	195	-	-	125	-	70	-
Footpath and bicycle path renewal	299	-	299	-	-	-	-	299	-
Footpath construction	299	299	-	-	-	-	-	299	-
Small infrastructure fund projects	333	333	-	-	-	-	-	333	-
Drainage									
Priority backlog drainage	492	267	225	-	-	267	-	225	-
Recreational, Leisure & Community Facilities									
Recreational facilities upgrade	3,190	1,000	1,000	1,190	-	-	-	190	3,000
Outdoor pool	300	-	300	-	-	-	-	300	-
Parks, Open Space and Streetscapes									

Playground renewal	1,825	-	1,825	-	-	1,450	-	375	-
Public open space improvements	192	-	-	192	-	-	-	192	-
Smart Street Lighting replacement	1,400	-	1,400	-	-	-	-	-	1,400
Aerodromes									
Minor works	29	-	29	-	-	-	-	29	-
Off Street Car Parks									
Carpark linemarking	57	-	57	-	-	-	-	57	-
Foreshore pavilion carpark	620	620	-	-	-	-	400	220	-
Other Infrastructure									
Livestock exchange improvements	57	-	57	-	-	-	-	57	-
Other infrastructure projects	95	48	47	-	-	-	-	95	-
Livestock Exchange roof construction	540	540	-	-	-	-	-	540	-
TOTAL INFRASTRUCTURE	14,891	3,187	9,722	1,982	-	2,432	440	7,619	4,400
TOTAL NEW CAPITAL WORKS									
	18,739	3,242	13,390	2,107	-	2,432	460	11,447	4,400

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.

Indicator	Measure	Notes	Forecast				Strategic Resource Plan Projections		Trend
			2018/19	2019/20	2020/21	2021/22	2022/23	+/-	
<i>Operating position</i>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(0.67%)	0.87%	0.64%	(0.28%)	(0.53%)	-	
<i>Liquidity</i>									
Working Capital	Current assets / current liabilities	2	114.15%	115.87%	120.98%	116.80%	118.40%	+	
Unrestricted cash	Unrestricted cash / current liabilities	3	69.73%	73.04%	78.23%	74.15%	76.88%	+	
<i>Obligations</i>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	27.51%	33.03%	27.26%	24.64%	20.35%	+	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.78%	5.39%	5.74%	4.91%	4.28%	+	
Indebtedness	Non-current liabilities / own source revenue		16.97%	21.55%	18.26%	16.94%	13.94%	+	
Asset renewal	Asset renewal expenses / Asset depreciation	5	135.55%	105.02%	81.28%	85.60%	69.82%	-	
<i>Stability</i>									
Rates concentration	Rate revenue / adjusted underlying revenue	6	52.03%	55.07%	55.82%	56.21%	56.40%	-	
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.58%	0.57%	0.58%	0.58%	0.59%	o	

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2018/19	2019/20	2020/21	2021/22	2022/23	+/o/-
<i>Efficiency</i>								
Expenditure level	Total expenses/ no. of property assessments		\$4,410	\$4,191	\$4,395	\$4,406	\$4,423	+
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,926	\$1,998	\$2,048	\$2,099	\$2,151	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		9.70%	10.00%	10.00%	10.00%	10.00%	-

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 amount in the Strategic Resource Plan period.

2. Working Capital

The proportion of current liabilities represented by current assets. Working capital is shown to remain stable in a positive position hovering around 115% over the Strategic Resource Plan.

3. Unrestricted Cash

The cash not associated to a particular use within Council or a legislative requirement. Council maintains a healthy ratio over the Strategic Resource Plan.

4. Debt compared to rates

Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. Councils debt is planned to peak in 2019/20 before reducing as existing loans are paid out.

5. Asset renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council has received significant grants over the last few years which have assisted in meeting this ratio, however, as the grant funding has reduced the asset renewal ratio is declining over time. This indicates a reduced ability to maintain assets at the required level.

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 slightly increase over time.

User Fees & Charges Schedule					
Property Management					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Applications to use Crown & Council Land	\$25.00	\$25.50	\$26.10	\$0.60	2.35%
Licences preparation fee	\$110.00	\$112.50	\$115.30	\$2.80	2.49%
Lease preparation fee	\$160.00	\$163.60	\$167.70	\$4.10	2.51%
Survey plan fee	\$1,600.00	\$1,636.00	\$1,677.00	\$41.00	2.51%
Title search fee	\$42.00	\$43.00	\$44.10	\$1.10	2.56%
Outdoor Café /Laneway Bar Fees					
Licence Fee	\$580.00	N/A	N/A	N/A	N/A
Licence Fee (per week)	N/A	\$200.00	\$205.00	\$5.00	2.50%
Table Fee (per table)	\$40.00	\$41.00	\$42.00	\$1.00	2.44%
Rate Search Fees					
Rate history search fee (1 st 3 hours)	\$380.00	\$388.50	\$398.20	\$9.70	2.50%
Rate history search fee (after 3 hours)	\$120.00	\$122.50	\$125.60	\$3.10	2.53%
Rate history search fee (0 - 10 years)	\$22.00	\$22.50	\$23.10	\$0.60	2.67%
Copy of previous years Rate Instalments Notices (ea)	\$16.00	\$16.40	\$16.80	\$0.40	2.44%
Search, retrieval and photocopying fees					
Search, inspection, retrieval or access fee	\$23.80	\$24.30	\$24.90	\$0.60	2.47%
Search, inspection, retrieval or access fee from off site	\$37.80	\$38.65	\$39.60	\$0.95	2.46%
Photocopying/printing any document (per A4/A3 page)	\$0.60	\$0.62	\$0.65	\$0.03	4.84%
Photocopying/printing any document (per A1,2,0 page)	\$5.00	\$5.10	\$5.20	\$0.10	1.96%
Interest on Unpaid Monies					
Interest on Unpaid Monies other than rates and charges					
In accordance with Section 227(a) of the Local Government Act 1989 Council sets the rate of interest to apply to unpaid monies, other than rates and charges, presently at 10.00% but subject to change when the rate is set at 30 th June 2019.					

Revenue Management					
New fees to apply from 1 July 2019					
Description	2017/18	2018/19	2019/20	Variance	Variance %
Monetary Complaints: Notices on a Debt					
Filing Fee					
Less than \$500	\$142.50	\$145.00	\$147.40	\$2.40	1.66%
\$500 - \$999	\$142.50	\$145.00	\$147.40	\$2.40	1.66%
\$1,000 - \$4,999	\$296.90	\$302.90	\$307.80	\$4.90	1.62%
\$5,000 - \$7,499	\$296.90	\$302.90	\$307.80	\$4.90	1.62%
\$7,500 - \$9,999	\$296.90	\$302.90	\$307.80	\$4.90	1.62%
\$10,000 - \$20,000	\$451.70	\$460.70	\$468.20	\$7.50	1.63%
Necessary Certificate x2					
Less than \$500	\$96.00	\$96.00	\$98.00	\$2.00	2.08%
\$500 - \$999	\$168.00	\$172.00	\$176.00	\$4.00	2.33%
\$1,000 - \$4,999	\$168.00	\$172.00	\$176.00	\$4.00	2.33%
\$5,000 - \$7,499	\$198.00	\$202.00	\$208.00	\$6.00	2.97%
\$7,500 - \$9,999	\$236.00	\$242.00	\$248.00	\$6.00	2.48%
\$10,000 - \$20,000	\$236.00	\$242.00	\$248.00	\$6.00	2.48%
Professional (Item 1 Complaints)					
Less than \$500	\$212.00	\$217.00	\$222.00	\$5.00	2.30%
\$500 - \$999	\$444.00	\$454.00	\$465.00	\$11.00	2.42%
\$1,000 - \$4,999	\$444.00	\$454.00	\$465.00	\$11.00	2.42%
\$5,000 - \$7,499	\$545.00	\$557.00	\$571.00	\$14.00	2.51%
\$7,500 - \$9,999	\$655.00	\$669.00	\$686.00	\$17.00	2.54%
\$10,000 - \$20,000	\$655.00	\$669.00	\$686.00	\$17.00	2.54%
Service Fee					
Service Fee	\$69.00	\$71.00	\$73.00	\$2.00	2.82%
Other Professional Costs					
Warrant					
Less than \$500	\$55.00	\$56.00	\$57.00	\$1.00	1.79%
\$500 - \$999	\$112.00	\$114.00	\$117.00	\$3.00	2.63%
\$1,000 - \$4,999	\$112.00	\$114.00	\$117.00	\$3.00	2.63%
\$5,000 - \$7,499	\$133.00	\$136.00	\$139.00	\$3.00	2.21%
\$7,500 - \$9,999	\$167.00	\$171.00	\$175.00	\$4.00	2.34%
\$10,000 - \$20,000	\$167.00	\$171.00	\$175.00	\$4.00	2.34%

Description	2017/18	2018/19	2019/20	Variance	Variance %
Summons for Oral Examination					
Less than \$500	\$57.00	\$58.00	\$59.00	\$1.00	1.72%
\$500 - \$999	\$135.00	\$138.00	\$141.00	\$3.00	2.17%
\$1,000 - \$4,999	\$135.00	\$138.00	\$141.00	\$3.00	2.17%
\$5,000 - \$7,499	\$163.00	\$167.00	\$171.00	\$4.00	2.40%
\$7,500 - \$9,999	\$179.00	\$183.00	\$188.00	\$5.00	2.73%
\$10,000 - \$20,000	\$179.00	\$183.00	\$188.00	\$5.00	2.73%
Necessary Affidavit					
Less than \$500	\$96.00	\$98.00	\$100.00	\$2.00	2.04%
\$500 - \$999	\$198.00	\$202.00	\$207.00	\$5.00	2.48%
\$1,000 - \$4,999	\$198.00	\$202.00	\$207.00	\$5.00	2.48%
\$5,000 - \$7,499	\$240.00	\$245.00	\$251.00	\$6.00	2.45%
\$7,500 - \$9,999	\$287.00	\$293.00	\$300.00	\$7.00	2.39%
\$10,000 - \$20,000	\$287.00	\$293.00	\$300.00	\$7.00	2.39%
Application for Order					
Less than \$500	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$500 - \$999	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$1,000 - \$4,999	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$5,000 - \$7,499	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$7,500 - \$9,999	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$10,000 - \$20,000	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
Instructions to Defend					
Less than \$500	\$98.00	\$100.00	\$103.00	\$3.00	3.00%
\$500 - \$999	\$210.00	\$215.00	\$220.00	\$5.00	2.33%
\$1,000 - \$4,999	\$210.00	\$215.00	\$220.00	\$5.00	2.33%
\$5,000 - \$7,499	\$260.00	\$266.00	\$273.00	\$7.00	2.63%
\$7,500 - \$9,999	\$311.00	\$318.00	\$326.00	\$8.00	2.52%
\$10,000 - \$20,000	\$311.00	\$318.00	\$326.00	\$8.00	2.52%
Order for Substituted Service					
Less than \$500	\$143.00	\$146.00	\$150.00	\$4.00	2.74%
\$500 - \$999	\$258.00	\$264.00	\$271.00	\$7.00	2.65%
\$1,000 - \$4,999	\$258.00	\$264.00	\$271.00	\$7.00	2.65%
\$5,000 - \$7,499	\$307.00	\$314.00	\$322.00	\$8.00	2.55%
\$7,500 - \$9,999	\$362.00	\$370.00	\$379.00	\$9.00	2.43%
\$10,000 - \$20,000	\$362.00	\$370.00	\$379.00	\$9.00	2.43%

Description	2017/18	2018/19	2019/20	Variance	Variance %
Necessary Notice/Certificate					
Less than \$500	\$48.00	\$48.00	\$49.00	\$1.00	2.08%
\$500 - \$999	\$84.00	\$86.00	\$88.00	\$2.00	2.33%
\$1,000 - \$4,999	\$84.00	\$86.00	\$88.00	\$2.00	2.33%
\$5,000 - \$7,499	\$99.00	\$101.00	\$104.00	\$3.00	2.97%
\$7,500 - \$9,999	\$118.00	\$121.00	\$124.00	\$3.00	2.48%
\$10,000 - \$20,000	\$118.00	\$121.00	\$124.00	\$3.00	2.48%
Issue Fees					
Claim or Counterclaim					
Fee	\$142.20	\$145.00	\$147.40	\$2.40	1.66%
Application for Order					
Fee	\$41.80	\$42.70	\$43.40	\$0.70	1.64%
With Preparation	\$68.30	\$69.70	\$70.90	\$1.20	1.72%
46A Summons/46B Rehearing Application					
Fee	\$147.80	\$150.70	\$153.20	\$2.50	1.66%
With Preparation	\$174.30	\$177.70	\$180.70	\$3.00	1.69%
Summons for Oral Examination inc hearing					
Fee	\$97.60	\$99.50	\$101.20	\$1.70	1.71%
Certificate for Supreme Court					
Fee	\$19.50	\$19.90	\$20.20	\$0.30	1.51%
With Preparation	\$46.00	\$46.90	\$47.70	\$0.80	1.71%
Application for Attachment of Earnings					
Fee	\$139.40	\$142.20	\$144.50	\$2.30	1.62%
Attachment of Earnings/Debt Order					
Fee	\$19.50	\$19.90	\$20.20	\$0.30	1.51%
With Preparation	\$46.00	\$46.90	\$27.70	-\$19.20	-40.94%
Warrant Fees					
Fee	\$16.30	\$17.10	\$17.30	\$0.20	1.17%
Sheriff's Warrant Fee	N/A	\$195.00	\$198.10	\$3.10	1.59%
Application under the Judgement Debt Recovery Act					
Summons for Examination	\$147.80	\$150.70	\$153.20	\$2.50	1.66%
Instalment Application/Agreement (Creditor)	\$78.10	\$79.60	\$80.90	\$1.30	1.63%
Application to Vary/Cancel (Creditor)	\$78.10	\$79.60	\$80.90	\$1.30	1.63%
Service Cost					
Attempted Service (Item 78)	\$48.00	\$49.00	\$50.00	\$1.00	2.04%
Service by Post (Item 77)	\$13.00	\$13.00	\$13.00	\$0.00	0.00%
Allowance per km (Item 79)	\$0.69	\$0.70	\$0.70	\$0.00	0.00%

Coast & Rivers					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Mooring Fees					
Boat less than 10m pa	\$255.00	\$260.00	\$265.00	\$5.00	1.92%
Boat 10.1m to 15m pa	\$325.00	\$330.00	\$335.00	\$5.00	1.52%
Boat 15.1 – 20m pa	\$375.00	\$380.00	\$385.00	\$5.00	1.32%
Boat 20.1 – 25m pa	\$460.00	\$470.00	\$475.00	\$5.00	1.06%
Jetty Fees – pa: Permit for breakwater and Hopkins River	\$210.00	\$215.00	\$220.00	\$5.00	2.33%
Mooring inspection fee	N/A	\$170.00	\$180.00	\$10.00	\$0.06
Mooring infrastructure hire	\$85.00	\$87.00	\$90.00	\$3.00	3.45%
Berth permit or mooring licence - new application fee	\$80.00	\$80.00	\$80.00	\$0.00	0.00%
Annual Parking Permit Fees					
Breakwater (per vehicle)	\$65.00	\$67.00	\$68.00	\$1.00	1.49%
Boat Launching Fees (Coastal and Inland waterways)					
Annual	N/A	N/A	N/A	N/A	N/A
3 Day Pass	N/A	N/A	N/A	N/A	N/A
Casual Day Pass	N/A	N/A	N/A	N/A	N/A

Infrastructure Services

New fees to apply from 1 July 2019

User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Minor Works less than \$10,000	\$135.00	\$140.00	\$145.00	\$5.00	3.57%
Minor Works great than \$10,000	\$610.00	\$630.00	\$650.00	\$20.00	3.17%
Minor Works Public Notice Fee	N/A	N/A	\$50.00	N/A	N/A
Large Projects	By Negotiation	By Negotiation	By Negotiation	N/A	N/A
Asset Inspection Checklist	\$135.00	\$140.00	\$145.00	\$5.00	3.57%
Driveway Design and Vertical Clearance Check	\$230.00	N/A	N/A	N/A	N/A
Livestock Crossing Permit:					
Stock Crossing Permit	N/A	N/A	\$145.00	N/A	N/A
Stormwater Legal Point of Discharge Application:					
Single dwelling development - note 1	\$67.00	\$65.40	\$141.20	\$75.80	115.90%
Information only	\$60.00	\$60.00	\$62.00	\$2.00	3.33%
Short notice fee	\$115.00	\$115.00	\$117.00	\$2.00	1.74%
Street tree – supply and install including maintenance period of 24 months	\$335.00	\$345.00	\$355.00	\$10.00	2.90%
Build Over Stormwater Easement Application	\$110.00	\$115.00	\$118.00	\$3.00	2.61%
Rain Garden (small up to 4.5m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$3,000.00	\$3,100.00	\$3,200.00	\$100.00	3.23%
Rain Garden (medium up to 9.0m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$3,010.00	\$3,500.00	\$3,600.00	\$100.00	2.86%
Stormwater drainage line inspection (high resolution camera) – 4 hours	\$635.00	\$650.00	\$670.00	\$20.00	3.08%
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	\$1,290.00	\$1,350.00	\$1,390.00	\$40.00	2.96%
Plan checking and supervision fee	0.75% for plan checking and 2.5% for supervision (Based on the value of works)	0.75% for plan checking and 2.5% for supervision (Based on the value of works)	0.75% for plan checking and 2.5% for supervision (Based on the value of works)	N/A	N/A

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.

Open Space Hires

New fees to apply from 1 July 2019

User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Botanic Gardens - Weddings and Events					
Small Event - (No Marquee, Vehicle Access or Use of Rotunda)	N/A	N/A	\$100.00	N/A	N/A
Use of Band Rotunda and or Vehicle Access	N/A	\$150.00	\$160.00	\$10.00	6.67%
Small Marquee (6m x 6m, or up to 36 square metres) weddings and events *	N/A	\$500.00	\$525.00	\$25.00	5.00%
Medium Marquee (8m x 8m, or up to 64 square metres) weddings and events *	N/A	\$1,000.00	\$1,050.00	\$50.00	5.00%
Large Marquee *	N/A	Price on event application	Price on event application	N/A	N/A

* Marquee fees include vehicle access and use of Band Rotunda if required

Lake Pertobe - Events	2017/18	2018/19	2019/20	Variance	Variance %
Community Events (not for profit)	N/A	\$0.00	\$0.00	\$0.00	0.00%
Small Events (under 200 attendees)	N/A	\$250.00	\$265.00	\$15.00	6.00%
Medium Events (between 200 to 500 attendees)	N/A	\$500.00	\$525.00	\$25.00	5.00%
Large Events (over 500 attendees)	N/A	\$1,000.00	\$1,050.00	\$50.00	5.00%

Lighthouse Theatre						
New fees to apply from 1 July 2019						
User Fees & Charges		2017/18	2018/19	2019/20	Variance	Variance %
Staff per hour used, all venues and user types						
Supervising Technician		\$52.50	\$54.50	\$56.50	\$2.00	3.67%
Technician		\$47.50	\$49.50	\$51.50	\$2.00	4.04%
Front of House Coordinator		\$52.50	\$54.50	\$56.50	\$2.00	3.67%
Merchandise seller		\$47.50	\$49.50	\$51.50	\$2.00	4.04%
Community & Local Non for Profit						
THEATRE: Ticketed Performance Hire	Hire rate plus 5% of net ticket sales	\$500.00	\$520.00	\$540.00	\$20.00	3.85%
	Second Performance same day	\$300.00	\$330.00	\$340.00	\$10.00	3.03%
THEATRE Rehearsals	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed Performance Hire		\$330.00	\$340.00	\$350.00	\$10.00	2.94%
Second Performance Same Day		\$220.00	\$220.00	\$230.00	\$10.00	4.55%
STUDIO Rehearsals	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Local Artists and Non-local Non for Profit						
THEATRE: Ticketed Performance Hire	Hire rate plus 5% of net ticket sales	\$720.00	\$750.00	\$780.00	\$30.00	4.00%
	Second Performance Same Day	\$330.00	\$330.00	\$340.00	\$10.00	3.03%
THEATRE Rehearsals						
Hire per hour	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed Performance Hire		\$440.00	\$460.00	\$480.00	\$20.00	4.35%
Second Performance Same Day		\$220.00	\$220.00	\$230.00	\$10.00	4.55%
STUDIO Rehearsals	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Other Fees - Community, Non for Profits and Local Artists						
Equipment & Consumable Items	Steinway Grand piano	\$120.00	\$120.00	\$125.00	\$5.00	4.17%
		(Plus tuning if required)	(Plus tuning if required)	(Plus tuning if required)	N/A	N/A
	Minimum Consumable Charge (gel, tape, batteries)	N/A	N/A	\$30.00	N/A	N/A
	Radio Mics	\$40.00	\$45.00	\$45.00	\$0.00	0.00%
Ticketing Fees	Tix under \$11.00	\$1.35	\$1.40	\$1.45	\$0.05	3.57%
	Tix \$11.00 - \$40.00	\$2.50	\$2.75	\$2.80	\$0.05	1.82%
	Tix \$40.00 plus	\$3.50	\$3.75	\$3.80	\$0.05	1.33%
	Credit Card Fees	Up to 3%	Up to 3%	Up to 3%	N/A	N/A
	Event Creation and Set of Tickets (Per Season)	N/A	\$50.00	\$52.50	\$2.50	N/A

Ticketed Event: Subsidised Professional Companies						
THEATRE: Ticketed Performance Hire						
	Hire rate plus 5% of net ticket sales	\$1,100.00	\$1,150.00	\$1,200.00	\$50.00	4.35%
	Second Performance Same Day	\$550.00	\$550.00	\$575.00	\$25.00	4.55%
THEATRE Rehearsals						
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed Performance Hire						
	Second Performance Same Day	\$330.00	\$330.00	\$340.00	\$10.00	3.03%
STUDIO Rehearsals						
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Ticketed Event: Standard Hirer Rates						
THEATRE: Ticketed Performance Hire						
	Hire rate plus 5% of net ticket sales	\$1,485.00	\$1,550.00	\$1,600.00	\$50.00	3.23%
	Second Performance Same Day	\$550.00	\$550.00	\$575.00	\$25.00	4.55%
THEATRE Rehearsals						
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed Performance Hire						
	Second Performance Same Day	\$330.00	\$330.00	\$340.00	\$10.00	3.03%
STUDIO Rehearsals						
Work lights only	Stage Lights & Technical Facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Lighthouse Theatre (Cont.)						
New fees to apply from 1 July 2019						
User Fees & Charges		2017/18	2018/19	2019/20	Variance	Variance %
Other Fees - Subsidised theatre and Standard hires						
Equipment & Consumables Items						
	Steinway Grand Piano	\$220.00	\$220.00	\$230.00	\$10.00	4.55%
		(Plus tuning if required)	(Plus tuning if required)	(Plus tuning if required)	N/A	N/A
	Radio Mics	\$80.00	\$90.00	\$90.00	\$0.00	0.00%
Ticketing Fees						
	Tix under \$11.00	\$2.85	\$3.00	\$3.10	\$0.10	3.33%
	Tix \$11.00 - \$40.00	\$3.90	\$4.00	\$4.10	\$0.10	2.50%
	Tix \$40.00 \$60.00	\$4.60	\$5.00	\$5.10	\$0.10	2.00%
	Tix \$60 plus	\$5.50	\$6.00	\$6.10	\$0.10	1.67%
	Credit Card Fees	Up to 3%	Up to 3%	Up to 3%	N/A	N/A
	Event Creation and Set of Tickets (Per Season)	N/A	\$100.00	\$105.00	\$5.00	N/A
	Urgent (<72hr) Event Creation and Set of Tickets (Per Season)	N/A	\$200.00	\$210.00	\$10.00	N/A

Merchandise including Foyers, Theatre, Studio, Atrium and Meeting Room		11% on Gross Sales	12% on Gross Sales	12% on Gross Sales	N/A	N/A
Non-Ticketed Event: Non for Profit Organisations						
THEATRE:	Event Hire (up to 9 hrs)	\$1,100.00	\$1,150.00	\$1,200.00	\$50.00	4.35%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO:	Event Hire (up to 9 hrs)	\$605.00	\$630.00	\$650.00	\$20.00	3.17%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
MEETING ROOM: Event hire	Monday – Friday between 9am & 5pm	\$250.00	\$250.00	\$250.00	\$0.00	0.00%
		N/A	\$55.00	\$60.00	\$5.00	9.09%
	Weekdays outside business hours weekends	By negotiation	By negotiation	By negotiation	N/A	N/A
STUDIO: Used in conjunction with Theatre: Event Hire						
	Hire per event, per day	\$365.00	\$380.00	\$390.00	\$10.00	2.63%
MEETING ROOM: Used in conjunction with Theatre or Studio:						
Event Hire	Hire per event, per day	\$140.00	\$150.00	\$150.00	\$0.00	0.00%
MAIN FOYER: Event Hire	(between 9am & 5pm, Mon to Fri, up to 8hrs)	\$330.00	\$330.00	\$330.00	\$0.00	0.00%
	(Weekdays outside business hours, Weekends)	By negotiation	By negotiation	By negotiation	N/A	N/A
	Bar Service During Event (per event)	Staffing Costs Apply	Staffing Costs Apply	Staffing Costs Apply	N/A	N/A
Standard Hire Rates – NON TICKETED EVENTS						
THEATRE:	Event Hire (up to 9 hrs)	\$1,850.00	\$1,925.00	\$2,000.00	\$75.00	3.90%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO:	Event Hire (up to 9 hrs)	\$715.00	\$750.00	\$780.00	\$30.00	4.00%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Used in conjunction with Theatre						
	Hire per event	\$420.00	\$440.00	\$460.00	\$20.00	4.55%
MEETING ROOM: Event hire	Monday – Friday between 9am & 5pm	\$250.00	\$250.00	\$250.00	\$0.00	0.00%
	(Weekdays outside business hours, Weekends)	By negotiation	By negotiation	By negotiation	N/A	N/A
MAIN FOYER	(between 9am & 5pm, Mon to Fri, up to 8hrs)	\$330.00	\$330.00	\$330.00	\$0.00	0.00%
	(Weekdays outside business hours, Weekends)	By negotiation	By negotiation	By negotiation	N/A	N/A
MAIN FOYER: Used in conjunction with Event Hire	Used in conjunction with Theatre: Event	No charge	No charge	No charge	N/A	N/A
	Used in conjunction with Studio: Event (per hour)	\$75.00	\$115.00	\$115.00	\$0.00	0.00%
	Room Change Surcharge (Change of Format from Standard)	N/A	\$55.00	\$60.00	\$5.00	N/A
	Bar Service during Event (per event)	Staffing Costs Apply	Staffing Costs Apply	Staffing Costs Apply	N/A	N/A
FUNCTIONS						
Catered Function (Dinners/Luncheons/Weddings)						
STUDIO	Function Hire (up to 9 hrs access, includes Meeting Room)	\$1,100.00	\$1,100.00	\$1,150.00	\$50.00	4.55%

	Additional Hire Hours or Setup Hours	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
MAIN FOYER	Used in conjunction with Catered Function	\$120.00	\$120.00	\$125.00	\$5.00	4.17%
	Foyer Bar Service (per function)	N/A	Staffing Costs Apply	Staffing Costs Apply	N/A	N/A
Other Fees						
Equipment & Consumables Items						
	Steinway Grand Piano	\$220.00	\$220.00	\$230.00	\$10.00	4.55%
		(Plus tuning if required)	(Plus tuning if required)	(Plus tuning if required)	N/A	N/A
	Radio Mics	\$80.00	\$90.00	\$90.00	\$0.00	0.00%
	Rubbish Removal (Charge per skip)	\$110.00	\$110.00	\$110.00	\$0.00	0.00%

AquaZone

New fees to apply from 1 July 2019

User Fees and Charges	2017/18	2018/19	2019/20	Variance	Variance %
Day Admissions: Aquatics					
Adult swim	\$6.90	\$6.90	\$7.00	\$0.10	1.45%
Child swim (3-15 years)	\$4.90	\$5.00	\$5.10	\$0.10	2.00%
Concession swim	\$4.90	\$5.00	\$5.30	\$0.30	6.00%
Family swim (unlimited family members/same residence)	\$20.60	\$20.60	\$20.80	\$0.20	0.97%
Day Admissions: Health & Fitness					
Gymnasium	\$18.90	\$19.30	\$19.50	\$0.20	1.04%
Fitness class	\$14.70	\$14.70	\$14.90	\$0.20	1.36%
Older adult exercise class	\$10.30	\$10.40	\$10.50	\$0.10	0.96%
Preventative Health Classes	\$5.60	\$6.00	\$6.00	\$0.00	0.00%
School aerobics	\$7.70	\$7.90	\$7.90	\$0.00	0.00%
Personal Training 1 hour	\$82.70	\$86.80	\$88.00	\$1.20	1.38%
Personal Training 45 minutes	\$62.00	\$65.10	\$66.00	\$0.90	1.38%
Personal Training ½ hour	\$46.20	\$47.10	\$48.00	\$0.90	1.91%
Crèche					
Per child per hour (Member)	\$6.80	\$7.00	\$7.50	\$0.50	7.14%
Per child per hour (Non Member)	\$12.20	\$12.60	\$12.90	\$0.30	2.38%
Learn to Swim (Pool Entry & Assessment)					
<i>Per class (2nd child and 3rd child discounts apply)</i>	\$14.30	\$14.30	\$14.50	\$0.20	1.40%
Private lessons ½ hour lesson	\$50.80	\$51.80	\$52.00	\$0.20	0.39%
1 hour lesson	\$96.80	\$100.70	\$101.00	\$0.30	0.30%
School swim <i>no instruction</i>	\$4.70	\$4.80	\$4.90	\$0.10	2.08%
School swim <i>with instruction</i>	\$7.00	\$7.00	\$7.00	\$0.00	0.00%
School at pool	\$9.90	\$10.10	\$10.50	\$0.40	3.96%
Group Entry					
Adult Swim	\$6.10	\$6.10	\$6.30	\$0.20	3.28%
Gym	\$16.80	\$17.10	\$17.55	\$0.45	2.63%
Fitness class	\$13.20	\$13.50	\$13.50	\$0.00	0.00%
Other					
Locker hire	\$3.70	\$3.80	\$4.00	\$0.20	5.26%

Towel hire		\$3.70	\$3.80	\$4.00	\$0.20	5.26%
Multi Pass – Health & Fitness						
Fitness class	20 pass	\$295.40	\$307.20	\$307.20	\$0.00	0.00%
Multi Pass – Aquatics						
Adult	20 Pass	\$123.60	\$123.60	\$126.00	\$2.40	1.94%
	50 Pass	\$309.00	\$309.00	\$315.00	\$6.00	1.94%
Child	20 Pass	\$87.40	\$89.10	\$91.80	\$2.70	3.03%
	50 Pass	\$218.70	\$223.10	\$229.50	\$6.40	2.87%
Concession	20 Pass	\$87.40	\$89.10	\$95.40	\$6.30	7.07%
	50 Pass	\$218.70	\$223.10	\$238.50	\$15.40	6.90%
Multi Pass: Crèche/Occasional Care						
1 child/1hr Crèche	10 Pass	\$68.20	\$70.20	\$71.25	\$1.05	1.50%
1 child/1hr Occasional Care	10 Pass	\$117.30	\$120.80	\$122.55	\$1.75	1.45%

AquaZone (Cont.)

New fees to apply from 1 July 2019

User Fees and Charges		2017/18	2018/19	2019/20	Variance	Variance %
Facility Hire						
Pools	Up to four hours	\$483.70	\$507.90	\$530.00	\$22.10	4.35%
	Up to ten hours	\$787.70	\$795.60	\$830.00	\$34.40	4.32%
	Lane hourly commercial	\$39.30	\$41.30	\$45.00	\$3.70	8.96%
	Lane hourly community	\$4.20	\$4.60	\$4.90	\$0.30	6.52%
Pool closure advertising fee		\$140.50	\$154.60	\$155.00	\$0.40	0.26%
School booking cancellation fee (per lane) (<12 hrs notice)		\$38.50	\$40.00	\$41.00	\$1.00	2.50%
Crèche – per hour		\$53.00	\$58.30	\$60.00	\$1.70	2.92%
Multi-purpose room – per hour		\$53.00	\$58.30	\$60.00	\$1.70	2.92%
Birthday Party						
Aqua Fun Pack		\$71.40	\$72.10	\$72.10	\$0.00	0.00%
Memberships						
Gold	12 months	\$1,026.50	\$1,047.00	\$1,047.00	\$0.00	0.00%
	3 months	\$513.20	\$523.50	\$523.50	\$0.00	0.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$85.50	\$87.20	\$87.20	\$0.00	0.00%

Gym & Swim	12 months	\$915.90	\$934.20	\$980.91	\$46.71	5.00%
	3 months	\$440.20	\$449.00	\$471.45	\$22.45	5.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$76.30	\$77.80	\$81.69	\$3.89	5.00%
Fitness & Swim	12 months	\$915.90	\$925.10	\$925.10	\$0.00	0.00%
	3 months	\$440.20	\$444.60	\$444.60	\$0.00	0.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$76.30	\$77.10	\$77.10	\$0.00	0.00%
Swim Only	12 months	\$775.80	\$791.30	\$830.87	\$39.57	5.00%
	3 months	\$338.00	\$344.80	\$362.04	\$17.24	5.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$64.70	\$66.00	\$69.30	\$3.30	5.00%
Family Swim	12 months	\$1,693.40	\$1,744.20	\$1,831.41	\$87.21	5.00%
	3 months	\$594.55	\$612.40	\$643.02	\$30.62	5.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$141.12	\$145.40	\$152.67	\$7.27	5.00%
Corporate	10 – 20 people	12.5% discount	12.5% discount	12.5% discount	N/A	N/A
	21 + people	15% discount	15% discount	15% discount	N/A	N/A

Warrnambool Art Gallery					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Admission to special exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event	N/A	N/A
Research Inquiry – per hour	\$45.00	\$45.00	\$45.00	\$0.00	0.00%
Curatorial Advice – per hour	\$55.00	\$125.00	\$125.00	\$0.00	0.00%
Education workshop/activity	Dependent on activity	Dependent on activity	Dependent on activity	N/A	N/A
Public program event/activity	Dependent on activity	Dependent on activity	Dependent on activity	N/A	N/A
Front-of-house and out-of-hours staff– per hour	\$45.00	\$45.00	\$45.00	\$0.00	0.00%
Annual Subscription					
Family	\$55.00	\$70.00	\$70.00	\$0.00	0.00%
Family 3 Years	\$150.00	\$200.00	\$200.00	\$0.00	0.00%
Individual	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
Individual 3 years	\$110.00	\$110.00	\$110.00	\$0.00	0.00%
Individual concession	\$27.50	\$25.00	\$25.00	\$0.00	0.00%
Individual concession 3 years	N/A	\$65.00	\$65.00	\$0.00	0.00%
Life	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
Rental					
Exhibition in George Lance Gallery/Temporary Exhibition Gallery	Negotiation	Negotiation	Negotiation	N/A	N/A
Commission on art sales	40%	40%	40%	\$0.00	0.00%
Commission on shop sales	100%	100%	100%	\$0.00	0.00%
Meetings/functions etc. – per hour	\$125.00	\$125.00	\$125.00	\$0.00	0.00%
Weddings (2 hours. Additional hours \$250ph)	\$500.00	\$120.00	N/A	N/A	N/A
Transparency/digital image (for reproduction)	\$180.00	Negotiation	Negotiation	N/A	N/A
Display easels (x2) – per hour each	\$10.00	\$10.00	\$10.00	\$0.00	0.00%
Back loading frames – per hour each	\$10.00	\$10.00	\$10.00	\$0.00	0.00%
Lectern – per hour	\$10.00	\$10.00	\$10.00	\$0.00	0.00%
Microphone and overhead PA – per hour	\$20.00	\$20.00	\$20.00	\$0.00	0.00%
Directional lighting (gallery spaces) – per event	\$90.00	\$90.00	\$90.00	\$0.00	0.00%

Sports Grounds					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Sports ground casual hire (includes use of pavilion)					
Half day	\$71.00	\$89.00	\$111.00	\$22.00	24.72%
Full day	\$138.00	\$173.00	\$216.00	\$43.00	24.86%
Pre-season training session	\$71.00	\$89.00	\$111.00	\$22.00	24.72%
Unauthorised Use (penalty equivalent to full day)	N/A	N/A	\$216.00	N/A	N/A
Unauthorised Works on Council Owned or Managed Land	N/A	N/A	\$1,500.00	N/A	N/A
Football practice match (with line marking)	\$138.00	\$173.00	\$216.00	\$43.00	24.86%
Football/Netball League Finals (senior competition that may also include junior competition) (per day)	\$521.00	\$651.00	\$814.00	\$163.00	25.04%
Football/Netball League Finals (junior competition only) (per day)	\$260.00	\$325.00	\$406.00	\$81.00	24.92%
Commercial hire (per day)	\$695.00	\$869.00	\$1,086.00	\$217.00	24.97%
Commercial cleaning of facilities (when left in unsuitable condition)	At cost	At cost	At cost	N/A	N/A
Sports ground seasonal use fee					
Category 1 (Hampden League Grounds)	\$6,454.00	\$8,067.00	\$10,084.00	\$2,017.00	25.00%
Category 2 (District League Grounds)	\$3,226.00	\$4,034.00	\$5,041.00	\$1,007.00	24.96%
Category 3 (Other Users)	\$806.00	\$1,008.00	\$1,260.00	\$252.00	25.00%

Warrnambool Stadium					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Player Fees					
Adult	\$10.00	\$10.50	\$10.80	\$0.30	2.86%
Junior	\$8.00	\$8.50	\$8.80	\$0.30	3.53%
School	\$4.60	\$5.00	\$5.50	\$0.50	10.00%
Casual Shot	\$5.00	\$5.00	\$5.00	\$0.00	0.00%
Stadium Hire					
Hourly rate with lights: commercial	\$215.00	\$350.00	\$350.00	\$0.00	0.00%
Hourly rate with lights: community/school	\$170.00	\$230.00	\$240.00	\$10.00	4.35%
School use between 9am - 3pm	\$820.00	\$900.00	\$950.00	\$50.00	5.56%
Single court hourly: user group squads: with lights	\$30.00	\$30.00	\$30.00	\$0.00	0.00%
Highball court up to 12 hours	\$480.00	\$480.00	\$500.00	\$20.00	4.17%
Hourly rate with lights: commercial	\$70.00	\$80.00	\$80.00	\$0.00	0.00%
Hourly rate with lights: community/school	\$60.00	\$50.00	\$55.00	\$5.00	10.00%
School use between 9am - 3pm	\$290.00	\$290.00	\$350.00	\$60.00	20.69%
Show court up to 12 hours	\$630.00	\$630.00	\$650.00	\$20.00	3.17%
Hourly rate with lights: commercial	\$85.00	\$80.00	\$80.00	\$0.00	0.00%
Hourly rate with lights: community/school	\$70.00	\$50.00	\$55.00	\$5.00	10.00%
School use between 9am - 3pm	\$300.00	\$300.00	\$350.00	\$50.00	16.67%
Seahawks/Mermaids Home Games & Finals					
Both Teams	\$680.00	\$680.00	\$680.00	\$0.00	0.00%
Single Team	\$420.00	\$420.00	\$420.00	\$0.00	0.00%
Multi-Purpose Room					
Up to 12 hours (with other hires)	\$200.00	\$200.00	\$200.00	\$0.00	0.00%
Up to 12 hours (room only)	\$350.00	\$350.00	\$400.00	\$50.00	14.29%
Per hour	\$35.00	\$35.00	\$60.00	\$25.00	71.43%
User groups up to 12 hours	\$122.00	\$122.00	\$150.00	\$28.00	22.95%
User groups per hour	\$15.00	\$15.00	\$20.00	\$5.00	33.33%
Meeting room up to 12 hours	\$61.00	\$61.00	\$65.00	\$4.00	6.56%
Per hour	\$15.00	\$15.00	\$20.00	\$5.00	33.33%
Facility Hire					
Kitchen facilities	\$170.00	\$175.00	\$175.00	\$0.00	0.00%
User group sports hire up to 12 hours	\$1,060.00	\$1,150.00	\$1,200.00	\$50.00	4.35%
3crt stadium Commercial users up to 12 hours	\$1,690.00	\$1,750.00	\$1,800.00	\$50.00	2.86%
2crt NB stadium up to 12 hours	\$891.00	\$900.00	\$950.00	\$50.00	5.56%
Gymnastics					
1 hour recreational class fee (per hour)	\$11.60	\$11.80	\$12.20	\$0.40	3.39%
2 hour classes class fee (per hour)	\$11.60	\$11.80	\$12.20	\$0.40	3.39%
3 hour class fee (per hour)	\$8.80	\$9.10	\$10.20	\$1.10	12.09%
Above 3 hour class fee (per hour)	\$8.80	\$9.10	\$10.20	\$1.10	12.09%

School gymnastics with instruction (per student)	\$6.50	\$7.00	\$7.50	\$0.50	7.14%
Small school group class fee (1hr)	\$75.00	\$80.00	\$90.00	\$10.00	12.50%
Adult Group (per person)	\$10.00	\$12.00	\$13.00	\$1.00	8.33%
Gymnastics facility hire (per hr) for external gymnastics groups	\$75.00	\$80.00	\$100.00	\$20.00	25.00%
Ed gym 1 hr class	\$10.00	\$10.50	\$11.00	\$0.50	4.76%
School Holiday Program 2 hr class	\$20.00	\$20.00	\$22.00	\$2.00	10.00%
Birthday Party Program per child	\$13.00	\$13.50	\$13.50	\$0.00	0.00%
Outside School Hours Care					
Vacation care daily rate	\$70.00	\$75.00	\$81.00	\$6.00	8.00%
After school care casual rate per session	\$28.50	\$30.00	\$30.00	\$0.00	0.00%
After school care permanent rate per session	\$23.50	\$24.00	\$25.50	\$1.50	6.25%

Kindergartens

New fees to apply from 1 January 2019

User Fees & Charges		2017	2018	2019	2020	Variance	Variance %
Fee's Per Term- 4 year old (15 hour per week)							
	Term 1 & 2	\$303.85	\$310.00	\$322.00	\$332.00	\$10.00	3.23%
		per term	per term	per term	per term		
	Term 3 & 4	\$310.00	\$322.00	\$332.00	TBC	N/A	N/A
		per term	per term	per term			
Fee's Per Term- 3 year old (3 hours per week)							
		\$200.00	\$210.00	\$215.00	\$222.00	\$7.00	3.26%
	Term 1 & 2	per term for one 3 hr session	per term for one 3 hr session	per term for one 3 hr session	per term for one 3 hr session		
		\$400 per term for 2 x 3 hr sessions					
	Term 3 & 4	\$210.00	\$215.00	\$222.00	TBC	N/A	N/A
		per term	per term	per term			

Centre Based Care

New fees to apply from 1 July 2019

User Fees & Charges		2017	2018	2019	2020	Variance	Variance %
Daily fee		\$103.30	\$105.00	\$105.00	\$107.00	\$2.00	1.90%
		Jan-June 2017	Jan-June 2018	Jan-June 2019	Jan-Jun 2020		
		\$105.00	\$105.00	\$107.00	TBC	N/A	N/A
		July-Dec 2017	July-Dec 2018	July-Dec 2019			

*Actual cost to families will depend on each families' Childcare Benefit Status (as determined via Centrelink), and will also attract a rebate on out of pocket expenses determined by the Federal Government

Family Day Care

New fees to apply from 1 July 2019

User Fees & Charges	2016/17	2017/18	2018/19	2019/20	Variance	Variance %
8am to 6pm – per hour	To be advised as previously Independent fees & charges set by Educators under National guidelines	To be advised as previously Independent fees & charges set by Educators under National guidelines	To be advised as previously Independent fees & charges set by Educators under National guidelines	To be advised as previously Independent fees & charges set by Educators under National guidelines		
After hours – per hour						
Public holidays – per hour						
Breakfast					N/A	N/A
Lunch						
Dinner						
Snacks						
Trips						
Parent Admin Levy	\$9.00*	\$9.20*	\$9.20*	\$9.40*	\$0.20	2.17%
Educator Levy	\$0.70 Per Hour	\$0.80 Per Hour	\$0.80 Per Hour	\$0.85 Per hour	\$0.05	6.25%
*per child per week, capped at 2 children						

Home Maintenance						
New fees to apply from 1 July 2019						
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %	
Lawn mowing and tip fees: low	\$18.00	\$18.00	\$20.00	\$2.00	11.11%	
Lawn mowing and tip fees: medium & couples	\$32.00	\$36.00	\$38.00	\$2.00	5.56%	
Lawn mowing and tip fees: Private (PlusGST)	\$50.00	\$50.00	\$55.00	\$5.00	10.00%	
Property modification (plus cost of materials): low	\$15.00	\$18.00	\$20.00	\$2.00	11.11%	
Property modification (plus cost of materials): medium	\$30.00	\$36.00	\$38.00	\$2.00	5.56%	
Property modification (plus cost of materials): Private (Plus GST).	\$50.00	\$50.00	\$55.00	\$5.00	10.00%	
Minimum 1 hour applies.						
Home Care						
New fees to apply from 1 July 2019						
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %	
Home care – low	\$8.63	\$8.90	\$9.00	\$0.10	1.12%	
Home care – medium	\$15.36	\$15.90	\$16.00	\$0.10	0.63%	
Home care – high	\$37.20	\$37.90	\$38.00	\$0.10	0.26%	
Personal care – low	\$7.36	\$7.60	\$7.80	\$0.20	2.63%	
Personal care – medium	\$8.90	\$9.60	\$10.00	\$0.40	4.17%	
Respite care	\$3.00	\$3.50	\$5.00	\$1.50	42.86%	
CACPS (plus GST.)	\$50.00	\$50.00	\$55.00	\$5.00	10.00%	
Post Acute Care (plus GST)	\$50.00	\$50.00	\$55.00	\$5.00	10.00%	
Plus travel costs per km - Private Clients / Fees for Service (plus GST)	\$1.13	\$1.20	\$1.25	\$0.05	4.17%	
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 <i>outside</i> 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						

Planned Activity Group					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Daily session fee – low & medium	\$7.50	\$7.60	\$8.00	\$0.40	5.26%
Daily session fee – high (GST free)	\$33.00	\$34.00	\$35.00	\$1.00	2.94%
Meal	\$8.40	\$8.40	\$9.00	\$0.60	7.14%
Soup	\$1.50	\$1.50	\$1.70	\$0.20	13.33%
Sweet	\$1.50	\$1.50	\$1.70	\$0.20	13.33%
Food Services					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Full cost meals (GST free)	\$17.50	\$17.50	\$17.90	\$0.40	2.29%
Option 1 Main meal, juice OR fruit	\$8.90	\$8.90	\$9.10	\$0.20	2.25%
Option 2 Soup, main, dessert, juice OR fruit	\$11.40	\$11.40	\$11.90	\$0.50	4.39%

Archie Graham Community Centre					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Hydro pools casual admission	\$8.80	\$9.00	\$9.00	\$0.00	0.00%
Commercial pool use	\$87.00	\$90.00	\$95.00	\$5.00	5.56%
Community pool use	\$54.00	\$60.00	\$65.00	\$5.00	8.33%
Commercial rate per hour per room	\$52.00	\$55.00	\$60.00	\$5.00	9.09%
Casual community rate per hour per room	\$32.50	\$35.00	\$35.00	\$0.00	0.00%
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	\$19.00	\$20.00	\$20.00	\$0.00	0.00%
Community Computer Centre per 1 hour session	\$5.00	\$5.00	\$5.00	\$0.00	0.00%
Health promotion programs: strength training	\$5.60	\$6.00	\$6.00	\$0.00	0.00%
Lite Moves	\$7.00	\$6.00	\$6.00	\$0.00	0.00%
Lite Pulse	\$6.50	\$5.60	\$6.00	\$0.40	7.14%
Moove & Groove	N/A	N/A	\$6.00	N/A	N/A
Bike Hire Group Program	\$3.00	\$4.00	\$4.00	\$0.00	0.00%
Annual Membership	N/A	\$300.00	\$300.00	\$0.00	0.00%

Health						
New fees to apply from 1 July 2019						
User Fees & Charges		2017/18	2018/19	2019/20	Variance	Variance %
Food						
Class 1		\$430.00	\$450.00	\$470.00	\$20.00	4.44%
Class 2	Class 2 General (where not more than 5 full-time persons are employed)	\$405.00	\$415.00	\$426.00	\$11.00	2.65%
	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)	\$27.00	\$30.00	\$31.00	\$1.00	3.33%
	Community Group (e.g. not-for-profit groups) - <i>Note 2</i>	No fee	No fee	No fee	N/A	N/A
	Canteens/sporting club kitchens - <i>Note 3</i>	\$135.00	\$140.00	\$146.00	\$6.00	4.29%
Class 3	Class 3 General	\$155.00	\$160.00	\$165.00	\$5.00	3.13%
	Community Group (e.g. not-for-profit groups) - <i>Note 2</i>	No fee	No fee	No fee	N/A	N/A
Class 4		No fee	No fee	No fee	N/A	N/A
Health						
Hairdressers, beauty salons (one off fee)		\$185.00	\$200.00	\$210.00	\$10.00	5.00%
Beauty premises & skin penetration establishments		\$135.00	\$140.00	\$150.00	\$10.00	7.14%
New Registration Fees						
New premises pre-application fee and/or pre-registration inspection fee - <i>Note 4</i>		\$75.00	\$100.00	\$200.00	\$100.00	100.00%
New registrations		Annual Fee plus 50%	Annual Fee plus 50%	\$0 (0%)	N/A	N/A
Transfer fees						
Inspection request fee prior to transfer – 5 business days		\$180.00	\$200.00	\$210.00	\$10.00	5.00%
Inspection request fee prior to transfer – 10 business days		\$135.00	\$150.00	\$150.00	0.00%	\$0.00
Transfer fee		50% of annual fee	50% of annual fee	50% of annual fee	N/A	N/A
Accommodation						
Accommodation premises		\$220.00	\$230.00	\$235.00	\$5.00	2.17%
Other fees						
Re-inspection fee and request for inspection fee		\$75.00	\$80.00	\$82.00	\$2.00	2.50%
Late payment fee		50% of the annual fee	50% of the annual fee	50% of annual fee	N/A	N/A
Septic tanks						
Septic tank applications - <i>Note 5</i>		\$540.01	\$550.00	\$560.00	\$10.00	1.82%
Septic tank alterations (changes to disposal field only) - <i>Note 5</i>		\$270.01	\$275.00	\$280.00	\$5.00	1.82%
Caravan Parks						
Caravan Parks (per site)		Set by State Government	Set by State Government	Set by State Government	N/A	N/A
Pool sampling						
Optional fee for microbiological testing of potable water, swimming pools and spas		\$113.00	\$120.00	\$125.00	\$5.00	4.17%

Pro-rata fees apply for new registrations (quarterly)
¹ Fee is charged based on risk. Charging a fee based on risk and type better represents the staff time and resources required to inspect a food premises.
² Historically fees have not been charged for community groups. This fee has been removed to more accurately show the fee's that Council charges community groups.
³ Historically this fee is what Council has charged school canteens/sporting clubs. This fee has been added to accurately show the fee's that Council charges these organisations.
⁴ Mandatory pre – application or inspection required prior to construction of food or health premises. Required for Council environmental health officers to make an assessment of the design and structural requirements to address health risks and provide best practice advice before construction. NOTE: in prior years, new business registrations paid the Annual fee + 50% (i.e. a Class 2 Business paid + \$207.50; a Class 3 paid + \$80; a Beauty premise paid + \$70; and, Accommodation paid + \$100). This 50% has now been removed, while the inspection fee has increased by \$100.
⁵ Septic tank applications involve a desktop assessment and usually three or more inspections.
This increase in septic tank application fee better represents the staff time and resources required to assess and inspect the installation of a septic tank. This new fee aligns more closely with other fees in the region.

Local Laws					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Derelict vehicle release	\$340.00	\$350.00	\$400.00	\$50.00	14.29%
Tables and chairs	\$175.00	\$180.00	\$185.00	\$5.00	2.78%
Goods on footpath	\$190.00	\$200.00	\$210.00	\$10.00	5.00%
A/Frames permit	\$135.00	\$140.00	\$150.00	\$10.00	7.14%
Itinerant trading annual permit	N/A	N/A	\$600.00	N/A	N/A
Itinerant trading 6 monthly permit	N/A	N/A	\$350.00	N/A	N/A
Itinerant trading weekend permit	N/A	N/A	\$125.00	N/A	N/A
Itinerant trading organiser permit (markets and festivals)	N/A	N/A	\$1,500.00	N/A	N/A
Impounded trolley release fee	\$95.00	\$105.00	\$110.00	\$5.00	4.76%
Permit to burn	\$85.00	\$90.00	\$100.00	\$10.00	11.11%
Horses on beach trainer permit	\$220.00	\$225.00	\$250.00	\$25.00	11.11%
Horses on beach daily access fee	\$4.50	\$6.00	\$3.50	-\$2.50	-41.67%
			Council charge		
Horses on beach swim access fee	\$1.50	\$2.50	\$2.00	-\$0.50	-20.00%
			Council charge		
Hire of cat cage	\$30.00	\$30.00	\$30.00	\$0.00	0.00%
Hire Citronella Collar per week	N/A	\$20.00	\$20.00	\$0.00	0.00%
Hire Bark inhibitor per week	N/A	\$20.00	\$20.00	\$0.00	0.00%
Hire Bark counter per week	N/A	\$20.00	\$20.00	\$0.00	0.00%
Block slashing prior to declared fire season	At Cost	\$130.00	\$150.00	\$20.00	15.38%
Skip bin permit	N/A	N/A	\$15.00	N/A	N/A

Parking Fees & Fines					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
On-Street and Off Street (per hour)					
All parking zones 1P 2P 4P	\$1.40	\$1.40	\$1.40	\$0.00	0.00%
All Day	\$3.00	\$3.00	\$3.00	\$0.00	0.00%
Disabled Parking	N/A	\$0.00	\$0.00	\$0.00	0.00%
Reserved bay permit in CBD per day	N/A	\$15.00	\$15.00	\$0.00	0.00%
Credit Surcharge on Smart Meters					
Credit Surcharge on Smart Meters	\$0.24	\$0.24	\$0.24	\$0.00	0.00%
Parking Permits					
Disabled and Returned Service:					
Replacement	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
New	\$14.00	\$0.00	\$0.00	\$0.00	0.00%
Resident Parking permit - each permit / per annum	N/A	\$15.00	\$15.00	\$0.00	0.00%
Car parking Fines					
Car parking fines set by Council	\$70.00	\$70.00	\$80.00	\$10.00	14.29%

Animal Registrations						
New fees to apply from 1 April 2020						
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %	
Unsterilised dog	\$166.00	\$210.00	\$210.00	\$0.00	0.00%	
Sterilised dog	\$54.00	\$70.00	\$70.00	\$0.00	0.00%	
Unsterilised dog (pensioner)	\$83.00	\$105.00	\$105.00	\$0.00	0.00%	
Sterilised dog (pensioner)	\$27.00	\$35.00	\$35.00	\$0.00	0.00%	
Dog over 10 years old	\$54.00	\$70.00	\$70.00	\$0.00	0.00%	
Dog over 10 years old (pensioner)	\$27.00	\$35.00	\$35.00	\$0.00	0.00%	
Dog kept for working with Livestock (rural)	\$54.00	\$70.00	\$70.00	\$0.00	0.00%	
Dog kept for working with Livestock (rural) (pensioner)	\$27.00	\$35.00	\$35.00	\$0.00	0.00%	
Dog registration at pound release	\$25.00	\$35.00	\$35.00	\$0.00	0.00%	
Declared Dangerous or Restricted Breed	\$225.00	\$250.00	\$300.00	\$50.00	20.00%	
Unsterilised cat	\$130.00	\$177.00	\$210.00	\$33.00	18.64%	
Sterilised cat	\$43.00	\$59.00	\$70.00	\$11.00	18.64%	
Cat registration at pound release	\$15.00	\$29.00	\$35.00	\$6.00	20.69%	
Unsterilised cat (pensioner)	\$65.00	\$88.00	\$105.00	\$17.00	19.32%	
Sterilised cat (pensioner)	\$21.00	\$29.00	\$35.00	\$6.00	20.69%	
Permit to house a third dog / cat	NA	\$25.00	\$100.00	\$75.00	300.00%	
Replacement registration tag	\$20.00	\$20.00	\$20.00	\$0.00	0.00%	
Grazing permit	\$180.00	\$185.00	\$190.00	\$5.00	2.70%	
Registered animal businesses	\$170.00	\$175.00	\$200.00	\$25.00	14.29%	
Impounded animal release fee:						
	Cat	\$100.00	\$105.00	\$155.00	\$50.00	47.62%
	Dog	\$145.00	\$150.00	\$155.00	\$5.00	3.33%
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.						

Warrnambool Livestock Exchange						
New fees to apply from 1 July 2019						
User Fees & Charges		2017/18	2018/19	2019/20	Variance	Variance %
Bobby Calves		\$4.20	\$4.30	\$4.30	\$0.00	0.00%
Calves		\$8.70	\$8.90	\$9.00	\$0.10	1.12%
Bulls		\$19.00	\$19.50	\$20.00	\$0.50	2.56%
Cattle		\$13.20	\$13.50	\$13.80	\$0.30	2.22%
Sheep		\$0.70	\$0.75	\$0.75	\$0.00	0.00%
Store - cattle		\$11.70	\$12.00	\$12.50	\$0.50	4.17%
Dairy - cattle		\$14.50	\$14.85	\$15.00	\$0.15	1.01%
Hire of dairy ring per head						
	<100 head	\$12.10	\$12.40	\$13.00	\$0.60	4.84%
	>100 head	\$1,210.00	\$1,210.00	\$1,300.00	\$90.00	7.44%
	>200 head	\$1,580.00	\$1,620.00	\$1,700.00	\$80.00	4.94%
	>300 head	\$1,935.00	\$1,985.00	\$2,100.00	\$115.00	5.79%
	>400 head	\$2,300.00	\$2,360.00	\$2,500.00	\$140.00	5.93%
	>500 head	\$2,680.00	\$2,750.00	\$3,000.00	\$250.00	9.09%
Agents fees		\$113,540.00	\$113,540.00	\$110,000.00	-\$3,540.00	-3.12%
Office rental (per office)		\$2,780.00	\$2,780.00	\$2,780.00	\$0.00	0.00%
Truck Wash						
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday		\$0.96	\$1.00	\$1.10	\$0.04	4.00%
Truck wash fees (per minute) all other times		\$1.45	\$1.49	\$1.55	\$0.04	2.68%
Weigh fees	1 Head	\$2.60	\$2.70	\$2.90	\$0.10	3.70%
	2 Head	\$2.25	\$2.30	\$2.40	\$0.05	2.17%
	3 Head	\$1.90	\$1.95	\$2.10	\$0.05	2.56%
	4 Head	\$1.60	\$1.65	\$1.80	\$0.05	3.03%
	5 Head	\$1.25	\$1.30	\$1.40	\$0.05	3.85%
	6 Head or more	\$0.95	\$1.00	\$1.10	\$0.05	5.00%
Scanner fee hire per day		\$110.00	\$115.00	\$120.00	\$5.00	4.35%
Scanner transfer fee per head		\$2.00	\$2.10	\$2.50	\$0.10	4.76%
Cattle not sold at store sale: scanning fee per head		\$2.50	\$2.55	\$3.00	\$0.05	1.96%
Private weighs		\$6.50	\$6.65	\$6.80	\$0.15	2.26%

Flagstaff Hill Maritime Village					
New fees apply from 1 April 2019 – 31 March 2020 in accordance with Tourism Industry Standards					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Admission Fees					
Adults	\$18.00	\$18.00	\$19.00	\$1.00	5.56%
Concession	\$14.50	\$14.50	\$15.00	\$0.50	3.45%
Child	\$8.50	\$8.50	\$9.00	\$0.50	5.88%
Family	\$48.00	\$48.00	\$49.50	\$1.50	3.13%
Member School Education visits	\$4.00	\$4.00	\$4.50	\$0.50	12.50%
Additional Education Sessions	\$4.00	\$4.00	\$4.00	\$0.00	0.00%
“Shipwrecked” Sound & Light Show Admissions					
Adults	\$30.00	\$30.00	\$31.00	\$1.00	3.33%
Concession	\$27.00	\$27.00	\$28.00	\$1.00	3.70%
Child	\$15.95	\$15.95	\$16.95	\$1.00	6.27%
Family (2A + 2C)	\$77.00	\$77.00	\$79.00	\$2.00	2.60%
Additional Child	\$12.00	\$12.00	\$12.00	\$0.00	0.00%
Flagstaff Hill Memberships					
Individual	\$40.00	\$40.00	\$42.00	\$2.00	5.00%
Grandparents (2A + Children)	\$60.00	\$60.00	\$65.00	\$5.00	8.33%
Family (2A + Children)	\$80.00	\$80.00	\$85.00	\$5.00	6.25%
Full Family (2G + 2A + Children)	\$0.00	\$100.00	\$110.00	\$10.00	10.00%
Family Holiday Membership (2 Weeks)	\$60.00	\$48.00	\$50.00	\$2.00	4.17%
School Memberships					
Enrolment of 0-50 students	\$55.00	\$55.00	\$60.00	\$5.00	9.09%
Enrolment of 51-100 students	\$70.00	\$70.00	\$75.00	\$5.00	7.14%
Enrolment of 101-250 students	\$90.00	\$90.00	\$95.00	\$5.00	5.56%
Enrolment of 251-500 students	\$125.00	\$125.00	\$130.00	\$5.00	4.00%
Enrolment of 500 students or more	\$150.00	\$150.00	\$155.00	\$5.00	3.33%
Lighthouse Lodge					
Room Rate – Normal	\$155.00	\$165.00	\$165.00	\$0.00	0.00%
Room Rate – Peak	\$175.00	\$185.00	\$190.00	\$5.00	2.70%
Exclusive Use Rate – Normal	\$375.00	\$390.00	\$390.00	\$0.00	0.00%
Exclusive Use Rate - Peak	\$425.00	\$440.00	\$440.00	\$0.00	0.00%
Weddings, Functions & Miscellaneous					
Flagstaff – Ceremony Only	\$400.00	\$450.00	\$750.00	\$300.00	66.67%
Flagstaff – Marquee	\$1,750.00	\$2,500.00	\$2,500.00	\$0.00	0.00%
Mission to Seaman’s Church	\$500.00	\$400.00	\$500.00	\$100.00	25.00%

The Wharf in front of the Steam Packet Inn	\$400.00	\$400.00	\$550.00	\$150.00	37.50%
The Village Green	\$300.00	\$400.00	\$550.00	\$150.00	37.50%
The Sailmaker's Loft	\$400.00	\$750.00	\$800.00	\$50.00	6.67%
Wharf Theatre	\$750.00	\$850.00	\$950.00	\$100.00	11.76%
Hire of the Steam Packet Inn (Hourly Rate)	\$75.00	\$100.00	\$150.00	\$50.00	50.00%
Wedding Photo's in the Village (Hourly Rate)	\$75.00	\$100.00	\$150.00	\$50.00	50.00%
Visitor Services					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Access to Visitor Information Centre					
Displays in Visitor Centre	\$100 p/w	\$100 p/w	\$100 p/w	\$0.00	0.00%
Display of brochures and access to visitor	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	N/A	N/A
City Highlights 1 Hour Tour	\$85.00	\$50.00	\$50.00	\$0.00	0.00%

Holiday Parks						
New fees to apply from 1 July 2019						
User Fees & Charges		2017/18	2018/19	2019/20	Variance	Variance %
Surfside Holiday Park						
Sites Powered : Peak Season	Daily powered	\$60.00	\$60.00	\$60.00	\$0.00	0.00%
	Night two person	\$60.00	\$60.00	\$60.00	\$0.00	0.00%
	Night single	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
Sites Powered: High Season	Daily powered	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
	Night two person	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
	Night single	\$32.00	\$32.00	\$32.00	\$0.00	0.00%
Sites Powered: Low Season	Daily powered	\$45.00	\$45.00	\$45.00	\$0.00	0.00%
	Night two person	\$35.00	\$35.00	\$35.00	\$0.00	0.00%
	Night single	\$30.00	\$30.00	\$30.00	\$0.00	0.00%
Shipwreck Holiday Park						
Sites Unpowered : Peak Season	Daily family unpowered	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
	Night two person	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
	Night single	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
Sites Unpowered: High Season	Daily family	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
	Night two person	\$34.00	\$34.00	\$34.00	\$0.00	0.00%
	Night single	\$29.00	\$29.00	\$29.00	\$0.00	0.00%
Sites Unpowered: Low Season	Night family	\$35.00	\$35.00	\$35.00	\$0.00	0.00%
	Night two person	\$31.00	\$31.00	\$31.00	\$0.00	0.00%
	Night single	\$25.00	\$25.00	\$25.00	\$0.00	0.00%
Surfside Cabins						
Beach Chalet: Peak Season	Daily	\$250.00	\$250.00	\$250.00	\$0.00	0.00%
	Weekly	\$1,750.00	\$1,750.00	\$1,750.00	\$0.00	0.00%
Beach Chalet: High Season	Daily	\$200.00	\$200.00	\$200.00	\$0.00	0.00%
	Weekly	\$1,400.00	\$1,400.00	\$1,400.00	\$0.00	0.00%
Beach Chalet: Low Season	Daily	\$175.00	\$175.00	\$175.00	\$0.00	0.00%
	Weekly	\$1,225.00	\$1,225.00	\$1,225.00	\$0.00	0.00%
Cedar Cabins: Peak Season	Daily	\$185.00	\$185.00	\$185.00	\$0.00	0.00%
	Weekly	\$1,295.00	\$1,295.00	\$1,295.00	\$0.00	0.00%
Cedar Cabins: High Season	Daily	\$150.00	\$150.00	\$150.00	\$0.00	0.00%
	Weekly	\$1,050.00	\$1,050.00	\$1,050.00	\$0.00	0.00%
Cedar Cabins: Low Season	Daily	\$130.00	\$130.00	\$130.00	\$0.00	0.00%
	Weekly	\$910.00	\$910.00	\$910.00	\$0.00	0.00%
Mariner cottages: Peak Season	Daily	\$175.00	\$175.00	\$175.00	\$0.00	0.00%
	Weekly	\$1,225.00	\$1,225.00	\$1,225.00	\$0.00	0.00%
Mariner cottages: High Season	Daily	\$140.00	\$140.00	\$140.00	\$0.00	0.00%
	Weekly	\$980.00	\$980.00	\$980.00	\$0.00	0.00%
Mariner cottages: Low Season	Daily	\$120.00	\$120.00	\$120.00	\$0.00	0.00%
	Weekly	\$840.00	\$840.00	\$840.00	\$0.00	0.00%

City Strategy & Development						
New fees to apply from 1 July 2019						
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.						
Planning Permit Applications under Section 47 of the Planning & Environment Act 1987 (Regulation 9)						
Class	Type of Permit Application	2017/18	2018/19	2019/20	Variance	Variance %
Use						
1	Use Only	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
Single Dwelling						
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application if the estimated cost of development is:						
2	\$10,000 or Less	\$188.20	\$191.95	TBC	\$3.75	1.99%
3	More than \$10,000 but not more than \$100,000	\$592.50	\$604.35	TBC	\$11.85	2.00%
4	More than \$100,000 but not more than \$500,000	\$1,212.80	\$1,237.15	TBC	\$24.35	2.01%
5	More than \$500,000 but not more than \$1,000,000	\$1,310.40	\$1,336.70	TBC	\$26.30	2.01%
6	More than \$1,000,000 but not more than \$2,000,000	\$1,407.90	\$1,436.20	TBC	\$28.30	2.01%
Vicsmart Applications						
Vicsmart Applications if the:						
7	Estimated cost of development is \$10,000 or less	\$188.20	\$191.95	TBC	\$3.75	1.99%
8	Estimated cost of development is more than \$10,000	\$404.30	\$412.40	TBC	\$8.10	2.00%
9	Application to subdivide or consolidate land	\$188.20	\$191.95	TBC	\$3.75	1.99%
Other Developments						
To develop land if the estimated cost of development is:						
10	\$100,000 of less	\$1,080.40	\$1,102.05	TBC	\$21.65	2.00%
11	More than \$100,000 and not more than \$1,000,000	\$1,456.70	\$1,486.00	TBC	\$29.30	2.01%
12	More than \$1,000,000 and not more than \$5,000,000	\$3,213.20	\$3,277.70	TBC	\$64.50	2.01%
13	More than \$5,000,000 and not more than \$15,000,000	\$8,189.80	\$8,354.25	TBC	\$164.45	2.01%
14	More than \$15,000,000 and not more than \$50,000,000	\$24,151.10	\$24,636.15	TBC	\$485.05	2.01%
15	More than \$50,000,000	\$54,282.40	\$55,372.70	TBC	\$1,090.30	2.01%
Subdivision						
16	To subdivide an existing building	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
17	To subdivide land into 2 lots	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
18	To effect a realignment of a common boundary between lots or consolidate 2 or more lots	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
19	Subdivide Land	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%

		(per application plus per 100 lots created)	(per application plus per 100 lots created)			
20	To:	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
	a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or					
	b) create or remove a right of way; or					
	c) create, vary or remove an easement other than a right of way; or					
	d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.					
Other						
21	A permit not otherwise provided for in the regulation	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
City Strategy & Development (Cont.)						
Applications to Amend Permits under Section 72 of the Planning & Environment Act 1987 (Regulation 11)						
Class	Type of Permit Application	2017/18	2018/19	2019/20	Variance	Variance %
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
2	Amendment to a permit to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
3	Amendment to a class 2 permit	\$188.20	\$191.95	TBC	\$3.75	1.99%
4	Amendment to a class 3 permit	\$592.50	\$604.35	TBC	\$11.85	2.00%
5	Amendment to a class 4 permit	\$1,212.80	\$1,237.15	TBC	\$24.35	2.01%
6	Amendment to a class 5 or class 6 permit	\$1,310.40	\$1,336.70	TBC	\$26.30	2.01%
7	Amendment to a class 7 permit	\$188.20	\$191.95	TBC	\$3.75	1.99%
8	Amendment to a class 8 permit	\$404.30	\$412.40	TBC	\$8.10	2.00%
9	Amendment to a class 9 permit	\$188.20	\$191.95	TBC	\$3.75	1.99%
10	Amendment to a class 10 permit	\$1,080.40	\$1,102.05	TBC	\$21.65	2.00%
11	Amendment to a class 11 permit	\$1,456.70	\$1,486.00	TBC	\$29.30	2.01%
12	Amendment to a class 12, 13, 14 or 15 permit	\$3,213.20	\$3,277.70	TBC	\$64.50	2.01%
13	Amendment to a class 16 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
14	Amendment to a class 17 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
15	Amendment to a class 18 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
16	Amendment to a class 19 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
17	Amendment to a class 20 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
18	Amendment to a class 21 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
Subdivision (Fees) Regulations 2016						
Regulation	Purpose	2017/18	2018/19	2019/20	Variance	Variance %

6	For certification of a plan of subdivision	\$164.50	\$167.80	TBC	\$3.30	2.01%	
7	Alteration to a plan under section 10(2) of the Act	\$104.60	\$106.65	TBC	\$2.05	1.96%	
8	Amendment of certified plan under section 11(1) of the Act	\$132.40	\$135.10	TBC	\$2.70	2.04%	
9	Checking of engineering plans	0.75%	0.75%	TBC	\$0.00	0.00%	
		of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)	of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)				
10	Engineering plan prepared by council	3.50%	3.50%	TBC	\$0.00	0.00%	
		of the cost of works proposed in the engineering plan (maximum fee)	of the cost of works proposed in the engineering plan (maximum fee)				
11	Supervision of works	2.50%	2.50%	TBC	\$0.00	0.00%	
		of the estimated cost of construction of the works (maximum fee)	of the estimated cost of construction of the works (maximum fee)				
Fees to Amend Applications after Notice has been given (Regulation 12)							
Type of Permit Application	Fee						
Amend an application for a permit or an application to amend a permit	a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9						
	b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below						
	c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit						
City Strategy & Development (Cont.)							
Stage	Stage of Amendment	Paid to	2017/18	2018/19	2019/20	Variance	Variance %

1	For:	The Planning Authority	\$2,871.60	\$2,929.30	TBC	\$57.70	2.01%
	a) Considering a request to amend a planning scheme; and						
	b) Taking action required by division 1 of part 3 of the act; and						
	c) Considering any submissions which do not seek a change to the amendment; and						
	d) If applicable, abandoning the amendment						
2	For:	The Planning Authority					
	a) Considering:						
	(i) Up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or		\$14,232.70	\$14,518.60	TBC	\$285.90	2.01%
	(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or		\$28,437.60	\$29,008.80	TBC	\$571.20	2.01%
	(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and		\$38,014.40	\$38,777.95	TBC	\$763.55	2.01%
	b) Providing assistance to a panel in accordance with section 158 of the Act; and						
	c) Making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and						
	d) Considering the panel's report in accordance with section 27 of the Act; and						
	e) After considering submissions and the panel's report, abandoning the amendment.						
	3		For:	The Planning Authority	\$453.10	\$462.15	TBC
a) Adopting the amendment or part of the amendment in accordance with section 29 of the Act; and		if the Minister is not the planning authority or nil fee if the Minister is the planning authority	if the Minister is not the planning authority or nil fee if the Minister is the planning authority				
b) Submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and							
c) Giving the notice of the approval of the amendment required by section 36(2) of							

	the Act.						
4	For:	The Minister	\$453.10	\$462.15	TBC	\$9.05	2.00%
	a) Consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and		if the Minister is not the planning authority or nil fee if the Minister is the planning authority	if the Minister is not the planning authority or nil fee if the Minister is the planning authority			
	b) Giving notice of approval of the amendment in accordance with section 36(1) of the Act.						
Other Matters Regulations 15, 16 & 18							
User Fees & Charges			2017/18	2018/19	2019/20	Variance	Variance %
The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of the Responsible Authority			\$306.70	\$312.85	TBC	\$6.15	2.01%
Fee for application for agreement to a proposal to amend or end an agreement under section 173 of the Act			\$620.30	\$632.80	TBC	\$12.50	2.02%
Certificates of Compliance			\$306.70	\$312.85	TBC	\$6.15	2.01%
City Strategy & Development (Cont.)							
New fees to apply from 1 July 2018							
Planning Scheme Amendment Fees							
Set in Accordance with Planning and Environment (Fees) Regulations 2000							
Non-statutory Planning Fees							
User Fees & Charges			2017/18	2018/19	2019/20	Variance	Variance %
Planning							
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit			\$197.75	\$201.30	TBC	\$3.55	1.80%
Extension of time for Planning Permits:							
	First extension		\$102.15	\$104.00	TBC	\$1.85	1.81%
	Second extension		\$283.35	\$288.50	TBC	\$5.15	1.82%
	Additional extensions		\$384.40	\$391.30	TBC	\$6.90	1.80%
Approval of Development Plans to the satisfaction of the Responsible Authority			\$667.70	\$679.70	TBC	\$12.00	1.80%
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority			\$667.70	\$679.70	TBC	\$12.00	1.80%
Approval of 173 Agreements (plus cost of legal advice if required)			\$164.75	\$167.70	TBC	\$2.95	1.79%
Review of compliance of Section 173 Agreements (plus cost of legal advice if required)			\$164.75	\$167.70	TBC	\$2.95	1.79%
Liquor License requests			\$153.70	\$156.50	TBC	\$2.80	1.82%
Notification of Planning Applications or Planning Scheme Amendments:							

	Up to 10 letters/notices		\$109.80	\$111.80	TBC	\$2.00	1.82%
	Additional letters/notices		\$5.30	\$5.40	TBC	\$0.10	1.89%
Property Inquiry relating to planning history			\$76.90	\$78.30	TBC	\$1.40	1.82%
Mapping Products (Commercial Use)							
Option of a) aerial photography or b) customised colour map using standard map layers (no photography). Scale to be determined by customer. Can be provided as hardcopy or PDF.							
Size		2017/18	2018/19	2019/20	Variance	Variance %	
A0		\$140.85	\$143.40	TBC	\$2.55	1.81%	
A1		\$111.65	\$113.70	TBC	\$2.05	1.84%	
A2		\$83.50	\$85.00	TBC	\$1.50	1.80%	
A3		\$57.40	\$58.40	TBC	\$1.00	1.74%	
A4		\$55.30	\$56.30	TBC	\$1.00	1.81%	
Note: When provided as a PDF, the size represents the size the map will be in the PDF and still be printed at a reasonable resolution.							
Mapping Products (Commercial Use)							
Aerial photography with additional data overlay (contours, land parcels, house numbers etc.). Scale to be determined by customer. Can be provided as hardcopy or PDF. NB 4% increase onto unit cost from 2009/10.							
Size		2017/18	2018/19	2019/20	Variance	Variance %	
A0		\$219.60	\$223.60	TBC	\$4.00	1.82%	
A1		\$170.10	\$173.20	TBC	\$3.10	1.82%	
A2		\$128.35	\$130.70	TBC	\$2.35	1.83%	
A3		\$83.50	\$85.00	TBC	\$1.50	1.80%	
A4		\$41.75	\$42.50	TBC	\$0.75	1.80%	
Note: Prices are for basic maps using existing data. If additional analysis or new datasets are required, these will incur additional fees.							

Building Services							
* Charges are subject to GST. All application fees are subject to change							
Class	Description	Value of Work	2017/18	2018/19	2019/20	Variance	Variance %
1B & 2-9	Residential and commercial works other than Class 1A	Value >\$23,500	4 (Value ÷2000 +√Value)	4 (Value ÷1300 +√Value)	4 (Value ÷1300 +√Value)	N/A	N/A
			Minimum Fee:	Minimum Fee:	Minimum Fee:		
			\$739.00	\$923.00	\$923.00		
1A	All dwellings – single detached houses or attached multi-units development.	Up to \$150,000	\$1,482.00	\$1,853.00	\$1,853.00	N/A	N/A
		\$150,001-\$200,000	\$2,069.00	\$2,586.00	\$2,586.00		
		\$200,001-\$250,000	\$2,655.00	\$3,319.00	\$3,319.00		
		\$250,001-\$300,000	\$3,242.00	\$4,053.00	\$4,053.00		
		>\$300,000	Value÷92	Value÷74	Value÷74		
			Large projects negotiable	Large projects negotiable	Large projects negotiable		
1A	Dwellings – extensions/alterations (including demolitions)	Up to \$10,000	\$543.00	\$679.00	\$679.00	N/A	N/A
		\$10,001-\$20,000	\$694.00	\$868.00	\$868.00		
		\$20,001-\$50,000	\$922.00	\$1,153.00	\$1,153.00		
		\$50,001-\$100,000	\$1,322.00	\$1,653.00	\$1,653.00		
		\$100,001-\$150,000	\$1,722.00	\$2,153.00	\$2,153.00		
		>\$150,000	Value÷87	Value÷69	Value÷69		
1A	Dwellings – internal alterations/minor works	Up to \$10,000	\$405.00	\$506.00	\$506.00	N/A	N/A
		\$10,001-\$20,000	\$543.00	\$679.00	\$679.00		
		\$20,001-\$50,000	\$719.00	\$899.00	\$899.00		
		\$50,001-\$100,000	\$1,013.00	\$1,266.00	\$1,266.00		
		>\$100,000	Value÷98	Value÷78	Value÷78		
10A/10B	Minor works – garages, carports, pools, fences etc.	Up to \$10,000	\$405.00	\$506.00	\$506.00	N/A	N/A
		\$10,001-\$20,000	\$543.00	\$679.00	\$679.00		
		\$20,001-\$50,000	\$719.00	\$899.00	\$899.00		
		\$50,001-\$100,000	\$1,013.00	\$1,266.00	\$1,266.00		
		>\$100,000	Value÷98	Value÷78	Value÷78		
10B	Pool fence (without pool)	N/A	\$165.00	\$206.00	\$206.00	N/A	N/A
Sundry	Any additional inspection	Domestic	\$187.00	\$190.40	\$194.20	\$3.80	2.00%
		Commercial	\$253.00	\$257.60	\$262.70	\$5.10	1.98%

Please refer below for details of additional charges and conditions relevant to all Building Applications.					
NOTE: THE FOLLOWING COSTS APPLY IN ADDITION TO THE BASIC FEE SCALE:					
1. A State Government levy of \$1.28 per \$1,000.00 construction value must be paid before the permit can be issued. This applies to all building works exceeding a construction value of \$10,000 (GST exempt) - SET BY STATE GOVERNMENT					
2. A lodgement fee of \$38.30 must be paid before the permit can be issued for all works with a project cost >\$5,000 (GST exempt). – SET BY STATE GOVERNMENT					
3. The fee schedule is based on structural design certification being provided where applicable in accordance with BCC Practice Note 3.					
4. Checking of specialist system designs (structural, mechanical, electrical and hydraulic) where necessary and/or where an appropriate design compliance certificate is not provided is charged on a cost recovery basis.					
5. Statutory fees incurred relating to property requisitions, lodgement of permit documents, etc. are charged on a cost recovery basis.					
Additional Fees					
* Charges are subject to GST.					
Description	2017/18	2018/19	2019/20	Variance	Variance %
Amendment and/or extension of building permits	\$186.70	\$190.10	\$193.90	\$3.80	2.00%
Amendment of approved plans					
Building Notice	\$658.95	\$670.80	\$684.20	\$13.40	2.00%
Building Order	\$439.30	\$447.20	\$456.10	\$8.90	1.99%
Temporary Structure Siting Approval	\$439.30	\$447.20	\$456.10	\$8.90	1.99%
Places of public entertainment occupancy permit	\$549.15	\$559.00	\$570.20	\$11.20	2.00%
Swimming Pool Safety Fence Inspections	\$164.75	\$167.70	\$171.00	\$3.30	1.97%
Initial Swimming Pool Safety Audit Inspection	\$52.15	\$53.10	\$54.20	\$1.10	2.07%
Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$15.90	\$16.20	\$16.50	\$0.30	1.85%
Provide copy of Building Permit including plans – Domestic (with owners consent)	\$31.80	\$32.40	\$33.00	\$0.60	1.85%
Provide copy of Building Permit including plans – Commercial (with owners consent)	\$63.65	\$64.80	\$66.10	\$1.30	2.01%
Property inquiry relating to Building History	\$76.90	\$78.30	\$79.90	\$1.60	2.04%
Essential Safety Measure Assessment	\$604.00 (min)	\$614.90 (min)	\$627.20	\$12.30	2.04%

Statutory Fees					
*Set in Accordance with Building Regulations 2006 and are subject to change.					
Description	2017/18	2018/19	2019/20	Variance	Variance %
Regulation 327(1) or 327(2) or 327(3) or 327(4) advice	\$52.20 each	\$52.20 each	TBC	\$0.00	0.00%
(property information) (GST not applicable)					
Dispensation for siting of single dwellings	\$262.00 each	\$262.00 each	TBC	\$0.00	0.00%
Application for demolition consents (Section 29A) (GST not applicable)	\$65.40	\$65.40	TBC	\$0.00	0.00%
Subdivision statements for buildings - Regulation 503(2)	\$210.00	\$210.00	TBC	\$0.00	0.00%



WARRNAMBOOL
CITY COUNCIL

DRAFT

Warrnambool City Council

Budget

2019-2020

(With rate cap variation)



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Introduction

Warrnambool City Council is pleased to release the draft Budget 2019-2020 to the Community for public comment and submissions.

The Local Government Act requires that Council prepare a Budget for each financial year and to undertake a formal process of preparing, advertising and calling for submissions before a finalised Budget is formally adopted by Council by June 30 each year

The draft Budget is aligned to the vision in the Council Plan 2017-2021 and to the objectives in the long-term community plan, Warrnambool 2040. The Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community.

We recommend that the Budget be read in conjunction with the Council Plan and we encourage you to provide feedback to Council on the draft Budget.

The vision for the four-year life of the Council Plan is for Warrnambool to be a *Cosmopolitan City by the Sea*. To support the vision Council developed the following five key objectives:

1. Sustain, enhance and protect the natural environment
2. Foster a healthy, welcoming city that is socially and culturally rich
3. Maintain and improve the physical places and visual appeal of the city
4. Develop a smarter economy with diverse and sustainable employment
5. Practice good governance through openness and accountability while balancing aspirations with sound financial management

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

The four visions are:

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.

The draft budget details the resources required over the next financial year to fund the large range of services we provide to our community of 35,000 residents and which are also used by many people in surrounding municipalities. These services range from those which are about directly caring for people through facilities and programs including kindergartens, childcare centres, the library and home support services, to services which maintain or enhance our environment and surroundings including waste collection and our roads and footpath management schedules.

The budget also includes details of proposed capital expenditure including allocations to improve and renew our City's physical infrastructure, buildings and operational assets as well as funding proposals for a range of operating projects.

Council understands that the services it delivers to the community are valued. We also recognise that the community wants us to deliver services in a financially responsible manner and for Council to use its resources efficiently. Council will continue to focus on identifying sustainable cost savings while still delivering the services the community expects and is reliant upon.

Over 2019-2020, the Council will maintain the Small Infrastructure Fund. This dedicated fund has assisted with the delivery of a number of important projects over the years including the petanque piste at Lake Pertobe and the path linking Dennington's residential and retail precincts.

The draft budget proposes a rate increase of 4.5 per cent. This assumes the Essential Services Commission grants Council permission to increase rates by 2 per cent above the rate cap which has been set at 2.5 per cent under the Victorian Government's Fair Go Rates System.

The additional 2 per cent rates and charges revenue will be directed towards the renewal of existing assets.

Council will continue to advocate for support from other levels of government to improve the Princes Highway between Colac and the South Australian border and to assist with a comprehensive solution to waste management and the processing of recyclable materials. Council will examine ways in which we can better manage our waste streams, in particular plastics and glass.

Council has proposed a substantial capital works program with an emphasis on asset renewal. We have allocated funding of \$19.4 million for asset renewals, upgrades and expansions.

Capital works highlights:

Road renewals	\$4.1 million
Lake Pertobe Master Plan implementation (Stage I)	\$2.9 million
Saleyards roof	\$540,000
Reid Oval	\$10.0 million
Smart (low energy) street lighting	\$1.4 million
Small Infrastructure Fund	\$330,000
Art Gallery climate control	\$600,000
Beach access (Point Ritchie-Moyjil)	\$190,000

To address the challenges around waste processing, in particular recyclable materials, the waste management charge will increase by 9.41% to \$389.98 per property.

The proposed budget has been informed by a number of community consultations undertaken by Council over the past year including the community engagement process which informed Council's submission to the Essential Services Commission for a rate cap variation.

This budget sees the average residential rate bill increase to \$2,029 from \$1926 in 2018-19.

This Budget projects an underlying surplus of \$1.2 million for 2019/20 after adjusting for capital grants and contributions.

Key figures

Total revenue:	\$79.6 million	(2018-19 forecast = \$83.3 million)
Total Expenditure:	\$73.0 million	(2018-19 forecast = \$76.0 million)
Accounting Surplus/(Deficit):	\$6.6 million	(2018-19 forecast = \$7.3 million)

(Refer Income Statement in Section 3.1)

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

Underlying operating result: Surplus of \$1.2 million (2018-19 forecast = Deficit of \$491,000)

The operating result is impacted by the additional income from the proposed rate cap variation. The additional income will be used to address a shortfall in asset renewal funding.

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

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

Total Capital Works Program of \$19.4 million (2018-19 forecast = \$24.6 million)

\$12.1 million from Council operations and reserves

\$4.4 million from borrowings

\$2.4 million from external grants

\$0.5 million from contributions

(Refer Statement of Statement of Capital Works in Section 3.5)

Budget influences

The preparation of the budget is influenced by a range of external factors including ongoing cost shifting.

This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.

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

A long-term example of cost shifting has occurred with the provision of library services.

Libraries remain an extremely important service provided to the community and are used by a broad range of age groups and by some of the most vulnerable in our community.

State funding for library operations 40 years ago was 20% Council contribution and 80% State Government contribution. The burden of contributions has been switched with Council now providing about 80% of funding for the library.

The effect of this sort of cost shift is amplified with the growth of services. The State Government is contributed over \$16 million to a new joint library with TAFE to meet current and future community needs. The increased service cost is estimated to be in the order of an additional \$500,000 per annum which is not covered by the State.

In order to maintain the same breadth and level of services Council needs to develop a mix of strategies to respond to increasing cost pressures. These measures include the reduction of costs, the development of

innovation to deliver existing services, the introduction of new technologies to streamline service provision, seek new income streams and seek to alter the rate cap to provide additional income.

Warrnambool Council was not provided with an opportunity around an expanded rate base at the time of Council amalgamations. Warrnambool remains a structural aberration amongst other regional cities which were all created in 1994 with both an urban area and substantial rural area. The economies of scale that this provided other regional cities has ensured a greater ability to share the rate burden and achieve a distribution of cost across a broad base of rate payers for regional services provision.

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

Cr Tony Herbert

Mayor

Peter Schneider

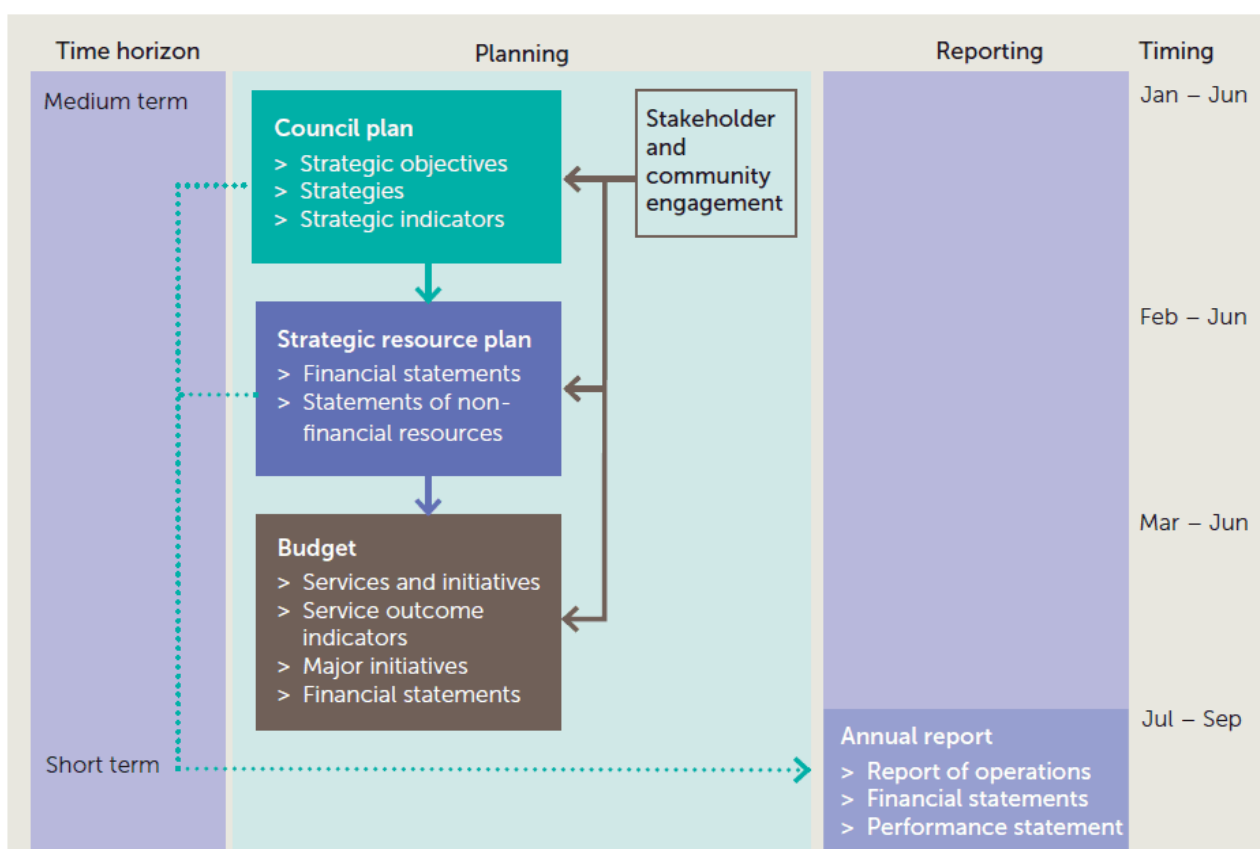
Chief Executive Officer

Link to the Council Plan

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

Legislative Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

The Council Plan is prepared with reference to the long-term community plan, Warrnambool 2040.

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

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, council engages with the community to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Our purpose

Our Vision is for Warrnambool to be a Cosmopolitan City by the Sea

Organisational 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.

Strategic objectives

The Council Plan contains the five key objectives that will enable Council to meet legislative obligations, community expectations and to deliver on the vision of Council for Warrnambool to be a cosmopolitan city by the sea.

Strategic Objective 1

Sustain, enhance and protect the natural environment.

Council will work to protect our coast and waterways, preparing for climate change, minimising waste and encouraging environmentally sustainable business

Strategic objective 2

Foster a healthy, welcoming city that is culturally and socially rich.

Council will encourage people to be healthy and well, to engage in learning, to be involved in cultural activities, to be connected and participating in the community, to be resilient in emergencies and maintaining a city that is a healthy and safe place to live and study.

Strategic objective 3

Maintain and improve the physical places and visual appeal of the city.

Council will create more physical connections throughout the city, building more fit-for-purpose infrastructure, creating greater amenity and ease of movement and being proud of what we have within our municipality.

Strategic objective 4

Develop a smarter economy with diverse and sustainable employment

Council will foster population growth, a sustainable local economy, a more beneficial visitor economy and more modern infrastructure.

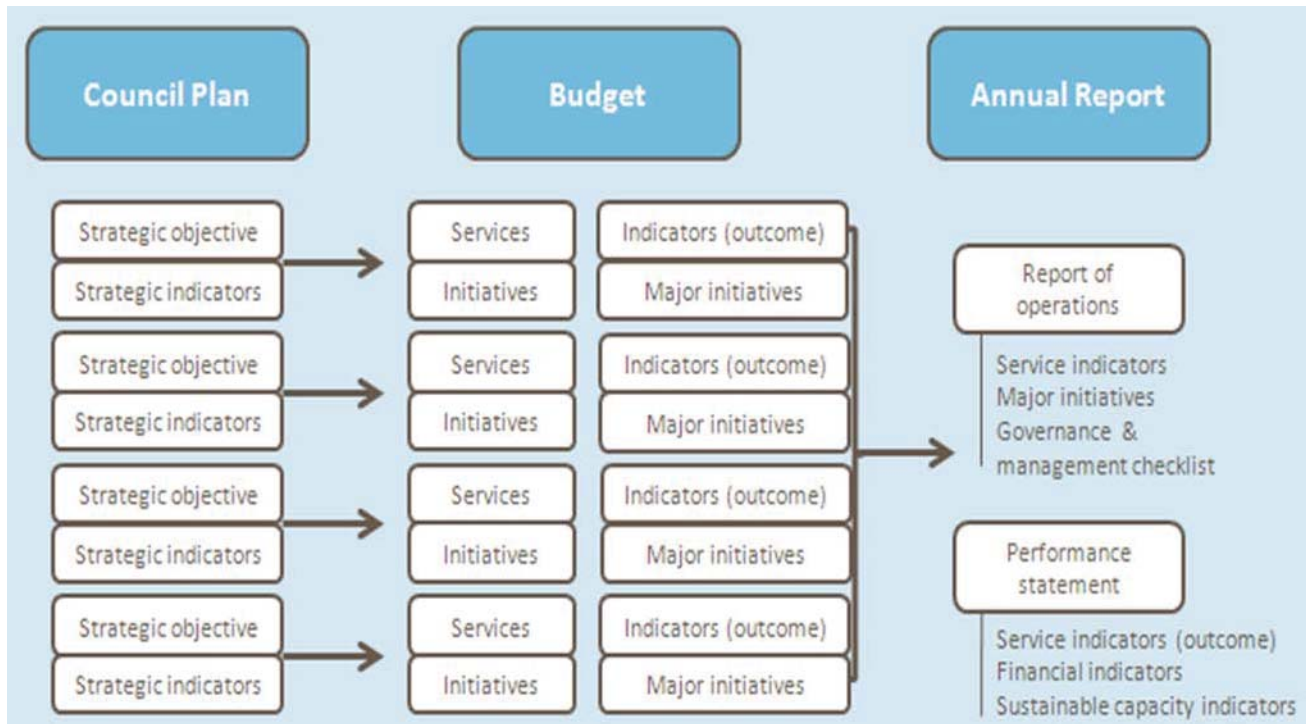
Strategic objective 5

Practice good governance through openness and accountability while balancing aspirations with sound financial management

Council will advocate for the community and region; it will practice transparent decision-making while delivering services efficiently and effectively.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2019-20 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:



Strategic Objective 1: Sustain, enhance and protect the natural environment

Warrnambool occupies a unique position as Victoria's largest coastal city outside Port Phillip Bay. Geographically the city is perched on gentle hills and flats by the stunning Lady Bay and between two important South West rivers, the Hopkins and the Merri.

Dunes along Lady Bay have been revegetated over the years by willing volunteers while similar efforts have been made to revegetate the banks of the Merri River to restore health to this waterway which is home to a growing number of platypus.

Each year thousands of people walk along a sealed promenade that meanders through the dunes the length of Lady Bay.

Warrnambool is renowned for using maramba dogs to protect a colony of Little Penguins which were nearly wiped out through predation by foxes. From a population of fewer than 10 penguins the number has recovered to more than 150.

Beyond Lady Bay and its famous Breakwater lies the Southern Ocean. A large section of water off the Breakwater lies within a marine park, which protects the marine flora and fauna.

Strategies to deliver Strategic Objective 1 are:

- 1.1 Protect and enhance our waterways, coast and land
- 1.2 Commit to being a carbon neutral organisation by 2040
- 1.3 Assess our climate change preparedness
- 1.4 Review options for managing waste
- 1.5 Educate and partner with the community on Council's sustainability initiatives

Services

Service area	Description of services provided	2017/18	2018/19	2019/20		
		Actual \$'000	Forecast \$'000	Budget \$'000		
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	<i>Exp</i>	397	536	642	
		<i>Rev</i>	4	11	8	
		<i>NET</i>	393	525	634	
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.	<i>Exp</i>	2,938	4,526	4,448	
		<i>Rev</i>	36	336	-	4
		<i>NET</i>	2,902	4,190	4,452	

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.	<i>Exp</i>	4,106	4,296	4,375
		<i>Rev</i>	329	345	366
		<i>NET</i>	3,777	3,951	4,009

Major initiatives

- 1) Expansion of the smart (low energy) street lighting program
- 2) Review recycling practices in the city and develop short and long-term options for recycling processing.

Other initiatives

- 3) Implement Green Futures support program for households and businesses to facilitate improved energy efficiency, use of renewable energy and reduce costs.
- 4) Complete a Domestic Wastewater Management Plan

Service Performance Outcome Indicators*

Service	Indicator	2018	2019	2020
		Actual	Forecast (Similar councils ave.)	Forecast (Similar councils ave.)
Slashing and weed control	Performance	55	51	51
Environmental sustainability	Performance	63	64	64
Waste collection	Satisfaction	151.48	120.35	120.35
Waste collection	Service standard	3.87	5.54	5.54
Waste collection	Service cost	\$109.29	\$97.21	\$97.21
Waste collection	Service cost	\$29.25	\$36.06	\$36.06
Waste collection	Waste diversion	37.73%	47.71%	47.71%

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.2 Strategic Objective 2: Foster a healthy, welcoming city that is socially and culturally rich

Warrnambool has an increasingly culturally diverse and growing population. Making decisions in the best interest of our resident's health and wellbeing is a high priority for Council.

The Warrnambool 2040 vision to be "a city where all people thrive" underpins this Council's strategies and actions.

While the health and wellbeing of Warrnambool's residents fares well on some measures (eg rates of physical activity, volunteering and access to open space), like every community, there are issues which require continued effort.

The municipal health and wellbeing plan, Warrnambool - A Healthy City, details the priorities for action and sets the following objectives:

- Promote healthy lifestyles
- increase participation, connection, equity, access and inclusion
- Improve access to education and economic resources

Acknowledgement of the area's rich indigenous history and increasing the opportunities to recognise Warrnambool's first people are important for Council. Council will seek opportunities to work in partnership with our indigenous community to better acknowledge local Aboriginal culture.

Warrnambool is an education city, providing opportunities for students to come to the city from outside the region to study – and for the region's young people to obtain a qualification closer to home.

The W2040 process found residents want the city to be welcoming and inclusive city that is healthy, safe, and connected.

Living an active life is a significant part of the regional lifestyle and the city's residents have access many sporting and recreational pursuits, and the natural environment.

The new Active Warrnambool Strategy (under development) aims to ensure residents have opportunities to participate in physical activity to stay healthy and socially connected into the next decade.

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

Service area	Description of services provided		2017/18	2018/19	2019/20
			Actual \$'000	Forecast \$'000	Budget \$'000
Community Support Services	Government funded programs aimed at improving community participation, rural access programs and facilitation of migration to the South West and volunteer programs.	Exp	425	434	286
		Rev	378	382	235
		NET	47	52	51
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.	Exp	3,642	3,564	3,563
		Rev	3,316	3,247	3,237
		NET	326	317	326
Family	This service provides family	Exp	7,803	8,301	8,314

Services	orientated support services including pre-schools, maternal & child health, child care, counselling & support, youth services, immunisation, family day care.	<i>Rev</i>	7,009	7,271	7,251
		<i>NET</i>	794	1,030	1,063
Art and Culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Warrnambool Art Gallery and Light House Theatre.	<i>Exp</i>	2,614	2,702	2,674
		<i>Rev</i>	1,636	1,776	1,728
		<i>NET</i>	978	926	946
Library Services	Provision of quality library and information services to the community.	<i>Exp</i>	954	962	991
		<i>Rev</i>	-	-	-
		<i>NET</i>	954	962	991
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.	<i>Exp</i>	475	508	619
		<i>Rev</i>	99	111	144
		<i>NET</i>	376	397	475
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.	<i>Exp</i>	3,859	3,912	3,974
		<i>Rev</i>	3,414	3,269	3,423
		<i>NET</i>	445	643	551
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food premises.	<i>Exp</i>	254	289	284
		<i>Rev</i>	168	167	174
		<i>NET</i>	86	122	110
Festivals and Events Group	Delivers a range of promotions, festivals and events along with attracting events to the city to deliver economic benefits.	<i>Exp</i>	1,419	1,182	1,283
		<i>Rev</i>	208	16	3
		<i>NET</i>	1,211	1,166	1,280

Major initiatives

- 1) Complete the Age Friendly Communities Project.
- 2) Continue implementation of the Reid Oval Redevelopment Project.

Other initiatives

- 3) Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.
- 4) Review and further develop operational procedures and resources for Emergency Relief Centre Activation at Warrnambool Stadium.

Service Performance Outcome Indicators*

Service	Indicator	2018 Actual	2019 forecast (Similar councils ave.)	2020 forecast (Similar councils ave.)
Aquatic facilities	Service standard	1	2.15	2.15
Aquatic facilities	Service standard	0	2	2
Aquatic facilities	Service cost (indoor facilities) per visit)	\$1.76	\$2.39	\$2.39
Aquatic facilities	Service cost (outdoor facilities) per visit)	\$3.63	\$8.22	\$8.22
Aquatic facilities	Utilisation	6.94	6.75	6.75
Food safety	Timeliness	1	2.34	2.34
Food safety	Service standard	99.28%	89.22%	89.22%
Food safety	Service cost	\$378.90	\$500.34	\$500.34
Food safety	Health and safety	100%	87.85%	87.85%
Library	Utilisation	4.72	4.04	4.04
Library	Resource standard	68.4%	58.29%	58.29%
Library	Service cost	\$7.41	\$7.01	\$7.01
Library	Participation	14.37%	12.91%	12.91%
Maternal and child health	Satisfaction	96.73%	99.43%	99.43%
Maternal and child health	Service standard	95.64%	99.72%	99.72%
Maternal and child health	Service cost	\$95.57	\$77.27	\$77.27
Maternal and child health	Participation	73.63%	77.28%	77.28%
Maternal and child health	Participation (Aboriginal children)	61.33%	69.5%	69.5%
Recreational facilities	Satisfaction	69	70	70

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.3 Strategic Objective 3: Maintain and improve the physical places and visual appeal of the city

Warrnambool residents take great pride in the appearance of their city, both the built environment and the open spaces. As key infrastructure is renewed or replaced and as new residential areas become available Council considers the connectedness to facilities such as shops, parks and public transport services.

In recent years Council has worked on ensuring better connections for pedestrians and cyclists.

Shared pathways have been constructed along Moore and Koroit streets, pedestrian bridges have been built over Russells Creek along Daltons Road over the Merri River at Wellington Street. Pedestrian bridges at Lake Pertobe have also been progressively replaced and a number of bicycle lanes have been added to streets in the city centre.

Population forecasts and improved geographic and social mapping allow us to plan more effectively for the future. Council is committed to maintaining its road network and to obtain the best possible value through shared contracts and new maintenance techniques. Considerable effort is now focused on the lifetime cost of maintaining an asset through its serviceable life.

The strategies developed to deliver Strategic Objective 3 are:

- Enhance movement in and around the city including better connections for cyclists and pedestrians
- Create a more vibrant city through activating high quality public places
- Build infrastructure that best meets current and future community needs
- Maintain and enhance existing Council infrastructure
- Advocate for better regional connections

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

Service area	Description of services provided		2017/18	2018/19	2019/20
			Actual \$'000	Forecast \$'000	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.	<i>Exp</i>	1,987	2,224	2,362
		<i>Rev</i>	60	562	579
		<i>NET</i>	1,927	1,662	1,783
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,	<i>Exp</i>	7,506	6,701	6,834
		<i>Rev</i>	3,449	3,098	3,441
		<i>NET</i>	4,057	3,603	3,393

	car parks, foot/bike paths, drains and bridges.				
Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	<i>Exp</i>	1,965	2,271	2,325
		<i>Rev</i>	2,552	3,080	3,160
		<i>NET</i>	(587)	(809)	(835)

Major Initiatives

- 1) Progressively plan and renew City Centre streetscapes.
- 2) Complete a review of the City Centre Car Parking Strategy.

Other Initiatives

- 3) Upgrade of one public amenities building.
- 4) Develop and adopt a Playspace Strategy.

Service Performance Outcome Indicators*				
Service	Indicator	2018	2019	2020
		Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Roads	Satisfaction	56.56	35.66	35.66
Roads	Condition	96.4%	97.6%	97.6%
Roads	Service cost (reconstruction)	\$155.90	\$108.97	\$108.97
Roads	Service cost (resealing)	\$7.65	\$7.68	\$7.68
Roads	Satisfaction	53	55	55
Appearance of public areas	Performance	71	73	73
Animal management	Timeliness	1	4.04	4.04
Animal management	Service standard	80.54%	44.27%	44.27%
Animal management	Service cost	\$72.55	\$64.54	\$64.54

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.4 Strategic Objective 4: Develop a smarter economy with diverse and sustainable employment

Warrnambool functions as the commercial, health care and educational centre of the South West.

The city, which regularly records low unemployment levels, is a key service centre for a prosperous agricultural region that produces a third of the Victoria's dairy product, a third of its beef, a third of its lamb and a quarter of its wool. The city has a population of 34,713 and this figure is forecast to approach 46,762 by 2036.

Warrnambool is a highly liveable coastal regional city with a strong track record of steady and sustained population and economic growth. Warrnambool's ongoing economic challenge is to create employment opportunities in the City to keep pace with population growth. Based on population growth forecasts there will be a need for our city to create more than 4,000 new jobs over the next 20 years.

Challenges remain around the frequency, speed and reliability of rail services between Warrnambool and Melbourne however recent commitments from the Victorian Government have seen the addition of a fourth daily return service and an allocation of \$10 million to upgrade 20 rail crossings, with the latter commitment expected to improve travel times and reliability of the service.

The Princes Highway West presents similar challenges. The single lane highway requires an upgrade to improve the quality of the road, safety and the speed at which traffic, including freight, can move.

The higher speed digital connections through the NBN provide opportunities for local business.

Large tracts of land were rezoned in recent years to provide the city with a residential land supply to meet expected needs over the next two decades. Land near the eastern entrance to the city was also rezoned to create a supply of industrial land.

The city offers excellent vocational and tertiary education options. It is home to the main campus of the South West Institute of TAFE and Deakin University's Warrnambool campus, provides opportunities for a unique education experience with a university ranked in the top two per cent of the world's universities and in the top 50 worldwide of universities under 50 years old.

The educational and employment opportunities within Warrnambool present opportunities to retain and attract a diverse mix of people to the city to ensure it remains vibrant and cosmopolitan. Strategies to help deliver Strategic Objective 4 are:

- Grow the city's population through local economic growth
- Encourage more sustainable local business
- Enhance the visitor experience
- Advocate for and improve infrastructure including transport, services and digital infrastructure
- Create stronger links between education providers, business and industry

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

Service area	Description of services provided	2017/18	2018/19	2019/20	
		Actual \$'000	Forecast \$'000	Budget \$'000	
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	<i>Exp</i>	328	353	274
		<i>Rev</i>	155	159	140
		<i>NET</i>	173	194	134
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.	<i>Exp</i>	1,281	1,391	1,426
		<i>Rev</i>	326	252	252
		<i>NET</i>	955	1,139	1,174
South-West Victorian Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	<i>Exp</i>	894	917	925
		<i>Rev</i>	1,033	1,089	1,094
		<i>NET</i>	(139)	(172)	(169)
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	<i>Exp</i>	1,748	1,867	1,922
		<i>Rev</i>	2,901	2,806	2,787
		<i>NET</i>	(1,153)	(939)	(865)
Flagstaff Hill Maritime Village	A major regional tourist attraction that includes a recreated heritage village that displays the maritime	<i>Exp</i>	2,030	1,970	1,987
		<i>Rev</i>	1,272	1,246	1,246
		<i>NET</i>	758	724	741

	history of the region and features the “Shipwrecked” Sound & Light laser show.				
Economic Development	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	<i>Exp</i>	804	937	940
		<i>Rev</i>	34	19	25
		<i>NET</i>	770	918	915
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.	<i>Exp</i>	311	342	338
		<i>Rev</i>	135	139	142
		<i>NET</i>	76	203	196
Port of Warrnambool	Council manages the Cities port facility on behalf of the State Government.	<i>Exp</i>	90	95	103
		<i>Rev</i>	96	101	103
		<i>NET</i>	(6)	(6)	-

Major initiatives

- 1) 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.
- 2) Partner with Great Ocean Road Regional Tourism (GORRT) and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.

Other initiatives

- 3) Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.
- 4) Develop a Smarter Cities Plan to understand Council’s role in the evolution of technology enhancing the growth of a regional city.

Service Performance Outcome Indicators*

Service	Indicator	2018	2019	2020
		Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Tourism development	Satisfaction	63	59	59
Population growth	Satisfaction	52	62	62
Statutory planning	Timeliness	38	52.15	52.15
Statutory planning	Service standard	93.95%	80.07%	80.07%
Statutory planning	Service cost	\$2077.01	\$2345.17	\$2345.17
Statutory planning	Decision making	100%	67.26%	67.26%

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.5 Strategic Objective 5: Practice good governance through openness and accountability while balancing aspirations with sound financial management

Council will provide strong advocacy for the community and region. It will practice transparent decision-making while delivering services efficiently and effectively. In delivering good governance Council has an opportunity to share with the community the challenges for future service planning and provision through increased engagement with the broader community.

Greater communication with the community also helps build community understanding of Council's role and provides insights into how engagement has helped inform decision-making.

Strategies developed to deliver Strategic Objective 5 are:

- Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.
- Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.
- Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.
- Deliver customer-focused, responsive services.
- Foster an encouraging and positive staff culture.

The service categories to deliver these key strategic objectives are described in the following table.

Service area	Description of services provided		2017/18	2018/19	2019/20
			Actual \$'000	Forecast \$'000	Budget \$'000
Elected Council	Elected Council governs our City in partnership with and on behalf of our community, and encourages and facilitates participation of all people in civic life. Also includes contributions made to community groups and organisations.	<i>Exp</i>	528	693	585
		<i>Rev</i>	42	1	-
		<i>NET</i>	486	692	585
Governance & Risk	Responsible for supporting good governance within Council and implementing the Corporate Risk Management Framework, managing Council's insurance portfolio and providing internal support on insurance matters to council officers.	<i>Exp</i>	670	724	699
		<i>Rev</i>	13	2	2
		<i>NET</i>	657	722	697

Executive Services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements. Also includes media & marketing.	<i>Exp</i>	992	1,069	996
		<i>Rev</i>	129	2	-
		<i>NET</i>	863	1,067	996
Revenue & Customer Service	Provides a complete service in revenue collection, property management and a customer interface for various service units and a wide range of transactions. Includes contract valuation service.	<i>Exp</i>	1,864	1,783	1,800
		<i>Rev</i>	953	951	907
		<i>NET</i>	911	832	893
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.	<i>Exp</i>	47	2,102	2,208
		<i>Rev</i>	2,044	34	30
		<i>NET</i>	796	2,068	2,178
Organisation Development	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time are highly productive in delivering Council's services to the community. Includes recruitment, staff inductions and training.	<i>Exp</i>	2	849	965
		<i>Rev</i>	794	-	-
		<i>NET</i>	2,329	849	965
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,	<i>Exp</i>	3,594	1,961	2,324
		<i>Rev</i>	(1,265)	2,199	3,654
		<i>NET</i>	10,936	(238)	(1,330)

grants commission, insurances, overhead costs including utilities and unallocated grants commission funding.

Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	<i>Exp</i>	-	11,500	12,871
		<i>Rev</i>	10,936	-	-
		<i>NET</i>		11,500	12,871

Major initiatives

- 1) Prepare an annual budget
- 2) Collaborate with other Councils to explore in-house risk services or contracted services that can be shared at a regional level to minimise costs and maximise value-for-money for the community.

Other initiatives

- 3) Develop a Municipal Early Years Strategy
- 4) Partner with the community to implement the W2040 Community Plan

Service Performance Outcome Indicators*

Service	Indicator	2018 Actual	2019 forecast (similar councils ave.)	2020 forecast (similar councils ave.)
Governance	Transparency	13.64%	11.17%	11.17%
Governance	Consultation and engagement	50	55	55
Governance	Attendance	96.99%	94.44%	94.44%
Governance	Service cost	\$48,047	\$49,699.19	\$46,699.19
Governance	Satisfaction	46	52	52
Financial performance	Revenue level	\$1,772.36	\$1,777.11	\$1,777.11
Financial performance	Expenditure level	\$4,313.65	\$3,548.13	\$3,548.13
Financial performance	Workforce turnover	10.57%	11.89%	11.89%
Financial performance	Working capital	124.89%	276%	276%
Financial performance	Unrestricted cash	34.02%	80.04%	80.04%
Financial performance	Asset renewal	107.16%	72.90%	72.90%
Financial performance	Loans and borrowings	16.93%	30.01%	30.01%
Financial performance	Loans and borrowings (repayments)	5.11%	4.39%	4.39%
Financial performance	Indebtedness	10.72%	33.47%	33.47%
Financial performance	Adjusted underlying result	-4.12%	2.73%	2.73%
Financial performance	Rates concentration	51.34%	58.38%	58.38%
Financial performance	Rates effort	0.57%	0.64%	0.64%

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

Information on the calculation of Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Slashing and weed control	Satisfaction	Community satisfaction with slashing and weed control.	Community satisfaction rating with how Council has rated on slashing and weed control.
Environmental sustainability	Satisfaction	Community satisfaction with environmental sustainability.	Community satisfaction rating with how Council has rated on environmental sustainability.
Waste collection	Satisfaction	Kerbside bin requests per 1,000 households.	Number of kerbside bin requests received by Council per 1,000 kerbside bin collection households.
Waste collection	Service standard	Kerbside collection bins missed per 10,000 households.	Number of kerbside bin collections missed per 10,000 scheduled kerbside collection bin lifts.
Waste collection	Service cost	Cost of garbage bin collection service per bin.	Direct cost to Council of the kerbside garbage bin collection service per kerbside garbage collection bin.
Waste collection	Service cost	Cost of recyclables collection service per bin.	Direct cost to Council of the kerbside recyclables collection service per kerbside recyclables collection bin.
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill.	Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.
Aquatic facilities	Service standard	Health inspections of aquatic facilities.	Number of inspections by an authorised officer carried out per Council aquatic facility.
Aquatic facilities	Service standard	Reportable safety incidents at aquatic facilities.	Number of WorkSafe reportable aquatic facility safety incidents.
Aquatic facilities	Service cost	Cost of indoor aquatic facilities per visit.	Direct cost to Council (less any income received) of providing indoor aquatic facilities per visit.
Aquatic facilities	Service cost	Cost of outdoor aquatic facilities per visit.	Direct cost to Council (less any income received) of providing outdoor aquatic facilities per visit.
Aquatic facilities	Utilisation	Number of visits to aquatic facilities per head of municipal population.	Number of visits to aquatic facilities per head of municipal population.

Food safety	Timeliness	Time taken to action food complaints.	Average number of days it has taken for Council to action food complaints received from members of the public about the safety or handling of food for sale.
Food safety	Service standard	Percentage of required food safety assessments undertaken.	Percentage of registered class 1 and 2 premises that receive an annual food safety assessment.
Food safety	Service cost	Cost of food safety service per premises.	Direct cost of the food safety service per food premises registered by Council (or for which Council received notification) during the year.
Food safety	Health and safety	Percentage of critical and major non-compliance outcome notifications followed up by Council.	Percentage of critical and major non-compliance notifications about a food premises that are followed up by Council.
Library	Utilisation	Number of times a resource is borrowed.	Number of library collection item loans per library collection item.
Library	Resource standard	Proportion of library resources less than five years old.	Percentage of the library collection that has been purchased in the past five years.
Library	Service cost	Cost of library service per visit.	Direct cost to Council of the library service per visit.
Library	Participation	Active library members in the community.	Percentage of the municipal population that are members of the library and have borrowed a library collection item.
Maternal and child health	Satisfaction	Participation in the first MCH home visit.	Percentage of infants enrolled in the MCH service who receive the first MCH home visit.
Maternal and child health	Service standard	Infant enrolments in the MCH service.	Percentage of infants enrolled in the MCH service.
Maternal and child health	Service cost	Cost of the MCH service.	Cost to Council of the MCH service per hour of service delivered.
Maternal and child health	Participation	Participation in the MCH service.	Percentage of children enrolled in the MCH service who participate in the MCH service.
Maternal and child health	Participation	Participation in the MCH service by Aboriginal children.	Percentage of Aboriginal children who participate in the MCH service.

Recreational facilities	Satisfaction	How Council has performed in the provision of recreational facilities.	Community satisfaction rating with how Council has performed on the provision of recreational facilities.
Roads	Satisfaction	Sealed local road requests per 100km of sealed local roads.	Number of sealed local road requests received by Council per 100km of sealed local road.
Roads	Condition	Sealed local roads maintained to condition standards.	Percentage of sealed local roads that are below the renewal intervention level set by Council and therefore do not require renewal.
Roads	Service cost	Cost of sealed local road reconstruction per square metre.	Direct cost to Council of sealed local road reconstruction per square metre reconstructed.
Roads	Service cost	Cost of sealed local road resealing per square metre.	Direct cost to Council of sealed local road resealing per square metre resealed.
Roads	Satisfaction	Community satisfaction with sealed local roads.	Community satisfaction rating with how Council has performed on the condition of sealed roads.
Appearance of public areas	Satisfaction	Community satisfaction with the appearance of public areas.	Community satisfaction rating with how Council has performed on the appearance of public areas.
Animal management	Timeliness	Time taken to action animal management requests.	Average number of days it has taken for Council to action animal management requests.
Animal management	Service standard	Animals reclaimed from Council.	Percentage of all collected cats and dogs (feral and registered) which have been reclaimed.
Animal management	Service cost	Cost of animal management service per registered animal.	Direct cost to Council of the animal management service per domestic animal (i.e. cats and dogs) that has been registered.
Tourism development	Satisfaction	Community satisfaction with Council's performance on tourism development.	Community satisfaction rating with how Council has performed on tourism development.
Population growth	Satisfaction	Community satisfaction with Council's performance on population growth.	Community satisfaction rating with how Council has performed on population growth.
Statutory planning	Timeliness	Time taken to decide planning applications.	Median number of days taken between receipt of a planning application and a decision on the application.

Statutory planning	Service standard	Planning applications decided within required time frames.	Percentage of VicSmart planning application decisions made within 10 days and regular planning application decisions made within 60 days.
Statutory planning	Service cost	Cost of statutory planning service per planning application.	Direct cost to Council of the statutory planning service per planning application received.
Statutory planning	Decision making	Council planning decisions upheld at VCAT.	Percentage of Council planning application decisions subject to review by VCAT that were not set aside.
Governance	Transparency	Council decisions made at meetings closed to the public.	Percentage of Council resolutions made at an ordinary or special meeting of Council (or at a meeting of a special committee consisting only of councillors) closed to the public.
Governance	Consultation and engagement	Community satisfaction with Council's performance on community consultation and engagement.	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.
Governance	Attendance	Councillor attendance at Council meetings.	Percentage of attendance at ordinary and special Council meetings by councillors.
Governance	Service cost	Cost of governance per councillor.	Direct cost of delivering Council's governance service per councillor.
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community.
Financial performance	Revenue level	Average residential rate per residential property assessment.	Amount of rates charged on average for each residential property.
Financial performance	Expenditure level	Expenses per property assessment.	Amount of capital expenditure for each property.
Financial performance	Workforce turnover	Percentage of staff turnover.	Number of staff resignations and terminations divided by the number of staff employed for the year.

Financial performance	Working capital	Current assets as a percentage of current liabilities.	Value of current assets at the end of the year (i.e. assets that can easily be converted to cash within 12 months) divided by the value of current liabilities at the end of the year (i.e. obligations due or payable by cash within the next 12 months).
Financial performance	Unrestricted cash	Unrestricted cash as a percentage of current liabilities.	Amount of cash at the end of the year which is free of restrictions divided by the value of current liabilities at the end of year (i.e. obligations due or payable by cash within the next 12 months.)
Financial performance	Asset renewal	Asset renewal as a percentage of depreciation.	Expenditure on renewing existing assets or replacing existing assets to their original capability divided by the amount of depreciation on all assets.
Financial performance	Loans and borrowings	Loans and borrowings as a percentage of rates.	Value of interest bearing loans and borrowings at the end of the year divided by rates raised for the year.
Financial performance	Loans and borrowings	Loans and borrowings repayments as a percentage of rates.	Interest bearing loan and borrowing repayments for the year divided by rates raised for the year.
Financial performance	Indebtedness	Non-current liabilities as a percentage of own source revenue.	Value of non-current liabilities at the end of the year (i.e. obligations not due or payable by cash within the next 12 months), divided by total revenue excluding government grants, contributions for capital works and the value of assets received from developers.
Financial performance	Adjusted underlying result	Adjusted underlying surplus (or deficit) as a percentage of underlying revenue.	Surplus or deficit for the year excluding non-recurrent government grants received for capital purposes, contributions for capital works and the value of assets received from developers divided by total revenue excluding non-recurrent government grants received for capital purposes, contributions for capital works and the value of assets received from developers.
Financial performance	Rates concentration	Rates as a percentage of adjusted underlying revenue.	Rates raised for the year divided by total revenue excluding non-recurrent government grants received for capital purposes, contributions for capital works and the value of assets received from

			developers.
Financial performance	Rates effort	Rates as a percentage of property values in municipality.	Rate rise for the year divided by the total capital improved value (i.e. market value) of all rateable properties.

2.3 Reconciliation with budgeted operating result

	Net Cost (Revenue)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Sustain, enhance and protect the natural environment	9,095	9,465	370
Foster a healthy, welcoming city that is socially and culturally rich	5,793	21,988	16,195
Maintain and improve the physical places and visual appeal of the city	4,341	11,521	7,180
Develop a smarter economy with diverse and sustainable employment	2,126	7,915	5,789
Practice good governance through openness and accountability while balancing aspirations with sound financial management	4,984	9,577	4,593
Total	26,339	60,466	34,127
<i>Expenses added in:</i>			
Depreciation	12,871		
Capitalised expenditure	100		
Operational projects	215		
Net loss on disposal of property, plant and equipment	866		
<i>Deficit before funding sources</i>	40,391		
<i>Funding sources added in:</i>			
Rates and charges revenue	40,593		
Grants - capital	2,432		
Contributions - non monetary assets	4,000		
<i>Total funding sources</i>	47,025		
Operating (surplus)/deficit for the year	(6,634)		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019/20 has been supplemented with projections to 2022/23 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) regulations 2014.

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

Pending Accounting Standards

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- AASB 16 Leases
- AASB 15 Revenue from Contracts with Customers, and
- AASB 1058 Income of Not for Profit Entities.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- AASB 16 Leases – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not for Profit Entities – Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.

Comprehensive Income Statement
For the four years ending 30 June 2023

		Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
NOTES		\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	38,302	40,593	42,565	44,629	46,040
Statutory fees and fines	4.1.2	1,763	1,770	1,797	1,824	1,851
User fees	4.1.3	14,973	15,147	15,436	15,731	16,286
Grants - Operating	4.1.4	14,139	14,190	14,376	14,535	14,728
Grants - Capital	4.1.4	5,715	2,432	5,123	3,847	4,950
Contributions - monetary	4.1.5	3,714	880	404	410	416
Contributions - non-monetary	4.1.5	4,000	4,000	4,000	4,000	4,000
Other income	4.1.6	721	592	605	618	631
Total income		83,327	79,604	84,306	85,594	88,902
Expenses						
Employee costs	4.1.7	33,079	34,259	35,280	36,503	37,944
Materials and services	4.1.8	28,500	23,607	26,233	26,408	25,236
Depreciation and amortisation	4.1.9	12,500	12,871	13,163	13,535	14,011
Bad and doubtful debts		114	124	127	130	133
Borrowing costs		281	409	409	332	331
Other expenses	4.1.10	829	834	855	876	898
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		686	866	1,209	903	996
Total expenses		75,989	72,970	77,276	78,687	79,549
Surplus/(deficit) for the year		7,338	6,634	7,030	6,907	9,353
Other comprehensive income						
Net asset revaluation increment/(decrement)		10,000	10,000	10,000	10,000	10,000
Total comprehensive result		17,338	16,634	17,030	16,907	19,353

Balance Sheet
For the four years ending 30 June 2023

		Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		2,161	2,933	3,750	3,313	3,907
Trade and other receivables		3,500	3,516	3,529	3,542	3,556
Other financial assets		8,000	8,000	8,000	8,000	8,000
Inventories		190	190	190	190	190
Other assets		950	960	970	980	990
Total current assets	4.2.1	14,801	15,599	16,439	16,025	16,643
Non-current assets						
Trade and other receivables		40	30	20	10	-
Investments in associates, joint arrangement and subsidiaries		580	595	610	625	640
Property, infrastructure, plant & equipment		677,488	696,296	710,892	727,832	745,337
Total non-current assets	4.2.1	678,108	696,921	711,522	728,467	745,977
Total assets		692,909	712,520	727,961	744,492	762,620
Liabilities						
Current liabilities						
Trade and other payables		3,700	3,800	3,900	4,000	4,100
Trust funds and deposits		720	700	720	740	700
Provisions		6,800	7,004	7,214	7,431	7,653
Interest-bearing liabilities	4.2.3	1,746	1,959	1,754	1,549	1,604
Total current liabilities	4.2.2	12,966	13,463	13,588	13,720	14,057
Non-current liabilities						
Provisions		1,300	1,339	1,379	1,421	1,463
Interest-bearing liabilities	4.2.3	8,791	11,232	9,478	8,929	7,325
Total non-current liabilities	4.2.2	10,091	12,571	10,857	10,350	8,788
Total liabilities		23,057	26,034	24,445	24,070	22,845
Net assets		669,852	686,486	703,516	720,422	739,775
Equity						
Accumulated surplus		226,448	232,504	239,406	246,254	255,487
Reserves		443,404	453,982	464,110	474,168	484,288
Total equity		669,852	686,486	703,516	720,422	739,775

Statement of Changes in Equity

For the four years ending 30 June 2023

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019 Forecast Actual					
Balance at beginning of the financial year		652,514	219,110	427,467	5,937
Surplus/(deficit) for the year		7,338	7,338	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		669,852	226,448	437,467	5,937
2020 Budget					
Balance at beginning of the financial year		669,852	226,448	437,467	5,937
Surplus/(deficit) for the year		6,634	6,634	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves	4.3.1	-	(578)	-	578
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	686,486	232,504	447,467	6,515
2021					
Balance at beginning of the financial year		686,486	232,504	447,467	6,515
Surplus/(deficit) for the year		7,030	7,030	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(128)	-	128
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		703,516	239,406	457,467	6,643
2022					
Balance at beginning of the financial year		703,516	239,406	457,467	6,643
Surplus/(deficit) for the year		6,907	6,907	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(59)	-	59
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		720,422	246,254	467,467	6,702

2023				
Balance at beginning of the financial year	720,422	246,254	467,467	6,702
Surplus/(deficit) for the year	9,353	9,353	-	-
Net asset revaluation increment/(decrement)	10,000	-	10,000	-
Transfers to other reserves	-	(120)	-	120
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	739,775	255,487	477,467	6,822

Statement of Cash Flows					
For the four years ending 30 June 2023					
	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
Notes	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	38,351	40,176	42,137	44,188	45,583
Statutory fees and fines	1,763	1,770	1,797	1,824	1,851
User fees	16,470	16,662	16,980	17,305	17,915
Grants	19,854	16,622	19,500	18,382	19,678
Contributions - monetary	4,085	968	444	451	457
Interest received	238	246	254	261	269
Trust funds and deposits taken	-	-	20	20	-
Other receipts	519	365	386	392	398
Net GST refund / payment	(1,500)	(927)	(528)	(759)	(594)
Employee costs	(31,216)	(34,016)	(35,030)	(36,245)	(37,679)
Materials and services	(31,451)	(23,507)	(26,133)	(26,308)	(25,136)
Trust funds and deposits repaid	-	(20)	-	-	(40)
Other payments	(912)	(917)	(940)	(964)	(988)
Net cash provided by/(used in) operating activities 4.4.1	16,201	17,422	18,887	18,547	21,714
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(22,310)	(19,393)	(15,957)	(18,159)	(19,508)
Proceeds from sale of property, infrastructure, plant and equipment	582	498	255	261	268
Payments for investments	(9,000)	(13,000)	(13,000)	(13,000)	(12,000)
Proceeds from sale of investments	9,000	13,000	13,000	13,000	12,000
Net cash provided by/(used in) investing activities 4.4.2	(21,728)	(18,895)	(15,702)	(17,898)	(19,240)
Cash flows from financing activities					
Finance costs	(281)	(409)	(409)	(332)	(331)
Proceeds from borrowings	5,950	4,400	-	1,000	-
Repayment of borrowings	(1,551)	(1,746)	(1,959)	(1,754)	(1,549)
Net cash provided by/(used in) financing activities 4.4.3	4,118	2,245	(2,368)	(1,086)	(1,880)
Net increase/(decrease) in cash & cash equivalents	(1,409)	772	817	(437)	594
Cash and cash equivalents at the beginning of the financial year	3,570	2,161	2,933	3,750	3,313
Cash and cash equivalents at the end of the financial year	2,161	2,933	3,750	3,313	3,907

Statement of Capital Works

For the four years ending 30 June 2023

	Forecast Actual 2018/19	Budget 2019/20	Strategic Resource Plan Projections		
			2020/21	2021/22	2022/23
NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	27	-	230	100	-
Total land	27	-	230	100	-
Buildings	-	-	-	-	-
Building improvements	2,550	2,264	3,243	3,034	3,092
Total buildings	2,550	2,264	3,243	3,034	3,092
Total property	2,577	2,264	3,473	3,134	3,092
Plant and equipment					
Plant, machinery and equipment	1,538	1,225	1,256	1,287	1,319
Computers and telecommunications	684	304	310	317	324
Paintings and exhibits	25	55	55	55	55
Total plant and equipment	2,247	1,584	1,621	1,659	1,698
Infrastructure					
Roads	7,288	4,689	4,156	5,472	4,584
Bridges	519	334	260	267	274
Footpaths and cycleways	3,315	1,620	1,724	2,022	2,124
Drainage	5,917	492	25	25	25
Recreational, leisure and community facilities	1,593	3,490	3,730	4,190	4,190
Parks, open space and streetscapes	627	3,523	647	1,117	3,328
Aerodromes	22	29	29	29	29
Off street car parks	133	677	59	60	62
Other infrastructure	380	692	232	184	104
Total infrastructure	19,794	15,546	10,862	13,366	14,720
Total capital works expenditure	4.5.1 24,618	19,394	15,956	18,159	19,510
Represented by:					
New asset expenditure	1,111	3,242	2,321	3,072	7,325
Asset renewal expenditure	16,944	14,045	11,962	13,539	11,703
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	6,563	2,107	1,673	1,548	482
Total capital works expenditure	4.5.1 24,618	19,394	15,956	18,159	19,510
Funding sources represented by:					
Grants	5,841	2,432	3,843	3,847	4,950
Contributions	11	460	20	20	20
Council cash	13,255	13,502	12,093	13,292	14,540
Borrowings	5,511	3,000	-	1,000	-
Total capital works expenditure	4.5.1 24,618	19,394	15,956	18,159	19,510

Statement of Human Resources

For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs	33,079	34,259	35,280	36,503	37,944
Total staff expenditure	33,079	34,259	35,280	36,503	37,944
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	395.0	397.0	397.0	397.0	397.0
Total staff numbers	395.0	397.0	397.0	397.0	397.0

Department	Comprises				
	Budget	Permanent		Casual	Temporary
	2019/20	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Corporate Strategies	6,610	5,038	1,572	91	-
City Infrastructure	8,742	7,783	959	53	-
Community Development	12,248	5,119	7,129	1,469	-
City Growth	4,610	3,713	897	436	-
Total permanent staff expenditure	32,210	21,653	10,557	2,049	-
Casuals, temporary and other expenditure	2,049				
Total expenditure	34,259				

Department	Comprises				
	Budget	Permanent		Casual	Temporary
	2019/20	Full Time	Part time		
Corporate Strategies	69	50	19	1	-
City Infrastructure	100	87	13	-	-
Community Development	153	61	92	17	-
City Growth	52	40	12	5	-
Total permanent staff expenditure	374	238	136	23	-
Casuals, temporary and other expenditure	23				
Total staff	397				

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 annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2019/20 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives and take a prudent approach to asset management, Council has applied to the Essential Services Commission for a multi-year rate cap variation. Council is applying for a 4.5% rate increase for each year of 2019/20, 2020/21 and 2021/22.

This will raise total rates and charges for 2019/20 of \$40.59 million.

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

	2018-19 Forecast Actual	2019/20 Budget	Change	Change
	\$'000	\$'000	\$'000	%
General rates*	27,690	28,978	1,288	4.65%
Municipal charge*	4,497	4,714	217	4.83%
Waste management charge	5,962	6,532	570	9.56%
Supplementary rates and rate adjustments	-	213	213	N/A
Recreational land	72	74	2	2.78%
Interest on rates and charges	81	82	1	1.23%
Total rates and charges	38,302	40,593	2,291	5.98%

*These items are subject to the FGRS rate cap or a variation approved by the Essential Services Commission

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	2018/19	2019/20	Change
	cents/\$CIV*	cents/\$CIV*	
General rate for rateable other land properties	0.003787	0.003726	(1.61%)
General rate for rateable farm land properties	0.002177	0.002297	5.51%
General rate for rateable commercial land properties	0.006501	0.006411	(1.38%)
General rate for rateable industrial land properties	0.006729	0.006372	(5.31%)
General rate for rateable vacant land properties	0.005784	0.005836	0.90%
General rate for rateable industrial 2 land properties	0.00579	0.004803	(17.05%)
Recreational land category 1 properties	\$21,961.64	\$22,408.24	2.03%
Recreational land category 2 properties	0.003249	0.003602	10.86%

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	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Other land	19,663	20,816	1,153	5.86%
Farm land	410	418	8	1.95%
Commercial land	4,746	4,997	251	5.29%
Industrial land	1,561	1,657	96	6.15%
Vacant land	959	984	25	2.61%
Industrial 2 land	112	106	(6)	(5.36%)
Recreational land category 1	20	22	2	10.00%
Recreational land category 2	49	51	2	4.08%
Total amount to be raised by general rates	27,520	29,051	1,531	5.56%

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	2018/19	2019/20	Change	
	Number	Number	Number	%
Other land	15,011	15,223	212	1.41%
Farm land	166	166	-	0.00%
Commercial land	942	948	6	0.64%
Industrial land	424	424	-	0.00%
Vacant land	600	604	4	0.67%
Industrial 2 land	1	1	-	0.00%
Recreational land category 1	1	1	-	0.00%
Recreational land category 2	16	16	-	0.00%
Total number of assessments	17,161	17,383	222	1.29%

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. The valuations listed are still subject to final review by the Valuer General Victoria (VGV). Figures may be subject to change until the VGV has provided council with a Generally True and Correct Declaration.

Type or class of land	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Other land	5,206,084	5,586,429	380,345	7.31%
Farm land	182,022	182,242	220	0.12%
Commercial land	743,715	779,568	35,853	4.82%
Industrial land	236,506	260,131	23,625	9.99%
Vacant land	162,078	168,705	6,627	4.09%
Industrial 2 land	23,000	22,100	(900)	(3.91%)
Recreational land category 2	13,562	14,218	656	4.84%
Total value of land	6,566,967	7,013,393	446,426	6.80%

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 2018/19	Per Rateable Property 2019/20	Change	
	\$	\$	\$	%
Municipal charge	260.00	271.70	11.70	4.50%

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

Type of Charge	2018/19	2019/20	Change	
	\$ '000	\$ '000	\$ '000	%
Municipal charge	4,452	4,714	262	5.88%

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 2018/19	Per Rateable Property 2019/20	Change	
	\$	\$	\$	%
Waste management charge	356.45	389.98	33.53	9.41%

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	2018/19	2019/20	Change	
	\$	\$	\$	%
Waste management charge	5,897	6,532	635	10.77%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Rates and charges	38,302	40,380	2,078	5.43%
Supplementary rates	-	213	213	N/A
Total Rates and charges	38,302	40,593	2,291	5.98%

4.1.1(l) Fair Go Rates System Compliance

Warrnambool 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.

	2018/19	2019/20
Total Rates	\$31,972	\$33,692
Number of rateable properties	17,144	17,366
Base Average Rate	\$1,857	\$1,940
Maximum Rate Increase (set by the State Government)	2.25%	4.50%
Capped Average Rate	\$1,857	\$1,941
Maximum General Rates and Municipal Charges Revenue	\$31,972	\$ 33,692
Budgeted General Rates and Municipal Charges Revenue	\$ 31,972	\$ 33,692
Budgeted Supplementary Rates	\$ 130	\$ 213
Budgeted Total Rates and Municipal Charges Revenue	\$ 32,102	\$ 33,905

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 (2019/20: estimated \$213,000)
- 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 0.3726% (0.003726 cents in the dollar of CIV) for all rateable other land properties;
- A general rate of 0.2297% (0.002297 cents in the dollar of CIV) for all rateable farm land properties;
- A general rate of 0.6411% (0.006411 cents in the dollar of CIV) for all rateable commercial properties;
- A general rate of 0.6372% (0.006372 cents in the dollar of CIV) for all rateable industrial properties;
- A general rate of 0.5836% (0.005836 cents in the dollar of CIV) for all rateable vacant land properties; and
- A general rate of 0.4803% (0.004803 cents in the dollar of CIV) for all rateable industrial 2 properties.

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

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

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 2019/20 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 2019/20 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 2019/20 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.

Industrial 2 land

Industrial 2 land is any land, which is:

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

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

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;
- Encouragement for sustainable and economically beneficial milk production in the municipality; and
- Provision of general support services. The types and classes of rateable land within this differential rate are those having the relevant characteristics described below.
- Rateable properties where each rateable property is used for the purpose of milk product production in the municipality;
- To fit within the classification the rateable property must be occupied and operating in the production of milk products; and
- For the purpose of this classification the rateable properties must be within an Industrial 1 Zoning under the Warrnambool Planning Scheme.

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

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

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

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme. The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019/20 financial year.

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 2019/20 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 2019 General Revaluation.

Ratepayer	Assess Number	Property Address	Amount \$
Showgrounds Reserve Committee Of Management	129359	331 Koroit St Warrnambool	9,581.32
Warrnambool Harness Racing Club	129759	48 Macdonald St Warrnambool	2,107.17
Warrnambool Golf Club Inc.	131150	1-35 Younger St Warrnambool	5,114.84
Warrnambool Swimming Club	131388	10 Queens Rd Warrnambool	1,437.20
Christ Church Tennis Club	132180	66 Henna St Warrnambool	1,945.08
Warrnambool Croquet Club Inc.	134926	60-62 Cramer St Warrnambool	529.49
Warrnambool Yacht Club Inc.	138135	44 Viaduct Rd Warrnambool	626.75
Warrnambool Racing Club Inc.	135344	2-64 Grafton Rd Warrnambool	17,541.74
Warrnambool Ski Club Inc.	138747	26 Simpson St Warrnambool	911.31
Warrnambool Lawn Tennis Club	139872	33-45 Pertobe Rd Warrnambool	1,963.09
Warrnambool Bowls Club	140336	81-85 Timor St Warrnambool	4,646.58
Warrnambool Kart Club	140883	162 Buckleys Rd Allansford	554.71
Dennington Bowling Club Inc.	141525	36 Princes Hwy	2,575.43
St Joseph Primary School Supergrass Tennis	141935	40 Bromfield St Warrnambool	1,264.30
Warrnambool City Memorial Bowling Club	134927	50-56 Cramer St Warrnambool	22,408.24
Warrnambool Offshore Light Game Fishing Club	17654	48 Viaduct Rd Warrnambool	54.03
Warrnambool BMX Club	159399	51 Pertobe Rd Warrnambool	360.20

4.1.2 Statutory fees and fines

	Forecast Actual 2018/19	Budget 2019/20	Change	
	\$'000	\$'000	\$'000	%
Animal control	519	479	(40)	(7.71%)
Health and local laws	154	158	4	2.60%
Parking fines	626	680	54	8.63%
Permits and certificates	126	134	8	6.35%
Town planning and building	338	319	(19)	(5.62%)
Total statutory fees and fines	1,763	1,770	7	0.40%

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.

- Animal control to decrease in the 2019/20 budget due to a large number of fines as part of the review of the animal register.

- Parking fines to increase in in the 2019/20 budget with the fine increasing from \$70 to \$80.

4.1.3 User fees

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Property management	746	773	27	3.62%
Indoor aquatic centre	2,115	2,197	82	3.88%
Children's services	1,703	1,593	(110)	(6.46%)
Multi-purpose sports stadium	1,142	1,215	73	6.39%
Cultural centres	1,445	1,435	(10)	(0.69%)
Regulatory control	1,723	1,802	79	4.59%
Tourism and promotion	1,201	1,197	(4)	(0.33%)
Foreshore holiday parks	2,776	2,759	(17)	(0.61%)
Livestock exchange	1,060	1,065	5	0.47%
Aged services fees	741	755	14	1.89%
Other fees and charges	321	356	35	10.90%
Total user fees	14,973	15,147	174	1.16%

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.

-a reduction in fees for Children's services, which has been offset by an increase in government grants subsidiary.

4.1.4 Grants

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

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	6,866	6,324	(542)	(7.89%)
State funded grants	10,616	9,617	(999)	(9.41%)
Total grants received	17,482	15,941	(1,541)	(8.81%)
(a) Operating Grants				
<i>Recurrent - Commonwealth Government</i>				
<i>Financial Assistance Grants</i>	4,116	5,984	1,868	45.38%
<i>Aged services</i>	1,861	3,733	1,872	100.59%
<i>National respite services</i>	2,032	2,028	(4)	(0.20%)
<i>National respite services</i>	223	223	-	0.00%
<i>Recurrent - State Government</i>				
<i>Port operations</i>	7,651	7,525	(126)	(1.65%)
<i>Economic development</i>	93	95	2	2.15%
<i>Family and children</i>	44	15	(29)	(65.91%)
<i>Aged services</i>	5,412	5,511	99	1.83%
<i>National respite services</i>	330	485	155	46.97%
<i>Cultural services</i>	56	56	-	0.00%
<i>Rural access</i>	285	281	(4)	(1.40%)
<i>Environmental initiatives</i>	297	150	(147)	(49.49%)
<i>School crossing supervision</i>	62	29	(33)	(53.23%)
<i>Pension rebate</i>	194	193	(1)	(0.52%)
<i>Emergency management</i>	659	650	(9)	(1.37%)
<i>Other recurrent grants</i>	72	60	(12)	(16.67%)
<i>Total recurrent grants</i>	147	-	(147)	(100.00%)
Total recurrent grants	11,767	13,509	1,742	14.80%
<i>Non-recurrent - State Government</i>				
<i>Economic development</i>	2,372	681	(1,691)	(71.29%)
<i>Family and children</i>	582	-	(582)	(100.00%)
<i>Recreation</i>	634	405	(229)	(36.12%)
<i>Cultural services</i>	347	191	(156)	(44.96%)
<i>Emergency management</i>	12	-	(12)	(100.00%)
<i>School crossing supervision</i>	81	-	(81)	(100.00%)
<i>Environmental initiatives</i>	24	-	(24)	(100.00%)
<i>Other non-recurrent grants</i>	5	-	(5)	(100.00%)
<i>Total non-recurrent grants</i>	527	40	(487)	(92.41%)
<i>Total non-recurrent grants</i>	160	45	(115)	(71.88%)
Total non-recurrent grants	2,372	681	(1,691)	(71.29%)
Total operating grants	14,139	14,190	51	0.36%
(b) Capital Grants				
<i>Recurrent - Commonwealth Government</i>				
<i>Roads to recovery</i>	-	340	340	N/A
<i>Total recurrent grants</i>	-	340	340	N/A
<i>Non-recurrent - Commonwealth Government</i>				
<i>Economic development</i>	2,750	-	(2,750)	(100.00%)
<i>Non-recurrent - State Government</i>	2,750	-	(2,750)	(100.00%)
<i>Economic development</i>	2,965	2,092	(873)	(29.44%)
<i>Infrastructure services</i>	1,141	-	(1,141)	(100.00%)
<i>Recreation and culture</i>	1,789	2,092	303	16.94%
<i>Total non-recurrent grants</i>	35	-	(35)	(100.00%)
Total non-recurrent grants	5,715	2,092	(3,623)	(63.39%)
Total capital grants	5,715	2,432	(3,283)	(57.45%)
Total Grants	19,854	16,622	(3,232)	(16.28%)

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.

Overall the level of grants will decrease by \$3.2 million compared to the 2018/19 forecast. This is mainly due to the large grants received in 2018/19 for the completion of the City Centre renewal project.

4.1.5 Contributions

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Monetary	3,714	880	(2,834)	(76.31%)
Non-monetary	4,000	4,000	-	0.00%
Total contributions	7,714	4,880	(2,834)	(36.74%)

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 any organisations to specific projects.

This income can swing considerably between years as it is largely dependent on development activity driven by the housing market and developers. The 2018/19 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. Council is expecting a similar level of subdivisions to be finalised in 2019/20.

4.1.6 Other income

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Interest	238	246	8	3.36%
Infrastructure services	80	53	(27)	(33.75%)
Recreation and cultural programs	3	2	(1)	(33.33%)
Family and community	6	2	(4)	(66.67%)
Reimbursements	207	212	5	2.42%
Other income	187	77	(110)	(58.82%)
Total other income	721	592	(129)	(17.89%)

Other revenue relates to a range of items such as investment interest, private works, cost recoups and other miscellaneous income items. The 2018/19 forecast includes a one-off payment for repairs following a flood.

4.1.7 Employee costs

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Wages and salaries	29,356	30,320	964	3.28%
WorkCover	748	765	17	2.27%
Superannuation	2,700	2,850	150	5.56%
Fringe benefit tax	275	324	49	17.82%
Total employee costs	33,079	34,259	1,180	3.57%

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 \$1.1 million compared to the 2018/19 forecast. The major driver of labour cost movements is Council's Enterprise Agreement (EA).

There has also been a number of vacant positions in the 2018/19 forecast which have not been filled but are expected to be filled in the 2019/20 budget.

4.1.8 Materials and services

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Infrastructure services	6,040	5,484	(556)	(9.21%)
Waste management	4,151	3,968	(183)	(4.41%)
Recreation and cultural services	3,973	3,730	(243)	(6.12%)
Children's services	1,836	1,447	(389)	(21.19%)
Corporate services	4,462	3,820	(642)	(14.39%)
Tourism and promotions	2,355	1,551	(804)	(34.14%)
Aged services	1,304	819	(485)	(37.19%)
Foreshore caravan parks	758	738	(20)	(2.64%)
Livestock exchange	432	423	(9)	(2.08%)
Planning and building services	1,294	302	(992)	(76.66%)
Health and local laws	1,294	1,225	(69)	(5.33%)
Other	601	100	(501)	(83.36%)
Total materials and services	28,500	23,607	(4,893)	(17.17%)

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 2019/20 due to the following:

- a reduction in the number of funded projects
- a reduction in the number of projects where Council acts as auspice

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 and amortisation

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Property	2,243	2,288	45	2.01%
Plant & equipment	1,567	1,583	16	1.02%
Infrastructure	8,690	9,000	310	3.57%
Total depreciation and amortisation	12,500	12,871	371	2.97%

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 \$0.37 million for 2019/20 will be due to the capitalisation of new infrastructure completed in 2018/19.

4.1.10 Other expenses

	Forecast	Budget	Change	
	Actual			
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Councillor Allowances	272	278	6	2.21%
Operating Lease Rentals	438	438	-	0.00%
Other Expenses	119	118	(1)	(0.84%)
Total other expenses	829	834	5	0.60%

Other expenditure relates to a range of unclassified items including audit fees, Councillor allowances, lease costs and miscellaneous items. No significant variation is expected in 2019/20.

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 remain stable during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. No significant movements are expected in this category for 2019/20.

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 2019/20.

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.

	2018/19	2019/20
	\$'000	\$'000
Amount borrowed as at 30 June of the prior year	6,114	10,537
Amount proposed to be borrowed	6,000	4,400
Amount projected to be redeemed	(1,577)	(1,746)
Amount of borrowings as at 30 June	10,537	13,191

Interest-bearing loans and borrowings are liabilities of Council. The Council is budgeting to repay loan principal of \$1.7 million in 2019/20 and drawdown new loan funds of \$4.4 million to partially fund the Reid Oval upgrade and to invest in Smart Street Lighting.

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, car park and small infrastructure funds. No significant variation is expected in 2019/20.

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

The increase in net cash from operating activities is mainly due to the decrease in materials and services which mainly relate to a reduction in the number of funded projects or projects which Councils acts as auspice.

The net cash flows from operating activities does not equal the operating result for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

4.4.2 Net cash flows provided by/used in investing activities

The forecast for 2018/19 represents a higher level of capital expenditure with major works including the finalisation of the City Centre Renewal and Simpson St drainage upgrade.

4.4.3 Net cash flows provided by/used in financing activities

Net borrowings (Loan funds less repayments) for the 2019/20 budget include new borrowings for the Reid Oval upgrade and Councils investment in Smart Street Lighting.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 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

Council has over 240 major buildings with a replacement cost of over \$130 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 spending in this category for 2019/20 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 2019/20, \$4.1 million will be spent on renewing the roads, \$3.5 million on recreational facilities, \$3.4 million on parks and open space.

Capital works program

	Forecast Actual	Budget	Change	%
	2018/19	2019/20		
	\$'000	\$'000	\$'000	
Property	2,577	2,264	(313)	(12.15%)
Plant and equipment	2,247	1,584	(663)	(29.51%)
Infrastructure	19,794	15,546	(4,248)	(21.46%)
Total	24,618	19,394	(5,224)	(21.22%)

	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	2,264	-	2,139	125	-	-	-	2,264	-
Plant and equipment	1,585	55	1,530	-	-	-	20	1,565	-
Infrastructure	15,545	3,187	10,376	1,982	-	2,432	440	8,273	4,400
Total	19,394	3,242	14,045	2,107	-	2,432	460	12,102	4,400

4.5.2 Current Budget

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
PROPERTY									
Building Improvements									
Minor building improvements	702	-	577	125	-	-	-	702	-
Public toilet renewal	486	-	486	-	-	-	-	486	-
Holiday park improvements	144	-	144	-	-	-	-	144	-
Building renewal general funding	836	-	836	-	-	-	-	836	-
Roof access	48	-	48	-	-	-	-	48	-
Accessibility	48	-	48	-	-	-	-	48	-
TOTAL PROPERTY	2,264	-	2,139	125	-	-	-	2,264	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant replacement	1,225	-	1,225	-	-	-	-	1,225	-
Computers and Telecommunications	251	-	251	-	-	-	-	251	-
ICT strategy implementation	53	-	53	-	-	-	-	53	-
IT hardware	15	15	-	-	-	-	-	15	-
Paintings and Exhibits	40	40	-	-	-	-	-	20	20
Art work acquisitions	1,584	55	1,529	-	-	-	-	20	1,564
Public art initiatives									
TOTAL PLANT AND EQUIPMENT	1,584	55	1,529	-	-	-	-	20	1,564

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
INFRASTRUCTURE									
Roads									
Local roads rehabilitation and resheets	3,136	-	3,136	-	-	340	-	2,796	-
Road reseal program	730	-	730	-	-	-	-	730	-
Road safety audit implementation	144	-	144	-	-	-	-	144	-
Street lighting improvements	29	-	29	-	-	-	-	29	-
Disabled parking	50	-	50	-	-	-	-	50	-
Central bus interchange	550	-	-	550	-	250	-	300	-
City centre taxi rank	50	-	-	50	-	-	-	50	-
Bridges									
Bridge renewal	254	-	254	-	-	-	-	254	-
Russells Creek footbridge	80	80	-	-	-	-	40	40	-
Footpaths and Cycleways									
Beach access	195	-	195	-	-	125	-	70	-
Footpath and bicycle path renewal	793	-	793	-	-	-	-	793	-
Footpath construction	299	299	-	-	-	-	-	299	-
Small infrastructure fund projects	333	333	-	-	-	-	-	333	-
Drainage									
Priority backlog drainage	492	267	225	-	-	267	-	225	-
Recreational, Leisure & Community Facilities									
Recreational facilities upgrade	3,190	1,000	1,000	1,190	-	-	-	190	3,000
Outdoor pool	300	-	300	-	-	-	-	300	-
Parks, Open Space and									

Streetscapes									
Playground renewal	1,931	-	1,931	-	-	1,450	-	481	-
Public open space improvements	192	-	-	192	-	-	-	192	-
Smart Street Lighting replacement	1,400	-	1,400	-	-	-	-	-	1,400
Aerodromes									
Minor works	29	-	29	-	-	-	-	29	-
Off Street Car Parks									
Carpark linemarking	57	-	57	-	-	-	-	57	-
Foreshore pavilion carpark	620	620	-	-	-	-	400	220	-
Other Infrastructure									
Livestock exchange improvements	57	-	57	-	-	-	-	57	-
Other infrastructure projects	95	48	47	-	-	-	-	95	-
Livestock Exchange roof construction	540	540	-	-	-	-	-	540	-
TOTAL INFRASTRUCTURE	15,546	3,187	10,377	1,982	-	2,432	440	8,274	4,400
TOTAL NEW CAPITAL WORKS									
	19,394	3,242	14,045	2,107	-	2,432	460	12,102	4,400

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.

Indicator	Measure	2018/19	Forecast			Trend	
			2019/20	2020/21	2021/22		2022/23
<i>Operating position</i>							
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	1.60%	2.28%	2.20%	1.75%	+
<i>Liquidity</i>							
Working Capital	Current assets / current liabilities	2	115.87%	120.98%	116.80%	118.40%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	73.04%	78.23%	74.15%	76.88%	+
<i>Obligations</i>							
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	32.50%	26.39%	23.48%	19.39%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		5.31%	5.56%	4.67%	4.08%	+
Indebtedness	Non-current liabilities / own source revenue		21.31%	17.85%	16.37%	13.47%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	109.12%	90.88%	100.03%	83.53%	-
<i>Stability</i>							
Rates concentration	Rate revenue / adjusted underlying revenue	6	55.48%	56.62%	57.40%	57.58%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.58%	0.60%	0.61%	0.62%	0

Indicator	Measure	Notes	Strategic Resource Plan Projections					Trend
			Forecast 2018/19	Budget 2019/20	2020/21	2021/22	2022/23	
<i>Efficiency</i>								
Expenditure level	Total expenses/ no. of property assessments		\$4,410	\$4,198	\$4,395	\$4,406	\$4,423	+
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,926	\$2,029	\$2,120	\$2,216	\$2,271	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		9.70%	10.00%	10.00%	10.00%	10.00%	-

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 amount in the Strategic Resource Plan period.

2. Working Capital

The proportion of current liabilities represented by current assets. Working capital is shown to remain stable in a positive position hovering around 115% over the Strategic Resource Plan.

3. Unrestricted Cash

The cash not associated to a particular use within Council or a legislative requirement. Council maintains a healthy ratio over the Strategic Resource Plan.

4. Debt compared to rates

Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. Councils debt is planned to peak in 2019/20 before reducing as existing loans are paid out.

5. Asset renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council has received significant grants over the last few years which have assisted in meeting this ratio, however, as the grant funding has reduced the asset renewal ratio is declining over time. The increase in asset renewal through a rate cap variation improves this ratio to an acceptable level but it does not address the existing backlog of works.

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 slightly increase over time.

User Fees & Charges Schedule					
Property Management					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Applications to use Crown & Council Land	\$25.00	\$25.50	\$26.10	\$0.60	2.35%
Licences preparation fee	\$110.00	\$112.50	\$115.30	\$2.80	2.49%
Lease preparation fee	\$160.00	\$163.60	\$167.70	\$4.10	2.51%
Survey plan fee	\$1,600.00	\$1,636.00	\$1,677.00	\$41.00	2.51%
Title search fee	\$42.00	\$43.00	\$44.10	\$1.10	2.56%
Outdoor Café /Laneway Bar Fees					
Licence Fee	\$580.00	N/A	N/A	N/A	N/A
Licence Fee (per week)	N/A	\$200.00	\$205.00	\$5.00	2.50%
Table Fee (per table)	\$40.00	\$41.00	\$42.00	\$1.00	2.44%
Rate Search Fees					
Rate history search fee (1 st 3 hours)	\$380.00	\$388.50	\$398.20	\$9.70	2.50%
Rate history search fee (after 3 hours)	\$120.00	\$122.50	\$125.60	\$3.10	2.53%
Rate history search fee (0 - 10 years)	\$22.00	\$22.50	\$23.10	\$0.60	2.67%
Copy of previous years Rate Instalments Notices (ea.)	\$16.00	\$16.40	\$16.80	\$0.40	2.44%
Search, retrieval and photocopying fees					
Search, inspection, retrieval or access fee	\$23.80	\$24.30	\$24.90	\$0.60	2.47%
Search, inspection, retrieval or access fee from off site	\$37.80	\$38.65	\$39.60	\$0.95	2.46%
Photocopying/printing any document (per A4/A3 page)	\$0.60	\$0.62	\$0.65	\$0.03	4.84%
Photocopying/printing any document (per A1,2,0 page)	\$5.00	\$5.10	\$5.20	\$0.10	1.96%
Interest on Unpaid Monies					
Interest on Unpaid Monies other than rates and charges					
In accordance with Section 227(a) of the Local Government Act 1989 Council sets the rate of interest to apply to unpaid monies, other than rates and charges, presently at 10.00% but subject to change when the rate is set at 30 th June 2019.					

Revenue Management					
New fees to apply from 1 July 2019					
Description	2017/18	2018/19	2019/20	Variance	Variance %
Monetary Complaints: Notices on a Debt					
Filing Fee					
Less than \$500	\$142.50	\$145.00	\$147.40	\$2.40	1.66%
\$500 - \$999	\$142.50	\$145.00	\$147.40	\$2.40	1.66%
\$1,000 - \$4,999	\$296.90	\$302.90	\$307.80	\$4.90	1.62%
\$5,000 - \$7,499	\$296.90	\$302.90	\$307.80	\$4.90	1.62%
\$7,500 - \$9,999	\$296.90	\$302.90	\$307.80	\$4.90	1.62%
\$10,000 - \$20,000	\$451.70	\$460.70	\$468.20	\$7.50	1.63%
Necessary Certificate x2					
Less than \$500	\$96.00	\$96.00	\$98.00	\$2.00	2.08%
\$500 - \$999	\$168.00	\$172.00	\$176.00	\$4.00	2.33%
\$1,000 - \$4,999	\$168.00	\$172.00	\$176.00	\$4.00	2.33%
\$5,000 - \$7,499	\$198.00	\$202.00	\$208.00	\$6.00	2.97%
\$7,500 - \$9,999	\$236.00	\$242.00	\$248.00	\$6.00	2.48%
\$10,000 - \$20,000	\$236.00	\$242.00	\$248.00	\$6.00	2.48%
Professional (Item 1 Complaints)					
Less than \$500	\$212.00	\$217.00	\$222.00	\$5.00	2.30%
\$500 - \$999	\$444.00	\$454.00	\$465.00	\$11.00	2.42%
\$1,000 - \$4,999	\$444.00	\$454.00	\$465.00	\$11.00	2.42%
\$5,000 - \$7,499	\$545.00	\$557.00	\$571.00	\$14.00	2.51%
\$7,500 - \$9,999	\$655.00	\$669.00	\$686.00	\$17.00	2.54%
\$10,000 - \$20,000	\$655.00	\$669.00	\$686.00	\$17.00	2.54%
Service Fee					
Service Fee	\$69.00	\$71.00	\$73.00	\$2.00	2.82%
Other Professional Costs					
Warrant					
Less than \$500	\$55.00	\$56.00	\$57.00	\$1.00	1.79%
\$500 - \$999	\$112.00	\$114.00	\$117.00	\$3.00	2.63%
\$1,000 - \$4,999	\$112.00	\$114.00	\$117.00	\$3.00	2.63%
\$5,000 - \$7,499	\$133.00	\$136.00	\$139.00	\$3.00	2.21%
\$7,500 - \$9,999	\$167.00	\$171.00	\$175.00	\$4.00	2.34%
\$10,000 - \$20,000	\$167.00	\$171.00	\$175.00	\$4.00	2.34%

Description	2017/18	2018/19	2019/20	Variance	Variance %
Summons for Oral Examination					
Less than \$500	\$57.00	\$58.00	\$59.00	\$1.00	1.72%
\$500 - \$999	\$135.00	\$138.00	\$141.00	\$3.00	2.17%
\$1,000 - \$4,999	\$135.00	\$138.00	\$141.00	\$3.00	2.17%
\$5,000 - \$7,499	\$163.00	\$167.00	\$171.00	\$4.00	2.40%
\$7,500 - \$9,999	\$179.00	\$183.00	\$188.00	\$5.00	2.73%
\$10,000 - \$20,000	\$179.00	\$183.00	\$188.00	\$5.00	2.73%
Necessary Affidavit					
Less than \$500	\$96.00	\$98.00	\$100.00	\$2.00	2.04%
\$500 - \$999	\$198.00	\$202.00	\$207.00	\$5.00	2.48%
\$1,000 - \$4,999	\$198.00	\$202.00	\$207.00	\$5.00	2.48%
\$5,000 - \$7,499	\$240.00	\$245.00	\$251.00	\$6.00	2.45%
\$7,500 - \$9,999	\$287.00	\$293.00	\$300.00	\$7.00	2.39%
\$10,000 - \$20,000	\$287.00	\$293.00	\$300.00	\$7.00	2.39%
Application for Order					
Less than \$500	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$500 - \$999	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$1,000 - \$4,999	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$5,000 - \$7,499	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$7,500 - \$9,999	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
\$10,000 - \$20,000	\$44.00	\$45.00	\$46.00	\$1.00	2.22%
Instructions to Defend					
Less than \$500	\$98.00	\$100.00	\$103.00	\$3.00	3.00%
\$500 - \$999	\$210.00	\$215.00	\$220.00	\$5.00	2.33%
\$1,000 - \$4,999	\$210.00	\$215.00	\$220.00	\$5.00	2.33%
\$5,000 - \$7,499	\$260.00	\$266.00	\$273.00	\$7.00	2.63%
\$7,500 - \$9,999	\$311.00	\$318.00	\$326.00	\$8.00	2.52%
\$10,000 - \$20,000	\$311.00	\$318.00	\$326.00	\$8.00	2.52%
Order for Substituted Service					
Less than \$500	\$143.00	\$146.00	\$150.00	\$4.00	2.74%
\$500 - \$999	\$258.00	\$264.00	\$271.00	\$7.00	2.65%
\$1,000 - \$4,999	\$258.00	\$264.00	\$271.00	\$7.00	2.65%
\$5,000 - \$7,499	\$307.00	\$314.00	\$322.00	\$8.00	2.55%
\$7,500 - \$9,999	\$362.00	\$370.00	\$379.00	\$9.00	2.43%
\$10,000 - \$20,000	\$362.00	\$370.00	\$379.00	\$9.00	2.43%

Description	2017/18	2018/19	2019/20	Variance	Variance %
Necessary Notice/Certificate					
Less than \$500	\$48.00	\$48.00	\$49.00	\$1.00	2.08%
\$500 - \$999	\$84.00	\$86.00	\$88.00	\$2.00	2.33%
\$1,000 - \$4,999	\$84.00	\$86.00	\$88.00	\$2.00	2.33%
\$5,000 - \$7,499	\$99.00	\$101.00	\$104.00	\$3.00	2.97%
\$7,500 - \$9,999	\$118.00	\$121.00	\$124.00	\$3.00	2.48%
\$10,000 - \$20,000	\$118.00	\$121.00	\$124.00	\$3.00	2.48%
Issue Fees					
Claim or Counterclaim					
Fee	\$142.20	\$145.00	\$147.40	\$2.40	1.66%
Application for Order					
Fee	\$41.80	\$42.70	\$43.40	\$0.70	1.64%
With Preparation	\$68.30	\$69.70	\$70.90	\$1.20	1.72%
46A Summons/46B Rehearing Application					
Fee	\$147.80	\$150.70	\$153.20	\$2.50	1.66%
With Preparation	\$174.30	\$177.70	\$180.70	\$3.00	1.69%
Summons for Oral Examination inc hearing					
Fee	\$97.60	\$99.50	\$101.20	\$1.70	1.71%
Certificate for Supreme Court					
Fee	\$19.50	\$19.90	\$20.20	\$0.30	1.51%
With Preparation	\$46.00	\$46.90	\$47.70	\$0.80	1.71%
Application for Attachment of Earnings					
Fee	\$139.40	\$142.20	\$144.50	\$2.30	1.62%
Attachment of Earnings/Debt Order					
Fee	\$19.50	\$19.90	\$20.20	\$0.30	1.51%
With Preparation	\$46.00	\$46.90	\$27.70	-\$19.20	-40.94%
Warrant Fees					
Fee	\$16.30	\$17.10	\$17.30	\$0.20	1.17%
Sheriff's Warrant Fee	N/A	\$195.00	\$198.10	\$3.10	1.59%
Application under the Judgement Debt Recovery Act					
Summons for Examination	\$147.80	\$150.70	\$153.20	\$2.50	1.66%
Instalment Application/Agreement (Creditor)	\$78.10	\$79.60	\$80.90	\$1.30	1.63%
Application to Vary/Cancel (Creditor)	\$78.10	\$79.60	\$80.90	\$1.30	1.63%
Service Cost					
Attempted Service (Item 78)	\$48.00	\$49.00	\$50.00	\$1.00	2.04%
Service by Post (Item 77)	\$13.00	\$13.00	\$13.00	\$0.00	0.00%
Allowance per km (Item 79)	\$0.69	\$0.70	\$0.70	\$0.00	0.00%

Coast & Rivers					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Mooring Fees					
Boat less than 10m pa	\$255.00	\$260.00	\$265.00	\$5.00	1.92%
Boat 10.1m to 15m pa	\$325.00	\$330.00	\$335.00	\$5.00	1.52%
Boat 15.1 – 20m pa	\$375.00	\$380.00	\$385.00	\$5.00	1.32%
Boat 20.1 – 25m pa	\$460.00	\$470.00	\$475.00	\$5.00	1.06%
Jetty Fees – pa: Permit for breakwater and Hopkins River	\$210.00	\$215.00	\$220.00	\$5.00	2.33%
Mooring inspection fee	N/A	\$170.00	\$180.00	\$10.00	\$0.06
Mooring infrastructure hire	\$85.00	\$87.00	\$90.00	\$3.00	3.45%
Berth permit or mooring licence - new application fee	\$80.00	\$80.00	\$80.00	\$0.00	0.00%
Annual Parking Permit Fees					
Breakwater (per vehicle)	\$65.00	\$67.00	\$68.00	\$1.00	1.49%
Boat Launching Fees (Coastal and Inland waterways)					
Annual	N/A	N/A	N/A	N/A	N/A
3 Day Pass	N/A	N/A	N/A	N/A	N/A
Casual Day Pass	N/A	N/A	N/A	N/A	N/A

Infrastructure Services

New fees to apply from 1 July 2019

User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Minor Works less than \$10,000	\$135.00	\$140.00	\$145.00	\$5.00	3.57%
Minor Works great than \$10,000	\$610.00	\$630.00	\$650.00	\$20.00	3.17%
Minor Works Public Notice Fee	N/A	N/A	\$50.00	N/A	N/A
Large Projects	By Negotiation	By Negotiation	By Negotiation	N/A	N/A
Asset Inspection Checklist	\$135.00	\$140.00	\$145.00	\$5.00	3.57%
Driveway Design and Vertical Clearance Check	\$230.00	N/A	N/A	N/A	N/A
Livestock Crossing Permit:					
Stock Crossing Permit	N/A	N/A	\$145.00	N/A	N/A
Stormwater Legal Point of Discharge Application:					
Single dwelling development - note 1	\$67.00	\$65.40	\$141.20	\$75.80	115.90%
Information only	\$60.00	\$60.00	\$62.00	\$2.00	3.33%
Short notice fee	\$115.00	\$115.00	\$117.00	\$2.00	1.74%
Street tree – supply and install including maintenance period of 24 months	\$335.00	\$345.00	\$355.00	\$10.00	2.90%
Build Over Stormwater Easement Application	\$110.00	\$115.00	\$118.00	\$3.00	2.61%
Rain Garden (small up to 4.5m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$3,000.00	\$3,100.00	\$3,200.00	\$100.00	3.23%
Rain Garden (medium up to 9.0m ²) – supply and install vegetated landscaping including maintenance period of 24 months	\$3,010.00	\$3,500.00	\$3,600.00	\$100.00	2.86%
Stormwater drainage line inspection (high resolution camera) – 4 hours	\$635.00	\$650.00	\$670.00	\$20.00	3.08%
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	\$1,290.00	\$1,350.00	\$1,390.00	\$40.00	2.96%
Plan checking and supervision fee	0.75% for plan checking and 2.5% for supervision (Based on the value of works)	0.75% for plan checking and 2.5% for supervision (Based on the value of works)	0.75% for plan checking and 2.5% for supervision (Based on the value of works)	N/A	N/A

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.

Open Space Hires

New fees to apply from 1 July 2019

User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Botanic Gardens - Weddings and Events					
Small Event - (No Marquee, Vehicle Access or Use of Rotunda)	N/A	N/A	\$100.00	N/A	N/A
Use of Band Rotunda and or Vehicle Access	N/A	\$150.00	\$160.00	\$10.00	6.67%
Small Marquee (6m x 6m, or up to 36 square metres) weddings and events *	N/A	\$500.00	\$525.00	\$25.00	5.00%
Medium Marquee (8m x 8m, or up to 64 square metres) weddings and events *	N/A	\$1,000.00	\$1,050.00	\$50.00	5.00%
Large Marquee *	N/A	Price on event application	Price on event application	N/A	N/A

* Marquee fees include vehicle access and use of Band Rotunda if required

Lake Pertobe - Events	2017/18	2018/19	2019/20	Variance	Variance %
Community Events (not for profit)	N/A	\$0.00	\$0.00	\$0.00	0.00%
Small Events (under 200 attendees)	N/A	\$250.00	\$265.00	\$15.00	6.00%
Medium Events (between 200 to 500 attendees)	N/A	\$500.00	\$525.00	\$25.00	5.00%
Large Events (over 500 attendees)	N/A	\$1,000.00	\$1,050.00	\$50.00	5.00%

Lighthouse Theatre						
New fees to apply from 1 July 2019						
User Fees & Charges		2017/18	2018/19	2019/20	Variance	Variance %
Staff per hour used, all venues and user types						
Supervising Technician		\$52.50	\$54.50	\$56.50	\$2.00	3.67%
Technician		\$47.50	\$49.50	\$51.50	\$2.00	4.04%
Front of House Coordinator		\$52.50	\$54.50	\$56.50	\$2.00	3.67%
Merchandise seller		\$47.50	\$49.50	\$51.50	\$2.00	4.04%
Community & Local Non for Profit						
THEATRE: Ticketed Performance Hire	Hire rate plus 5% of net ticket sales	\$500.00	\$520.00	\$540.00	\$20.00	3.85%
	Second Performance same day	\$300.00	\$330.00	\$340.00	\$10.00	3.03%
THEATRE Rehearsals	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed Performance Hire		\$330.00	\$340.00	\$350.00	\$10.00	2.94%
Second Performance Same Day		\$220.00	\$220.00	\$230.00	\$10.00	4.55%
STUDIO Rehearsals	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Local Artists and Non-local Non for Profit						
THEATRE: Ticketed Performance Hire	Hire rate plus 5% of net ticket sales	\$720.00	\$750.00	\$780.00	\$30.00	4.00%
	Second Performance Same Day	\$330.00	\$330.00	\$340.00	\$10.00	3.03%
THEATRE Rehearsals						
Hire per hour	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed Performance Hire		\$440.00	\$460.00	\$480.00	\$20.00	4.35%
Second Performance Same Day		\$220.00	\$220.00	\$230.00	\$10.00	4.55%
STUDIO Rehearsals	Work lights only	\$45.00	\$47.50	\$50.00	\$2.50	5.26%
Hire per hour	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Other Fees - Community, Non for Profits and Local Artists						
Equipment & Consumable Items	Steinway Grand piano	\$120.00	\$120.00	\$125.00	\$5.00	4.17%
		(Plus tuning if required)	(Plus tuning if required)	(Plus tuning if required)	N/A	N/A
	Minimum Consumable Charge (gel, tape, batteries)	N/A	N/A	\$30.00	N/A	N/A
	Radio Mics	\$40.00	\$45.00	\$45.00	\$0.00	0.00%
Ticketing Fees	Tix under \$11.00	\$1.35	\$1.40	\$1.45	\$0.05	3.57%
	Tix \$11.00 - \$40.00	\$2.50	\$2.75	\$2.80	\$0.05	1.82%
	Tix \$40.00 plus	\$3.50	\$3.75	\$3.80	\$0.05	1.33%
	Credit Card Fees	Up to 3%	Up to 3%	Up to 3%	N/A	N/A
	Event Creation and Set of Tickets (Per Season)	N/A	\$50.00	\$52.50	\$2.50	N/A

Ticketed Event: Subsidised Professional Companies						
THEATRE: Ticketed Performance Hire						
	Hire rate plus 5% of net ticket sales	\$1,100.00	\$1,150.00	\$1,200.00	\$50.00	4.35%
	Second Performance Same Day	\$550.00	\$550.00	\$575.00	\$25.00	4.55%
THEATRE Rehearsals						
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed Performance Hire						
	Second Performance Same Day	\$330.00	\$330.00	\$340.00	\$10.00	3.03%
STUDIO Rehearsals						
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Ticketed Event: Standard Hirer Rates						
THEATRE: Ticketed Performance Hire						
	Hire rate plus 5% of net ticket sales	\$1,485.00	\$1,550.00	\$1,600.00	\$50.00	3.23%
	Second Performance Same Day	\$550.00	\$550.00	\$575.00	\$25.00	4.55%
THEATRE Rehearsals						
	Stage lights and all technical facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Ticketed Performance Hire						
	Second Performance Same Day	\$330.00	\$330.00	\$340.00	\$10.00	3.03%
STUDIO Rehearsals						
Work lights only	Stage Lights & Technical Facilities	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
Lighthouse Theatre (Cont.)						
New fees to apply from 1 July 2019						
User Fees & Charges		2017/18	2018/19	2019/20	Variance	Variance %
Other Fees - Subsidised theatre and Standard hires						
Equipment & Consumables Items						
	Steinway Grand Piano	\$220.00	\$220.00	\$230.00	\$10.00	4.55%
		(Plus tuning if required)	(Plus tuning if required)	(Plus tuning if required)	N/A	N/A
	Radio Mics	\$80.00	\$90.00	\$90.00	\$0.00	0.00%
Ticketing Fees						
	Tix under \$11.00	\$2.85	\$3.00	\$3.10	\$0.10	3.33%
	Tix \$11.00 - \$40.00	\$3.90	\$4.00	\$4.10	\$0.10	2.50%
	Tix \$40.00 \$60.00	\$4.60	\$5.00	\$5.10	\$0.10	2.00%
	Tix \$60 plus	\$5.50	\$6.00	\$6.10	\$0.10	1.67%
	Credit Card Fees	Up to 3%	Up to 3%	Up to 3%	N/A	N/A
	Event Creation and Set of Tickets (Per Season)	N/A	\$100.00	\$105.00	\$5.00	N/A
	Urgent (<72hr) Event Creation and Set of Tickets (Per Season)	N/A	\$200.00	\$210.00	\$10.00	N/A

Merchandise including Foyers, Theatre, Studio, Atrium and Meeting Room		11% on Gross Sales	12% on Gross Sales	12% on Gross Sales	N/A	N/A
Non-Ticketed Event: Non for Profit Organisations						
THEATRE:	Event Hire (up to 9 hrs)	\$1,100.00	\$1,150.00	\$1,200.00	\$50.00	4.35%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO:	Event Hire (up to 9 hrs)	\$605.00	\$630.00	\$650.00	\$20.00	3.17%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
MEETING ROOM: Event hire	Monday – Friday between 9am & 5pm	\$250.00	\$250.00	\$250.00	\$0.00	0.00%
		N/A	\$55.00	\$60.00	\$5.00	9.09%
	Weekdays outside business hours weekends	By negotiation	By negotiation	By negotiation	N/A	N/A
STUDIO: Used in conjunction with Theatre: Event Hire						
	Hire per event, per day	\$365.00	\$380.00	\$390.00	\$10.00	2.63%
MEETING ROOM: Used in conjunction with Theatre or Studio:						
Event Hire	Hire per event, per day	\$140.00	\$150.00	\$150.00	\$0.00	0.00%
MAIN FOYER: Event Hire	(between 9am & 5pm, Mon to Fri, up to 8hrs)	\$330.00	\$330.00	\$330.00	\$0.00	0.00%
	(Weekdays outside business hours, Weekends)	By negotiation	By negotiation	By negotiation	N/A	N/A
	Bar Service During Event (per event)	Staffing Costs Apply	Staffing Costs Apply	Staffing Costs Apply	N/A	N/A
Standard Hire Rates – NON TICKETED EVENTS						
THEATRE:	Event Hire (up to 9 hrs)	\$1,850.00	\$1,925.00	\$2,000.00	\$75.00	3.90%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO:	Event Hire (up to 9 hrs)	\$715.00	\$750.00	\$780.00	\$30.00	4.00%
	(Additional Hours, per hour)	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
STUDIO: Used in conjunction with Theatre						
	Hire per event	\$420.00	\$440.00	\$460.00	\$20.00	4.55%
MEETING ROOM: Event hire	Monday – Friday between 9am & 5pm	\$250.00	\$250.00	\$250.00	\$0.00	0.00%
	(Weekdays outside business hours, Weekends)	By negotiation	By negotiation	By negotiation	N/A	N/A
MAIN FOYER	(between 9am & 5pm, Mon to Fri, up to 8hrs)	\$330.00	\$330.00	\$330.00	\$0.00	0.00%
	(Weekdays outside business hours, Weekends)	By negotiation	By negotiation	By negotiation	N/A	N/A
MAIN FOYER: Used in conjunction with Event Hire	Used in conjunction with Theatre: Event	No charge	No charge	No charge	N/A	N/A
	Used in conjunction with Studio: Event (per hour)	\$75.00	\$115.00	\$115.00	\$0.00	0.00%
	Room Change Surcharge (Change of Format from Standard)	N/A	\$55.00	\$60.00	\$5.00	N/A
	Bar Service during Event (per event)	Staffing Costs Apply	Staffing Costs Apply	Staffing Costs Apply	N/A	N/A
FUNCTIONS						
Catered Function (Dinners/Luncheons/Weddings)						
STUDIO	Function Hire (up to 9 hrs access, includes Meeting Room)	\$1,100.00	\$1,100.00	\$1,150.00	\$50.00	4.55%

	Additional Hire Hours or Setup Hours	\$55.00	\$57.50	\$60.00	\$2.50	4.35%
MAIN FOYER	Used in conjunction with Catered Function	\$120.00	\$120.00	\$125.00	\$5.00	4.17%
	Foyer Bar Service (per function)	N/A	Staffing Costs Apply	Staffing Costs Apply	N/A	N/A
Other Fees						
Equipment & Consumables Items						
	Steinway Grand Piano	\$220.00	\$220.00	\$230.00	\$10.00	4.55%
		(Plus tuning if required)	(Plus tuning if required)	(Plus tuning if required)	N/A	N/A
	Radio Mics	\$80.00	\$90.00	\$90.00	\$0.00	0.00%
	Rubbish Removal (Charge per skip)	\$110.00	\$110.00	\$110.00	\$0.00	0.00%

AquaZone

New fees to apply from 1 July 2019

User Fees and Charges	2017/18	2018/19	2019/20	Variance	Variance %
Day Admissions: Aquatics					
Adult swim	\$6.90	\$6.90	\$7.00	\$0.10	1.45%
Child swim (3-15 years)	\$4.90	\$5.00	\$5.10	\$0.10	2.00%
Concession swim	\$4.90	\$5.00	\$5.30	\$0.30	6.00%
Family swim (unlimited family members/same residence)	\$20.60	\$20.60	\$20.80	\$0.20	0.97%
Day Admissions: Health & Fitness					
Gymnasium	\$18.90	\$19.30	\$19.50	\$0.20	1.04%
Fitness class	\$14.70	\$14.70	\$14.90	\$0.20	1.36%
Older adult exercise class	\$10.30	\$10.40	\$10.50	\$0.10	0.96%
Preventative Health Classes	\$5.60	\$6.00	\$6.00	\$0.00	0.00%
School aerobics	\$7.70	\$7.90	\$7.90	\$0.00	0.00%
Personal Training 1 hour	\$82.70	\$86.80	\$88.00	\$1.20	1.38%
Personal Training 45 minutes	\$62.00	\$65.10	\$66.00	\$0.90	1.38%
Personal Training ½ hour	\$46.20	\$47.10	\$48.00	\$0.90	1.91%
Creche					
Per child per hour (Member)	\$6.80	\$7.00	\$7.50	\$0.50	7.14%
Per child per hour (Non Member)	\$12.20	\$12.60	\$12.90	\$0.30	2.38%
Learn to Swim (Pool Entry & Assessment)					
<i>Per class (2nd child and 3rd child discounts apply)</i>	\$14.30	\$14.30	\$14.50	\$0.20	1.40%
Private lessons ½ hour lesson	\$50.80	\$51.80	\$52.00	\$0.20	0.39%
1 hour lesson	\$96.80	\$100.70	\$101.00	\$0.30	0.30%
School swim <i>no instruction</i>	\$4.70	\$4.80	\$4.90	\$0.10	2.08%
School swim <i>with instruction</i>	\$7.00	\$7.00	\$7.00	\$0.00	0.00%
School at pool	\$9.90	\$10.10	\$10.50	\$0.40	3.96%
Group Entry					
Adult Swim	\$6.10	\$6.10	\$6.30	\$0.20	3.28%
Gym	\$16.80	\$17.10	\$17.55	\$0.45	2.63%
Fitness class	\$13.20	\$13.50	\$13.50	\$0.00	0.00%
Other					
Locker hire	\$3.70	\$3.80	\$4.00	\$0.20	5.26%

Towel hire		\$3.70	\$3.80	\$4.00	\$0.20	5.26%
Multi Pass – Health & Fitness						
Fitness class	20 pass	\$295.40	\$307.20	\$307.20	\$0.00	0.00%
Multi Pass – Aquatics						
Adult	20 Pass	\$123.60	\$123.60	\$126.00	\$2.40	1.94%
	50 Pass	\$309.00	\$309.00	\$315.00	\$6.00	1.94%
Child	20 Pass	\$87.40	\$89.10	\$91.80	\$2.70	3.03%
	50 Pass	\$218.70	\$223.10	\$229.50	\$6.40	2.87%
Concession	20 Pass	\$87.40	\$89.10	\$95.40	\$6.30	7.07%
	50 Pass	\$218.70	\$223.10	\$238.50	\$15.40	6.90%
Multi Pass: Crèche/Occasional Care						
1 child/1hr Crèche	10 Pass	\$68.20	\$70.20	\$71.25	\$1.05	1.50%
1 child/1hr Occasional Care	10 Pass	\$117.30	\$120.80	\$122.55	\$1.75	1.45%

AquaZone (Cont.)

New fees to apply from 1 July 2019

User Fees and Charges		2017/18	2018/19	2019/20	Variance	Variance %
Facility Hire						
Pools	Up to four hours	\$483.70	\$507.90	\$530.00	\$22.10	4.35%
	Up to ten hours	\$787.70	\$795.60	\$830.00	\$34.40	4.32%
	Lane hourly commercial	\$39.30	\$41.30	\$45.00	\$3.70	8.96%
	Lane hourly community	\$4.20	\$4.60	\$4.90	\$0.30	6.52%
Pool closure advertising fee		\$140.50	\$154.60	\$155.00	\$0.40	0.26%
School booking cancellation fee (per lane) (<12 hrs notice)		\$38.50	\$40.00	\$41.00	\$1.00	2.50%
Crèche – per hour		\$53.00	\$58.30	\$60.00	\$1.70	2.92%
Multi-purpose room – per hour		\$53.00	\$58.30	\$60.00	\$1.70	2.92%
Birthday Party						
Aqua Fun Pack		\$71.40	\$72.10	\$72.10	\$0.00	0.00%
Memberships						
Gold	12 months	\$1,026.50	\$1,047.00	\$1,047.00	\$0.00	0.00%
	3 months	\$513.20	\$523.50	\$523.50	\$0.00	0.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$85.50	\$87.20	\$87.20	\$0.00	0.00%

Gym & Swim	12 months	\$915.90	\$934.20	\$980.91	\$46.71	5.00%
	3 months	\$440.20	\$449.00	\$471.45	\$22.45	5.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$76.30	\$77.80	\$81.69	\$3.89	5.00%
Fitness & Swim	12 months	\$915.90	\$925.10	\$925.10	\$0.00	0.00%
	3 months	\$440.20	\$444.60	\$444.60	\$0.00	0.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$76.30	\$77.10	\$77.10	\$0.00	0.00%
Swim Only	12 months	\$775.80	\$791.30	\$830.87	\$39.57	5.00%
	3 months	\$338.00	\$344.80	\$362.04	\$17.24	5.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$64.70	\$66.00	\$69.30	\$3.30	5.00%
Family Swim	12 months	\$1,693.40	\$1,744.20	\$1,831.41	\$87.21	5.00%
	3 months	\$594.55	\$612.40	\$643.02	\$30.62	5.00%
	Direct debit joining fee	\$99.00	\$99.00	\$99.00	\$0.00	0.00%
	Direct debit monthly rate	\$141.12	\$145.40	\$152.67	\$7.27	5.00%
Corporate	10 – 20 people	12.5% discount	12.5% discount	12.5% discount	N/A	N/A
	21 + people	15% discount	15% discount	15% discount	N/A	N/A

Warrnambool Art Gallery					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Admission to special exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event	N/A	N/A
Research Inquiry – per hour	\$45.00	\$45.00	\$45.00	\$0.00	0.00%
Curatorial Advice – per hour	\$55.00	\$125.00	\$125.00	\$0.00	0.00%
Education workshop/activity	Dependent on activity	Dependent on activity	Dependent on activity	N/A	N/A
Public program event/activity	Dependent on activity	Dependent on activity	Dependent on activity	N/A	N/A
Front-of-house and out-of-hours staff– per hour	\$45.00	\$45.00	\$45.00	\$0.00	0.00%
Annual Subscription					
Family	\$55.00	\$70.00	\$70.00	\$0.00	0.00%
Family 3 Years	\$150.00	\$200.00	\$200.00	\$0.00	0.00%
Individual	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
Individual 3 years	\$110.00	\$110.00	\$110.00	\$0.00	0.00%
Individual concession	\$27.50	\$25.00	\$25.00	\$0.00	0.00%
Individual concession 3 years	N/A	\$65.00	\$65.00	\$0.00	0.00%
Life	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	0.00%
Rental					
Exhibition in George Lance Gallery/Temporary Exhibition Gallery	Negotiation	Negotiation	Negotiation	N/A	N/A
Commission on art sales	40%	40%	40%	\$0.00	0.00%
Commission on shop sales	100%	100%	100%	\$0.00	0.00%
Meetings/functions etc. – per hour	\$125.00	\$125.00	\$125.00	\$0.00	0.00%
Weddings (2 hours. Additional hours \$250ph)	\$500.00	\$120.00	N/A	N/A	N/A
Transparency/digital image (for reproduction)	\$180.00	Negotiation	Negotiation	N/A	N/A
Display easels (x2) – per hour each	\$10.00	\$10.00	\$10.00	\$0.00	0.00%
Back loading frames – per hour each	\$10.00	\$10.00	\$10.00	\$0.00	0.00%
Lectern – per hour	\$10.00	\$10.00	\$10.00	\$0.00	0.00%
Microphone and overhead PA – per hour	\$20.00	\$20.00	\$20.00	\$0.00	0.00%
Directional lighting (gallery spaces) – per event	\$90.00	\$90.00	\$90.00	\$0.00	0.00%

Sports Grounds					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Sports ground casual hire (includes use of pavilion)					
Half day	\$71.00	\$89.00	\$111.00	\$22.00	24.72%
Full day	\$138.00	\$173.00	\$216.00	\$43.00	24.86%
Pre-season training session	\$71.00	\$89.00	\$111.00	\$22.00	24.72%
Unauthorised Use (penalty equivalent to full day)	N/A	N/A	\$216.00	N/A	N/A
Unauthorised Works on Council Owned or Managed Land	N/A	N/A	\$1,500.00	N/A	N/A
Football practice match (with line marking)	\$138.00	\$173.00	\$216.00	\$43.00	24.86%
Football/Netball League Finals (senior competition that may also include junior competition) (per day)	\$521.00	\$651.00	\$814.00	\$163.00	25.04%
Football/Netball League Finals (junior competition only) (per day)	\$260.00	\$325.00	\$406.00	\$81.00	24.92%
Commercial hire (per day)	\$695.00	\$869.00	\$1,086.00	\$217.00	24.97%
Commercial cleaning of facilities (when left in unsuitable condition)	At cost	At cost	At cost	N/A	N/A
Sports ground seasonal use fee					
Category 1 (Hampden League Grounds)	\$6,454.00	\$8,067.00	\$10,084.00	\$2,017.00	25.00%
Category 2 (District League Grounds)	\$3,226.00	\$4,034.00	\$5,041.00	\$1,007.00	24.96%
Category 3 (Other Users)	\$806.00	\$1,008.00	\$1,260.00	\$252.00	25.00%

Warrnambool Stadium					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Player Fees					
Adult	\$10.00	\$10.50	\$10.80	\$0.30	2.86%
Junior	\$8.00	\$8.50	\$8.80	\$0.30	3.53%
School	\$4.60	\$5.00	\$5.50	\$0.50	10.00%
Casual Shot	\$5.00	\$5.00	\$5.00	\$0.00	0.00%
Stadium Hire					
Hourly rate with lights: commercial	\$215.00	\$350.00	\$350.00	\$0.00	0.00%
Hourly rate with lights: community/school	\$170.00	\$230.00	\$240.00	\$10.00	4.35%
School use between 9am - 3pm	\$820.00	\$900.00	\$950.00	\$50.00	5.56%
Single court hourly: user group squads: with lights	\$30.00	\$30.00	\$30.00	\$0.00	0.00%
Highball court up to 12 hours	\$480.00	\$480.00	\$500.00	\$20.00	4.17%
Hourly rate with lights: commercial	\$70.00	\$80.00	\$80.00	\$0.00	0.00%
Hourly rate with lights: community/school	\$60.00	\$50.00	\$55.00	\$5.00	10.00%
School use between 9am - 3pm	\$290.00	\$290.00	\$350.00	\$60.00	20.69%
Show court up to 12 hours	\$630.00	\$630.00	\$650.00	\$20.00	3.17%
Hourly rate with lights: commercial	\$85.00	\$80.00	\$80.00	\$0.00	0.00%
Hourly rate with lights: community/school	\$70.00	\$50.00	\$55.00	\$5.00	10.00%
School use between 9am - 3pm	\$300.00	\$300.00	\$350.00	\$50.00	16.67%
Seahawks/Mermaids Home Games & Finals					
Both Teams	\$680.00	\$680.00	\$680.00	\$0.00	0.00%
Single Team	\$420.00	\$420.00	\$420.00	\$0.00	0.00%
Multi-Purpose Room					
Up to 12 hours (with other hires)	\$200.00	\$200.00	\$200.00	\$0.00	0.00%
Up to 12 hours (room only)	\$350.00	\$350.00	\$400.00	\$50.00	14.29%
Per hour	\$35.00	\$35.00	\$60.00	\$25.00	71.43%
User groups up to 12 hours	\$122.00	\$122.00	\$150.00	\$28.00	22.95%
User groups per hour	\$15.00	\$15.00	\$20.00	\$5.00	33.33%
Meeting room up to 12 hours	\$61.00	\$61.00	\$65.00	\$4.00	6.56%
Per hour	\$15.00	\$15.00	\$20.00	\$5.00	33.33%
Facility Hire					
Kitchen facilities	\$170.00	\$175.00	\$175.00	\$0.00	0.00%
User group sports hire up to 12 hours	\$1,060.00	\$1,150.00	\$1,200.00	\$50.00	4.35%
3crt stadium Commercial users up to 12 hours	\$1,690.00	\$1,750.00	\$1,800.00	\$50.00	2.86%
2crt NB stadium up to 12 hours	\$891.00	\$900.00	\$950.00	\$50.00	5.56%
Gymnastics					
1 hour recreational class fee (per hour)	\$11.60	\$11.80	\$12.20	\$0.40	3.39%
2 hour classes class fee (per hour)	\$11.60	\$11.80	\$12.20	\$0.40	3.39%
3 hour class fee (per hour)	\$8.80	\$9.10	\$10.20	\$1.10	12.09%
Above 3 hour class fee (per hour)	\$8.80	\$9.10	\$10.20	\$1.10	12.09%

School gymnastics with instruction (per student)	\$6.50	\$7.00	\$7.50	\$0.50	7.14%
Small school group class fee (1hr)	\$75.00	\$80.00	\$90.00	\$10.00	12.50%
Adult Group (per person)	\$10.00	\$12.00	\$13.00	\$1.00	8.33%
Gymnastics facility hire (per hr) for external gymnastics groups	\$75.00	\$80.00	\$100.00	\$20.00	25.00%
Ed gym 1 hr class	\$10.00	\$10.50	\$11.00	\$0.50	4.76%
School Holiday Program 2 hr class	\$20.00	\$20.00	\$22.00	\$2.00	10.00%
Birthday Party Program per child	\$13.00	\$13.50	\$13.50	\$0.00	0.00%
Outside School Hours Care					
Vacation care daily rate	\$70.00	\$75.00	\$81.00	\$6.00	8.00%
After school care casual rate per session	\$28.50	\$30.00	\$30.00	\$0.00	0.00%
After school care permanent rate per session	\$23.50	\$24.00	\$25.50	\$1.50	6.25%

Kindergartens							
New fees to apply from 1 January 2019							
User Fees & Charges		2017	2018	2019	2020	Variance	Variance %
Fee's Per Term- 4 year old (15 hour per week)							
	Term 1 & 2	\$303.85 per term	\$310.00 per term	\$322.00 per term	\$332.00 per term	\$10.00	3.23%
	Term 3 & 4	\$310.00 per term	\$322.00 per term	\$332.00 per term	TBC	N/A	N/A
Fee's Per Term- 3 year old (3 hours per week)							
	Term 1 & 2	\$200.00 per term for one 3 hr session \$400 per term for 2 x 3 hr sessions	\$210.00 per term for one 3 hr session	\$215.00 per term for one 3 hr session	\$222.00 per term for one 3 hr session	\$7.00	3.26%
	Term 3 & 4	\$210.00 per term	\$215.00 per term	\$222.00 per term	TBC	N/A	N/A
Centre Based Care							
New fees to apply from 1 July 2019							
User Fees & Charges		2017	2018	2019	2020	Variance	Variance %
Daily fee		\$103.30	\$105.00	\$105.00	\$107.00	\$2.00	1.90%
		Jan-June 2017	Jan-June 2018	Jan-June 2019	Jan-Jun 2020		
		\$105.00	\$105.00	\$107.00	TBC	N/A	N/A
		July-Dec 2017	July-Dec 2018	July-Dec 2019			
*Actual cost to families will depend on each families' Childcare Benefit Status (as determined via Centrelink), and will also attract a rebate on out of pocket expenses determined by the Federal Government							
Family Day Care							
New fees to apply from 1 July 2019							

User Fees & Charges	2016/17	2017/18	2018/19	2019/20	Variance	Variance %
8am to 6pm – per hour	To be advised as previously Independent fees & charges set by Educators under National guidelines	To be advised as previously Independent fees & charges set by Educators under National guidelines	To be advised as previously Independent fees & charges set by Educators under National guidelines	To be advised as previously Independent fees & charges set by Educators under National guidelines		
After hours – per hour						
Public holidays – per hour						
Breakfast					N/A	N/A
Lunch						
Dinner						
Snacks						
Trips						
Parent Admin Levy	\$9.00*	\$9.20*	\$9.20*	\$9.40*	\$0.20	2.17%
Educator Levy	\$0.70 Per Hour	\$0.80 Per Hour	\$0.80 Per Hour	\$0.85 Per hour	\$0.05	6.25%
*per child per week, capped at 2 children						

Home Maintenance						
New fees to apply from 1 July 2019						
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %	
Lawn mowing and tip fees: low	\$18.00	\$18.00	\$20.00	\$2.00	11.11%	
Lawn mowing and tip fees: medium & couples	\$32.00	\$36.00	\$38.00	\$2.00	5.56%	
Lawn mowing and tip fees: Private (PlusGST)	\$50.00	\$50.00	\$55.00	\$5.00	10.00%	
Property modification (plus cost of materials): low	\$15.00	\$18.00	\$20.00	\$2.00	11.11%	
Property modification (plus cost of materials): medium	\$30.00	\$36.00	\$38.00	\$2.00	5.56%	
Property modification (plus cost of materials): Private (Plus GST).	\$50.00	\$50.00	\$55.00	\$5.00	10.00%	
Minimum 1 hour applies.						
Home Care						
New fees to apply from 1 July 2019						
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %	
Home care – low	\$8.63	\$8.90	\$9.00	\$0.10	1.12%	
Home care – medium	\$15.36	\$15.90	\$16.00	\$0.10	0.63%	
Home care – high	\$37.20	\$37.90	\$38.00	\$0.10	0.26%	
Personal care – low	\$7.36	\$7.60	\$7.80	\$0.20	2.63%	
Personal care – medium	\$8.90	\$9.60	\$10.00	\$0.40	4.17%	
Respite care	\$3.00	\$3.50	\$5.00	\$1.50	42.86%	
CACPS (plus GST.)	\$50.00	\$50.00	\$55.00	\$5.00	10.00%	
Post Acute Care (plus GST)	\$50.00	\$50.00	\$55.00	\$5.00	10.00%	
Plus travel costs per km - Private Clients / Fees for Service (plus GST)	\$1.13	\$1.20	\$1.25	\$0.05	4.17%	
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 <i>outside</i> 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						

Planned Activity Group					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Daily session fee – low & medium	\$7.50	\$7.60	\$8.00	\$0.40	5.26%
Daily session fee – high (GST free)	\$33.00	\$34.00	\$35.00	\$1.00	2.94%
Meal	\$8.40	\$8.40	\$9.00	\$0.60	7.14%
Soup	\$1.50	\$1.50	\$1.70	\$0.20	13.33%
Sweet	\$1.50	\$1.50	\$1.70	\$0.20	13.33%
Food Services					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Full cost meals (GST free)	\$17.50	\$17.50	\$17.90	\$0.40	2.29%
Option 1 Main meal, juice OR fruit	\$8.90	\$8.90	\$9.10	\$0.20	2.25%
Option 2 Soup, main, dessert, juice OR fruit	\$11.40	\$11.40	\$11.90	\$0.50	4.39%

Archie Graham Community Centre					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Hydro pools casual admission	\$8.80	\$9.00	\$9.00	\$0.00	0.00%
Commercial pool use	\$87.00	\$90.00	\$95.00	\$5.00	5.56%
Community pool use	\$54.00	\$60.00	\$65.00	\$5.00	8.33%
Commercial rate per hour per room	\$52.00	\$55.00	\$60.00	\$5.00	9.09%
Casual community rate per hour per room	\$32.50	\$35.00	\$35.00	\$0.00	0.00%
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	\$19.00	\$20.00	\$20.00	\$0.00	0.00%
Community Computer Centre per 1 hour session	\$5.00	\$5.00	\$5.00	\$0.00	0.00%
Health promotion programs: strength training	\$5.60	\$6.00	\$6.00	\$0.00	0.00%
Lite Moves	\$7.00	\$6.00	\$6.00	\$0.00	0.00%
Lite Pulse	\$6.50	\$5.60	\$6.00	\$0.40	7.14%
Moove & Groove	N/A	N/A	\$6.00	N/A	N/A
Bike Hire Group Program	\$3.00	\$4.00	\$4.00	\$0.00	0.00%
Annual Membership	N/A	\$300.00	\$300.00	\$0.00	0.00%

Health						
New fees to apply from 1 July 2019						
User Fees & Charges		2017/18	2018/19	2019/20	Variance	Variance %
Food						
Class 1		\$430.00	\$450.00	\$470.00	\$20.00	4.44%
Class 2	Class 2 General (where not more than 5 full-time persons are employed)	\$405.00	\$415.00	\$426.00	\$11.00	2.65%
	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)	\$27.00	\$30.00	\$31.00	\$1.00	3.33%
	Community Group (eg not-for-profit groups) - Note 2	No fee	No fee	No fee	N/A	N/A
	Canteens/sporting club kitchens - Note 3	\$135.00	\$140.00	\$146.00	\$6.00	4.29%
Class 3	Class 3 General	\$155.00	\$160.00	\$165.00	\$5.00	3.13%
	Community Group (eg not-for-profit groups) - Note 2	No fee	No fee	No fee	N/A	N/A
Class 4		No fee	No fee	No fee	N/A	N/A
Health						
Hairdressers, beauty salons (one off fee)		\$185.00	\$200.00	\$210.00	\$10.00	5.00%
Beauty premises & skin penetration establishments		\$135.00	\$140.00	\$150.00	\$10.00	7.14%
New Registration Fees						
New premises pre-application fee and/or pre-registration inspection fee - Note 4		\$75.00	\$100.00	\$200.00	\$100.00	100.00%
New registrations		Annual Fee plus 50%	Annual Fee plus 50%	\$0 (0%)	N/A	N/A
Transfer fees						
Inspection request fee prior to transfer – 5 business days		\$180.00	\$200.00	\$210.00	\$10.00	5.00%
Inspection request fee prior to transfer – 10 business days		\$135.00	\$150.00	\$150.00	0.00%	\$0.00
Transfer fee		50% of annual fee	50% of annual fee	50% of annual fee	N/A	N/A
Accommodation						
Accommodation premises		\$220.00	\$230.00	\$235.00	\$5.00	2.17%
Other fees						
Re-inspection fee and request for inspection fee		\$75.00	\$80.00	\$82.00	\$2.00	2.50%
Late payment fee		50% of the annual fee	50% of the annual fee	50% of annual fee	N/A	N/A
Septic tanks						
Septic tank applications - Note 5		\$540.01	\$550.00	\$560.00	\$10.00	1.82%
Septic tank alterations (changes to disposal field only) - Note 5		\$270.01	\$275.00	\$280.00	\$5.00	1.82%
Caravan Parks						
Caravan Parks (per site)		Set by State Government	Set by State Government	Set by State Government	N/A	N/A
Pool sampling						
Optional fee for microbiological testing of potable water, swimming pools and spas		\$113.00	\$120.00	\$125.00	\$5.00	4.17%

Pro-rata fees apply for new registrations (quarterly)
¹ Fee is charged based on risk. Charging a fee based on risk and type better represents the staff time and resources required to inspect a food premises.
² Historically fees have not been charged for community groups. This fee has been removed to more accurately show the fee's that Council charges community groups.
³ Historically this fee is what Council has charged school canteens/sporting clubs. This fee has been added to accurately show the fee's that Council charges these organisations.
⁴ Mandatory pre – application or inspection required prior to construction of food or health premises. Required for Council environmental health officers to make an assessment of the design and structural requirements to address health risks and provide best practice advice before construction. NOTE: in prior years, new business registrations paid the Annual fee + 50% (i.e. a Class 2 Business paid + \$207.50; a Class 3 paid + \$80; a Beauty premise paid + \$70; and, Accommodation paid + \$100). This 50% has now been removed, while the inspection fee has increased by \$100.
⁵ Septic tank applications involve a desktop assessment and usually three or more inspections.
This increase in septic tank application fee better represents the staff time and resources required to assess and inspect the installation of a septic tank. This new fee aligns more closely with other fees in the region.

Local Laws					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Derelict vehicle release	\$340.00	\$350.00	\$400.00	\$50.00	14.29%
Tables and chairs	\$175.00	\$180.00	\$185.00	\$5.00	2.78%
Goods on footpath	\$190.00	\$200.00	\$210.00	\$10.00	5.00%
A/Frames permit	\$135.00	\$140.00	\$150.00	\$10.00	7.14%
Itinerant trading annual permit	N/A	N/A	\$600.00	N/A	N/A
Itinerant trading 6 monthly permit	N/A	N/A	\$350.00	N/A	N/A
Itinerant trading weekend permit	N/A	N/A	\$125.00	N/A	N/A
Itinerant trading organiser permit (markets and festivals)	N/A	N/A	\$1,500.00	N/A	N/A
Impounded trolley release fee	\$95.00	\$105.00	\$110.00	\$5.00	4.76%
Permit to burn	\$85.00	\$90.00	\$100.00	\$10.00	11.11%
Horses on beach trainer permit	\$220.00	\$225.00	\$250.00	\$25.00	11.11%
Horses on beach daily access fee	\$4.50	\$6.00	\$3.50	-\$2.50	-41.67%
			Council charge		
Horses on beach swim access fee	\$1.50	\$2.50	\$2.00	-\$0.50	-20.00%
			Council charge		
Hire of cat cage	\$30.00	\$30.00	\$30.00	\$0.00	0.00%
Hire Citronella Collar per week	N/A	\$20.00	\$20.00	\$0.00	0.00%
Hire Bark inhibitor per week	N/A	\$20.00	\$20.00	\$0.00	0.00%
Hire Bark counter per week	N/A	\$20.00	\$20.00	\$0.00	0.00%
Block slashing prior to declared fire season	At Cost	\$130.00	\$150.00	\$20.00	15.38%
Skip bin permit	N/A	N/A	\$15.00	N/A	N/A

Parking Fees & Fines					
New fees to apply from 1 July 2019					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
On-Street and Off Street (per hour)					
All parking zones 1P 2P 4P	\$1.40	\$1.40	\$1.40	\$0.00	0.00%
All Day	\$3.00	\$3.00	\$3.00	\$0.00	0.00%
Disabled Parking	N/A	\$0.00	\$0.00	\$0.00	0.00%
Reserved bay permit in CBD per day	N/A	\$15.00	\$15.00	\$0.00	0.00%
Credit Surcharge on Smart Meters					
Credit Surcharge on Smart Meters	\$0.24	\$0.24	\$0.24	\$0.00	0.00%
Parking Permits					
Disabled and Returned Service:					
Replacement	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
New	\$14.00	\$0.00	\$0.00	\$0.00	0.00%
Resident Parking permit - each permit / per annum	N/A	\$15.00	\$15.00	\$0.00	0.00%
Car parking Fines					
Car parking fines set by Council	\$70.00	\$70.00	\$80.00	\$10.00	14.29%

Animal Registrations						
New fees to apply from 1 April 2020						
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %	
Unsterilised dog	\$166.00	\$210.00	\$210.00	\$0.00	0.00%	
Sterilised dog	\$54.00	\$70.00	\$70.00	\$0.00	0.00%	
Unsterilised dog (pensioner)	\$83.00	\$105.00	\$105.00	\$0.00	0.00%	
Sterilised dog (pensioner)	\$27.00	\$35.00	\$35.00	\$0.00	0.00%	
Dog over 10 years old	\$54.00	\$70.00	\$70.00	\$0.00	0.00%	
Dog over 10 years old (pensioner)	\$27.00	\$35.00	\$35.00	\$0.00	0.00%	
Dog kept for working with Livestock (rural)	\$54.00	\$70.00	\$70.00	\$0.00	0.00%	
Dog kept for working with Livestock (rural) (pensioner)	\$27.00	\$35.00	\$35.00	\$0.00	0.00%	
Dog registration at pound release	\$25.00	\$35.00	\$35.00	\$0.00	0.00%	
Declared Dangerous or Restricted Breed	\$225.00	\$250.00	\$300.00	\$50.00	20.00%	
Unsterilised cat	\$130.00	\$177.00	\$210.00	\$33.00	18.64%	
Sterilised cat	\$43.00	\$59.00	\$70.00	\$11.00	18.64%	
Cat registration at pound release	\$15.00	\$29.00	\$35.00	\$6.00	20.69%	
Unsterilised cat (pensioner)	\$65.00	\$88.00	\$105.00	\$17.00	19.32%	
Sterilised cat (pensioner)	\$21.00	\$29.00	\$35.00	\$6.00	20.69%	
Permit to house a third dog / cat	NA	\$25.00	\$100.00	\$75.00	300.00%	
Replacement registration tag	\$20.00	\$20.00	\$20.00	\$0.00	0.00%	
Grazing permit	\$180.00	\$185.00	\$190.00	\$5.00	2.70%	
Registered animal businesses	\$170.00	\$175.00	\$200.00	\$25.00	14.29%	
Impounded animal release fee:						
	Cat	\$100.00	\$105.00	\$155.00	\$50.00	47.62%
	Dog	\$145.00	\$150.00	\$155.00	\$5.00	3.33%
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.						

Warrnambool Livestock Exchange						
New fees to apply from 1 July 2019						
User Fees & Charges		2017/18	2018/19	2019/20	Variance	Variance %
Bobby Calves		\$4.20	\$4.30	\$4.30	\$0.00	0.00%
Calves		\$8.70	\$8.90	\$9.00	\$0.10	1.12%
Bulls		\$19.00	\$19.50	\$20.00	\$0.50	2.56%
Cattle		\$13.20	\$13.50	\$13.80	\$0.30	2.22%
Sheep		\$0.70	\$0.75	\$0.75	\$0.00	0.00%
Store - cattle		\$11.70	\$12.00	\$12.50	\$0.50	4.17%
Dairy - cattle		\$14.50	\$14.85	\$15.00	\$0.15	1.01%
Hire of dairy ring per head						
	<100 head	\$12.10	\$12.40	\$13.00	\$0.60	4.84%
	>100 head	\$1,210.00	\$1,210.00	\$1,300.00	\$90.00	7.44%
	>200 head	\$1,580.00	\$1,620.00	\$1,700.00	\$80.00	4.94%
	>300 head	\$1,935.00	\$1,985.00	\$2,100.00	\$115.00	5.79%
	>400 head	\$2,300.00	\$2,360.00	\$2,500.00	\$140.00	5.93%
	>500 head	\$2,680.00	\$2,750.00	\$3,000.00	\$250.00	9.09%
Agents fees		\$113,540.00	\$113,540.00	\$110,000.00	-\$3,540.00	-3.12%
Office rental (per office)		\$2,780.00	\$2,780.00	\$2,780.00	\$0.00	0.00%
Truck Wash						
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday		\$0.96	\$1.00	\$1.10	\$0.04	4.00%
Truck wash fees (per minute) all other times		\$1.45	\$1.49	\$1.55	\$0.04	2.68%
Weigh fees	1 Head	\$2.60	\$2.70	\$2.90	\$0.10	3.70%
	2 Head	\$2.25	\$2.30	\$2.40	\$0.05	2.17%
	3 Head	\$1.90	\$1.95	\$2.10	\$0.05	2.56%
	4 Head	\$1.60	\$1.65	\$1.80	\$0.05	3.03%
	5 Head	\$1.25	\$1.30	\$1.40	\$0.05	3.85%
	6 Head or more	\$0.95	\$1.00	\$1.10	\$0.05	5.00%
Scanner fee hire per day		\$110.00	\$115.00	\$120.00	\$5.00	4.35%
Scanner transfer fee per head		\$2.00	\$2.10	\$2.50	\$0.10	4.76%
Cattle not sold at store sale: scanning fee per head		\$2.50	\$2.55	\$3.00	\$0.05	1.96%
Private weighs		\$6.50	\$6.65	\$6.80	\$0.15	2.26%

Flagstaff Hill Maritime Village					
New fees apply from 1 April 2019 – 31 March 2020 in accordance with Tourism Industry Standards					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Admission Fees					
Adults	\$18.00	\$18.00	\$19.00	\$1.00	5.56%
Concession	\$14.50	\$14.50	\$15.00	\$0.50	3.45%
Child	\$8.50	\$8.50	\$9.00	\$0.50	5.88%
Family	\$48.00	\$48.00	\$49.50	\$1.50	3.13%
Member School Education visits	\$4.00	\$4.00	\$4.50	\$0.50	12.50%
Additional Education Sessions	\$4.00	\$4.00	\$4.00	\$0.00	0.00%
“Shipwrecked” Sound & Light Show Admissions					
Adults	\$30.00	\$30.00	\$31.00	\$1.00	3.33%
Concession	\$27.00	\$27.00	\$28.00	\$1.00	3.70%
Child	\$15.95	\$15.95	\$16.95	\$1.00	6.27%
Family (2A + 2C)	\$77.00	\$77.00	\$79.00	\$2.00	2.60%
Additional Child	\$12.00	\$12.00	\$12.00	\$0.00	0.00%
Flagstaff Hill Memberships					
Individual	\$40.00	\$40.00	\$42.00	\$2.00	5.00%
Grandparents (2A + Children)	\$60.00	\$60.00	\$65.00	\$5.00	8.33%
Family (2A + Children)	\$80.00	\$80.00	\$85.00	\$5.00	6.25%
Full Family (2G + 2A + Children)	\$0.00	\$100.00	\$110.00	\$10.00	10.00%
Family Holiday Membership (2 Weeks)	\$60.00	\$48.00	\$50.00	\$2.00	4.17%
School Memberships					
Enrolment of 0-50 students	\$55.00	\$55.00	\$60.00	\$5.00	9.09%
Enrolment of 51-100 students	\$70.00	\$70.00	\$75.00	\$5.00	7.14%
Enrolment of 101-250 students	\$90.00	\$90.00	\$95.00	\$5.00	5.56%
Enrolment of 251-500 students	\$125.00	\$125.00	\$130.00	\$5.00	4.00%
Enrolment of 500 students or more	\$150.00	\$150.00	\$155.00	\$5.00	3.33%
Lighthouse Lodge					
Room Rate – Normal	\$155.00	\$165.00	\$165.00	\$0.00	0.00%
Room Rate – Peak	\$175.00	\$185.00	\$190.00	\$5.00	2.70%
Exclusive Use Rate – Normal	\$375.00	\$390.00	\$390.00	\$0.00	0.00%
Exclusive Use Rate - Peak	\$425.00	\$440.00	\$440.00	\$0.00	0.00%
Weddings, Functions & Miscellaneous					
Flagstaff – Ceremony Only	\$400.00	\$450.00	\$750.00	\$300.00	66.67%
Flagstaff – Marquee	\$1,750.00	\$2,500.00	\$2,500.00	\$0.00	0.00%
Mission to Seaman’s Church	\$500.00	\$400.00	\$500.00	\$100.00	25.00%

The Wharf in front of the Steam Packet Inn	\$400.00	\$400.00	\$550.00	\$150.00	37.50%
The Village Green	\$300.00	\$400.00	\$550.00	\$150.00	37.50%
The Sailmaker's Loft	\$400.00	\$750.00	\$800.00	\$50.00	6.67%
Wharf Theatre	\$750.00	\$850.00	\$950.00	\$100.00	11.76%
Hire of the Steam Packet Inn (Hourly Rate)	\$75.00	\$100.00	\$150.00	\$50.00	50.00%
Wedding Photo's in the Village (Hourly Rate)	\$75.00	\$100.00	\$150.00	\$50.00	50.00%
Visitor Services					
User Fees & Charges	2017/18	2018/19	2019/20	Variance	Variance %
Access to Visitor Information Centre					
Displays in Visitor Centre	\$100 p/w	\$100 p/w	\$100 p/w	\$0.00	0.00%
Display of brochures and access to visitor	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	N/A	N/A
City Highlights 1 Hour Tour	\$85.00	\$50.00	\$50.00	\$0.00	0.00%

Holiday Parks						
New fees to apply from 1 July 2019						
User Fees & Charges		2017/18	2018/19	2019/20	Variance	Variance %
Surfside Holiday Park						
Sites Powered : Peak Season	Daily powered	\$60.00	\$60.00	\$60.00	\$0.00	0.00%
	Night two person	\$60.00	\$60.00	\$60.00	\$0.00	0.00%
	Night single	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
Sites Powered: High Season	Daily powered	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
	Night two person	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
	Night single	\$32.00	\$32.00	\$32.00	\$0.00	0.00%
Sites Powered: Low Season	Daily powered	\$45.00	\$45.00	\$45.00	\$0.00	0.00%
	Night two person	\$35.00	\$35.00	\$35.00	\$0.00	0.00%
	Night single	\$30.00	\$30.00	\$30.00	\$0.00	0.00%
Shipwreck Holiday Park						
Sites Unpowered : Peak Season	Daily family unpowered	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
	Night two person	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
	Night single	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
Sites Unpowered: High Season	Daily family	\$40.00	\$40.00	\$40.00	\$0.00	0.00%
	Night two person	\$34.00	\$34.00	\$34.00	\$0.00	0.00%
	Night single	\$29.00	\$29.00	\$29.00	\$0.00	0.00%
Sites Unpowered: Low Season	Night family	\$35.00	\$35.00	\$35.00	\$0.00	0.00%
	Night two person	\$31.00	\$31.00	\$31.00	\$0.00	0.00%
	Night single	\$25.00	\$25.00	\$25.00	\$0.00	0.00%
Surfside Cabins						
Beach Chalet: Peak Season	Daily	\$250.00	\$250.00	\$250.00	\$0.00	0.00%
	Weekly	\$1,750.00	\$1,750.00	\$1,750.00	\$0.00	0.00%
Beach Chalet: High Season	Daily	\$200.00	\$200.00	\$200.00	\$0.00	0.00%
	Weekly	\$1,400.00	\$1,400.00	\$1,400.00	\$0.00	0.00%
Beach Chalet: Low Season	Daily	\$175.00	\$175.00	\$175.00	\$0.00	0.00%
	Weekly	\$1,225.00	\$1,225.00	\$1,225.00	\$0.00	0.00%
Cedar Cabins: Peak Season	Daily	\$185.00	\$185.00	\$185.00	\$0.00	0.00%
	Weekly	\$1,295.00	\$1,295.00	\$1,295.00	\$0.00	0.00%
Cedar Cabins: High Season	Daily	\$150.00	\$150.00	\$150.00	\$0.00	0.00%
	Weekly	\$1,050.00	\$1,050.00	\$1,050.00	\$0.00	0.00%
Cedar Cabins: Low Season	Daily	\$130.00	\$130.00	\$130.00	\$0.00	0.00%
	Weekly	\$910.00	\$910.00	\$910.00	\$0.00	0.00%
Mariner cottages: Peak Season	Daily	\$175.00	\$175.00	\$175.00	\$0.00	0.00%
	Weekly	\$1,225.00	\$1,225.00	\$1,225.00	\$0.00	0.00%
Mariner cottages: High Season	Daily	\$140.00	\$140.00	\$140.00	\$0.00	0.00%
	Weekly	\$980.00	\$980.00	\$980.00	\$0.00	0.00%
Mariner cottages: Low Season	Daily	\$120.00	\$120.00	\$120.00	\$0.00	0.00%
	Weekly	\$840.00	\$840.00	\$840.00	\$0.00	0.00%

City Strategy & Development						
New fees to apply from 1 July 2019						
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.						
Planning Permit Applications under Section 47 of the Planning & Environment Act 1987 (Regulation 9)						
Class	Type of Permit Application	2017/18	2018/19	2019/20	Variance	Variance %
Use						
1	Use Only	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
Single Dwelling						
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application if the estimated cost of development is:						
2	\$10,000 or Less	\$188.20	\$191.95	TBC	\$3.75	1.99%
3	More than \$10,000 but not more than \$100,000	\$592.50	\$604.35	TBC	\$11.85	2.00%
4	More than \$100,000 but not more than \$500,000	\$1,212.80	\$1,237.15	TBC	\$24.35	2.01%
5	More than \$500,000 but not more than \$1,000,000	\$1,310.40	\$1,336.70	TBC	\$26.30	2.01%
6	More than \$1,000,000 but not more than \$2,000,000	\$1,407.90	\$1,436.20	TBC	\$28.30	2.01%
Vicsmart Applications						
Vicsmart Applications if the:						
7	Estimated cost of development is \$10,000 or less	\$188.20	\$191.95	TBC	\$3.75	1.99%
8	Estimated cost of development is more than \$10,000	\$404.30	\$412.40	TBC	\$8.10	2.00%
9	Application to subdivide or consolidate land	\$188.20	\$191.95	TBC	\$3.75	1.99%
Other Developments						
To develop land if the estimated cost of development is:						
10	\$100,000 of less	\$1,080.40	\$1,102.05	TBC	\$21.65	2.00%
11	More than \$100,000 and not more than \$1,000,000	\$1,456.70	\$1,486.00	TBC	\$29.30	2.01%
12	More than \$1,000,000 and not more than \$5,000,000	\$3,213.20	\$3,277.70	TBC	\$64.50	2.01%
13	More than \$5,000,000 and not more than \$15,000,000	\$8,189.80	\$8,354.25	TBC	\$164.45	2.01%
14	More than \$15,000,000 and not more than \$50,000,000	\$24,151.10	\$24,636.15	TBC	\$485.05	2.01%
15	More than \$50,000,000	\$54,282.40	\$55,372.70	TBC	\$1,090.30	2.01%
Subdivision						
16	To subdivide an existing building	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
17	To subdivide land into 2 lots	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
18	To effect a realignment of a common boundary between lots or consolidate 2 or more lots	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
19	Subdivide Land	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%

		(per application plus per 100 lots created)	(per application plus per 100 lots created)			
20	To:	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
	a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or					
	b) create or remove a right of way; or					
	c) create, vary or remove an easement other than a right of way; or					
	d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.					
Other						
21	A permit not otherwise provided for in the regulation	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
City Strategy & Development (Cont.)						
Applications to Amend Permits under Section 72 of the Planning & Environment Act 1987 (Regulation 11)						
Class	Type of Permit Application	2017/18	2018/19	2019/20	Variance	Variance %
1	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
2	Amendment to a permit to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
3	Amendment to a class 2 permit	\$188.20	\$191.95	TBC	\$3.75	1.99%
4	Amendment to a class 3 permit	\$592.50	\$604.35	TBC	\$11.85	2.00%
5	Amendment to a class 4 permit	\$1,212.80	\$1,237.15	TBC	\$24.35	2.01%
6	Amendment to a class 5 or class 6 permit	\$1,310.40	\$1,336.70	TBC	\$26.30	2.01%
7	Amendment to a class 7 permit	\$188.20	\$191.95	TBC	\$3.75	1.99%
8	Amendment to a class 8 permit	\$404.30	\$412.40	TBC	\$8.10	2.00%
9	Amendment to a class 9 permit	\$188.20	\$191.95	TBC	\$3.75	1.99%
10	Amendment to a class 10 permit	\$1,080.40	\$1,102.05	TBC	\$21.65	2.00%
11	Amendment to a class 11 permit	\$1,456.70	\$1,486.00	TBC	\$29.30	2.01%
12	Amendment to a class 12, 13, 14 or 15 permit	\$3,213.20	\$3,277.70	TBC	\$64.50	2.01%
13	Amendment to a class 16 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
14	Amendment to a class 17 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
15	Amendment to a class 18 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
16	Amendment to a class 19 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
17	Amendment to a class 20 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
18	Amendment to a class 21 permit	\$1,240.70	\$1,265.60	TBC	\$24.90	2.01%
Subdivision (Fees) Regulations 2016						
Regulation	Purpose	2017/18	2018/19	2019/20	Variance	Variance %

6	For certification of a plan of subdivision	\$164.50	\$167.80	TBC	\$3.30	2.01%	
7	Alteration to a plan under section 10(2) of the Act	\$104.60	\$106.65	TBC	\$2.05	1.96%	
8	Amendment of certified plan under section 11(1) of the Act	\$132.40	\$135.10	TBC	\$2.70	2.04%	
9	Checking of engineering plans	0.75%	0.75%	TBC	\$0.00	0.00%	
		of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)	of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)				
10	Engineering plan prepared by council	3.50%	3.50%	TBC	\$0.00	0.00%	
		of the cost of works proposed in the engineering plan (maximum fee)	of the cost of works proposed in the engineering plan (maximum fee)				
11	Supervision of works	2.50%	2.50%	TBC	\$0.00	0.00%	
		of the estimated cost of construction of the works (maximum fee)	of the estimated cost of construction of the works (maximum fee)				
Fees to Amend Applications after Notice has been given (Regulation 12)							
Type of Permit Application	Fee						
Amend an application for a permit or an application to amend a permit	a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9						
	b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below						
	c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit						
City Strategy & Development (Cont.)							
Stage	Stage of Amendment	Paid to	2017/18	2018/19	2019/20	Variance	Variance %

1	For:	The Planning Authority	\$2,871.60	\$2,929.30	TBC	\$57.70	2.01%
	a) Considering a request to amend a planning scheme; and						
	b) Taking action required by division 1 of part 3 of the act; and						
	c) Considering any submissions which do not seek a change to the amendment; and						
	d) If applicable, abandoning the amendment						
2	For:	The Planning Authority	\$14,232.70	\$14,518.60	TBC	\$285.90	2.01%
	a) Considering:						
	(i) Up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or						
	(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or						
	(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and						
	b) Providing assistance to a panel in accordance with section 158 of the Act; and						
	c) Making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and						
	d) Considering the panel's report in accordance with section 27 of the Act; and						
	e) After considering submissions and the panel's report, abandoning the amendment.						
	3						
a) Adopting the amendment or part of the amendment in accordance with section 29 of the Act; and							
b) Submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and							
c) Giving the notice of the approval of the amendment required by section 36(2) of							

	the Act.						
4	For:	The Minister	\$453.10	\$462.15	TBC	\$9.05	2.00%
	a) Consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and		if the Minister is not the planning authority or nil fee if the Minister is the planning authority	if the Minister is not the planning authority or nil fee if the Minister is the planning authority			
	b) Giving notice of approval of the amendment in accordance with section 36(1) of the Act.						
Other Matters Regulations 15, 16 & 18							
User Fees & Charges			2017/18	2018/19	2019/20	Variance	Variance %
The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of the Responsible Authority			\$306.70	\$312.85	TBC	\$6.15	2.01%
Fee for application for agreement to a proposal to amend or end an agreement under section 173 of the Act			\$620.30	\$632.80	TBC	\$12.50	2.02%
Certificates of Compliance			\$306.70	\$312.85	TBC	\$6.15	2.01%
City Strategy & Development (Cont.)							
New fees to apply from 1 July 2018							
Planning Scheme Amendment Fees							
Set in Accordance with Planning and Environment (Fees) Regulations 2000							
Non-statutory Planning Fees							
User Fees & Charges			2017/18	2018/19	2019/20	Variance	Variance %
Planning							
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit			\$197.75	\$201.30	TBC	\$3.55	1.80%
Extension of time for Planning Permits:							
	First extension		\$102.15	\$104.00	TBC	\$1.85	1.81%
	Second extension		\$283.35	\$288.50	TBC	\$5.15	1.82%
	Additional extensions		\$384.40	\$391.30	TBC	\$6.90	1.80%
Approval of Development Plans to the satisfaction of the Responsible Authority			\$667.70	\$679.70	TBC	\$12.00	1.80%
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority			\$667.70	\$679.70	TBC	\$12.00	1.80%
Approval of 173 Agreements (plus cost of legal advice if required)			\$164.75	\$167.70	TBC	\$2.95	1.79%
Review of compliance of Section 173 Agreements (plus cost of legal advice if required)			\$164.75	\$167.70	TBC	\$2.95	1.79%
Liquor License requests			\$153.70	\$156.50	TBC	\$2.80	1.82%
Notification of Planning Applications or Planning Scheme Amendments:							

	Up to 10 letters/notices		\$109.80	\$111.80	TBC	\$2.00	1.82%
	Additional letters/notices		\$5.30	\$5.40	TBC	\$0.10	1.89%
Property Inquiry relating to planning history			\$76.90	\$78.30	TBC	\$1.40	1.82%
Mapping Products (Commercial Use)							
Option of a) aerial photography or b) customised colour map using standard map layers (no photography). Scale to be determined by customer. Can be provided as hardcopy or PDF.							
Size		2017/18	2018/19	2019/20	Variance	Variance %	
A0		\$140.85	\$143.40	TBC	\$2.55	1.81%	
A1		\$111.65	\$113.70	TBC	\$2.05	1.84%	
A2		\$83.50	\$85.00	TBC	\$1.50	1.80%	
A3		\$57.40	\$58.40	TBC	\$1.00	1.74%	
A4		\$55.30	\$56.30	TBC	\$1.00	1.81%	
Note: When provided as a PDF, the size represents the size the map will be in the PDF and still be printed at a reasonable resolution.							
Mapping Products (Commercial Use)							
Aerial photography with additional data overlay (contours, land parcels, house numbers etc.). Scale to be determined by customer. Can be provided as hardcopy or PDF. NB 4% increase onto unit cost from 2009/10.							
Size		2017/18	2018/19	2019/20	Variance	Variance %	
A0		\$219.60	\$223.60	TBC	\$4.00	1.82%	
A1		\$170.10	\$173.20	TBC	\$3.10	1.82%	
A2		\$128.35	\$130.70	TBC	\$2.35	1.83%	
A3		\$83.50	\$85.00	TBC	\$1.50	1.80%	
A4		\$41.75	\$42.50	TBC	\$0.75	1.80%	
Note: Prices are for basic maps using existing data. If additional analysis or new datasets are required, these will incur additional fees.							

Building Services							
* Charges are subject to GST. All application fees are subject to change							
Class	Description	Value of Work	2017/18	2018/19	2019/20	Variance	Variance %
1B & 2-9	Residential and commercial works other than Class 1A	Value >\$23,500	4 (Value ÷2000 +√Value)	4 (Value ÷1300 +√Value)	4 (Value ÷1300 +√Value)	N/A	N/A
			Minimum Fee:	Minimum Fee:	Minimum Fee:		
			\$739.00	\$923.00	\$923.00		
1A	All dwellings – single detached houses or attached multi-units development.	Up to \$150,000	\$1,482.00	\$1,853.00	\$1,853.00	N/A	N/A
		\$150,001-\$200,000	\$2,069.00	\$2,586.00	\$2,586.00		
		\$200,001-\$250,000	\$2,655.00	\$3,319.00	\$3,319.00		
		\$250,001-\$300,000	\$3,242.00	\$4,053.00	\$4,053.00		
		>\$300,000	Value÷92	Value÷74	Value÷74		
			Large projects negotiable	Large projects negotiable	Large projects negotiable		
1A	Dwellings – extensions/alterations (including demolitions)	Up to \$10,000	\$543.00	\$679.00	\$679.00	N/A	N/A
		\$10,001-\$20,000	\$694.00	\$868.00	\$868.00		
		\$20,001-\$50,000	\$922.00	\$1,153.00	\$1,153.00		
		\$50,001-\$100,000	\$1,322.00	\$1,653.00	\$1,653.00		
		\$100,001-\$150,000	\$1,722.00	\$2,153.00	\$2,153.00		
		>\$150,000	Value÷87	Value÷69	Value÷69		
1A	Dwellings – internal alterations/minor works	Up to \$10,000	\$405.00	\$506.00	\$506.00	N/A	N/A
		\$10,001-\$20,000	\$543.00	\$679.00	\$679.00		
		\$20,001-\$50,000	\$719.00	\$899.00	\$899.00		
		\$50,001-\$100,000	\$1,013.00	\$1,266.00	\$1,266.00		
		>\$100,000	Value÷98	Value÷78	Value÷78		
10A/10B	Minor works – garages, carports, pools, fences etc.	Up to \$10,000	\$405.00	\$506.00	\$506.00	N/A	N/A
		\$10,001-\$20,000	\$543.00	\$679.00	\$679.00		
		\$20,001-\$50,000	\$719.00	\$899.00	\$899.00		
		\$50,001-\$100,000	\$1,013.00	\$1,266.00	\$1,266.00		
		>\$100,000	Value÷98	Value÷78	Value÷78		
10B	Pool fence (without pool)	N/A	\$165.00	\$206.00	\$206.00	N/A	N/A
Sundry	Any additional inspection	Domestic	\$187.00	\$190.40	\$194.20	\$3.80	2.00%
		Commercial	\$253.00	\$257.60	\$262.70	\$5.10	1.98%

Please refer below for details of additional charges and conditions relevant to all Building Applications.					
NOTE: THE FOLLOWING COSTS APPLY IN ADDITION TO THE BASIC FEE SCALE:					
1. A State Government levy of \$1.28 per \$1,000.00 construction value must be paid before the permit can be issued. This applies to all building works exceeding a construction value of \$10,000 (GST exempt) - SET BY STATE GOVERNMENT					
2. A lodgement fee of \$38.30 must be paid before the permit can be issued for all works with a project cost >\$5,000 (GST exempt). – SET BY STATE GOVERNMENT					
3. The fee schedule is based on structural design certification being provided where applicable in accordance with BCC Practice Note 3.					
4. Checking of specialist system designs (structural, mechanical, electrical and hydraulic) where necessary and/or where an appropriate design compliance certificate is not provided is charged on a cost recovery basis.					
5. Statutory fees incurred relating to property requisitions, lodgement of permit documents, etc. are charged on a cost recovery basis.					
Additional Fees					
* Charges are subject to GST.					
Description	2017/18	2018/19	2019/20	Variance	Variance %
Amendment and/or extension of building permits	\$186.70	\$190.10	\$193.90	\$3.80	2.00%
Amendment of approved plans					
Building Notice	\$658.95	\$670.80	\$684.20	\$13.40	2.00%
Building Order	\$439.30	\$447.20	\$456.10	\$8.90	1.99%
Temporary Structure Siting Approval	\$439.30	\$447.20	\$456.10	\$8.90	1.99%
Places of public entertainment occupancy permit	\$549.15	\$559.00	\$570.20	\$11.20	2.00%
Swimming Pool Safety Fence Inspections	\$164.75	\$167.70	\$171.00	\$3.30	1.97%
Initial Swimming Pool Safety Audit Inspection	\$52.15	\$53.10	\$54.20	\$1.10	2.07%
Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$15.90	\$16.20	\$16.50	\$0.30	1.85%
Provide copy of Building Permit including plans – Domestic (with owners consent)	\$31.80	\$32.40	\$33.00	\$0.60	1.85%
Provide copy of Building Permit including plans – Commercial (with owners consent)	\$63.65	\$64.80	\$66.10	\$1.30	2.01%
Property inquiry relating to Building History	\$76.90	\$78.30	\$79.90	\$1.60	2.04%
Essential Safety Measure Assessment	\$604.00 (min)	\$614.90 (min)	\$627.20	\$12.30	2.04%

Statutory Fees					
*Set in Accordance with Building Regulations 2006 and are subject to change.					
Description	2017/18	2018/19	2019/20	Variance	Variance %
Regulation 327(1) or 327(2) or 327(3) or 327(4) advice	\$52.20 each	\$52.20 each	TBC	\$0.00	0.00%
(property information) (GST not applicable)					
Dispensation for siting of single dwellings	\$262.00 each	\$262.00 each	TBC	\$0.00	0.00%
Application for demolition consents (Section 29A) (GST not applicable)	\$65.40	\$65.40	TBC	\$0.00	0.00%
Subdivision statements for buildings - Regulation 503(2)	\$210.00	\$210.00	TBC	\$0.00	0.00%

Submissions to the Budget and Council Plan 2017- 2018, 2018-2019

Rate cap variation outlined in the Strategic resource plan first in 2017 -2018 with an estimated 2 year variation of an additional 3% for each subject year changing in the next iteration to a 3 year variation at an additional forecast 2% each subject year

These decisions were High-lighted in the media in May 2017 and again in December 2017 where Council did not initially proceed with a rate cap variation application notification. The issue was further highlighted by the Warrnambool Rate Payers association website to their members and public during the exhibition period.

Each of the summary statements in the Strategic Resource Plans made clear statements of Councils intent to seek a variation to the rate cap.



The Warrnambool City Council are looking at a rate increase for the years 2019-22 above the rate cap according to their Strategic Resource Plan 2018-2022. I quote "based on the option analysis in the previous section, council has decided to select as its preferred option the higher rate cap" Those councils wishing to pursue an increase above the 2.5 per cent ceiling will have to explain the reasons why they should be granted one and how the views of ratepayers have been taken into account.

Option analysis

In order to achieve the overall objective of the SRP, it was necessary to model a number of different options by changing the assumptions underlying the SRP forecasts. In undertaking the analysis, council considered a number of options and modelled these over periods of 4 years, 10 years and 15 years. The 3 most realistic options are as follows:

- higher cap option (i.e. a rate increase above the rate cap);
- no increase to rate cap (ie base case);
- no increase to rate cap with savings from service cuts to remain financially sustainable.

Higher cap option

The following table sets out the key assumptions underlying the higher cap option.

Assumptions	2019	2020	2021	2022
General rates increase (%)	2.25	4.5	4.5	4.5
Operating budget savings (\$'000)	800	568	581	595
Capital works expenditure (\$'000)	18,835	19,535	15,626	12,640
Borrowings (\$'000)	3,600	2,400	0	1,000
Cash balance greater than \$10m (\$'m)				

2018 submissions summaries as presented in the report

Submission	Issue raised in submission	Process going forward
1	Allocation of \$3000 sought for nature strip project by Warrnambool CoastCare LandCare.	No change - Not funded
2	\$1000 charge for events attracting over 500 attendees is a disincentive to run the Summer Night Markets at Lake Pertobe	No change to the budget. Council will continue to consult with event organisers about impact of charges whilst seeking to ensure asset protection and cost recovery principles are maintained And will seek feedback on ways to encourage support to the

		visitor economy
3	Disagreement with extra \$4.2 million allocation to the City Centre Renewal, disagreement with the waste management cost increase.	No change to the Budget
4	Allocation to celebrate and inform the community about Council/city actions and activities, possibly through an ambassador for Warrnambool or monthly sausage sizzles in Liebig Street. Need to better market the city to achieve positive reception of ideas and plans.	No Change – Economic development department to liaise with submitter for development of idea and utilisation of operating budget if merit realised.
5	Friends of Botanic Gardens no fees for events and no events in the Botanic gardens and implementation of High priority aspects of the Botanic gardens masterplan	No Change Council will continue with funding priorities in the Gardens including upgrade to Toilet facilities and progress other priority items as funding becomes available

2017 submissions summaries as presented in the report

Submission	Issue raised in submission	Officer Response
1	Dog walking park	Addressed in Council Plan activity 2.4.7 which recommends consulting with the community with regard to establishing a location for a dedicated dog park in Warrnambool.
2	Recycling program for businesses and a household organic waste collection	Council Plan activity 1.5.1 which undertaking a trial of a food organics and green (garden) organics collection. The plan is silent on the establishment of a recycling program for businesses but this is available through commercial providers
3	Permanent sound stage on the foreshore for live music	Not identified as a priority in the Draft Council Plan. Referred to the 2018-2019 Budget process for consideration
4	Increase rates and charges in accordance with the rate cap only.	Council has complied with the Victorian Government's Fair Go Rates system without any variation for 2017 -2018.
5	<p>Warrnambool Community Gardens helps achieve key strategic objectives including that Council:</p> <ol style="list-style-type: none"> 1. Sustain and enhance the natural environment 2. Foster a healthy city that is socially and culturally enriched 3. Maintain and improve the physical fabric of the city 	Council to note the submission.
6	Carbon neutral by 2040 is inadequate and overdue. Council should generate more energy than is required to run Council buildings and lead the way on renewable energies; it should have a fleet vehicle policy that ensures least polluting cars are purchased; it should establish policy that sustains and enhances all environments.	Council has established goals viewed as achievable in relation to reducing carbon pollution and impact on the natural environment.



WARRNAMBOOL
CITY COUNCIL

Community Engagement Policy

POLICY TYPE: Warrnambool City Council

APPROVAL DATE: June 2017

REVIEW DATE: June 2020

DOCUMENT CONTROL

Document Title:	<i>Community Engagement Policy</i>
Policy Type:	<i>Warrnambool City Council</i>
Responsible Branch:	<i>Communications Department</i>
Responsible Officer:	<i>Manager Communications</i>
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1. INTRODUCTION

1.1. Purpose

This policy aims to create stronger links between the council and the community.

This policy provides a consistent framework for community engagement within Warrnambool City Council. This framework is based on the International Association of Public Participation (IAP2) spectrum and will enhance the capacity of the community to engage Council and vice versa.

The purpose of the Policy is to articulate the Council's commitment to thorough, consistent and genuine community engagement that will inform responsible decision making for the benefit of the community.

Council recognises that decision making and service provision are enhanced when the community has an opportunity to provide input and express its expectations, aspirations and ideas.

Council will be informed in its decision making by engaging with a range of stakeholders that comprise the following sectors of the community:

- Residents and ratepayers;
- Representative, interest and lobby groups;
- Community organisations;
- Service clubs;
- Cultural organisations;
- Government; and
- Business.

The purpose of undertaking community engagement is:

- Informing decisions – to provide opportunities for the community to contribute to decision making processes.
- Strengthening relationships – to build new relationships and/or improve relationships with the community
- Building capacity – to educate the community on specific issues to increase knowledge and change behaviours.

The tangible benefits of community engagement can include:

- higher quality solutions;
- more effective use of resources;
- strengthened sense of community;
- conflict management and resolution;
- improved decision-making;
- more cooperative implementation; and,
- greater insight into the community.

1.2. Scope

This Policy applies to all Councillors, Council staff, contract workers, consultants and all people who engage with the community on behalf of Warrnambool City Council.

It is acknowledged that there is not a single approach to community engagement and this Policy allows for different approaches in line with the best practice IAP2 Spectrum.

Community engagement will occur via the use of various techniques and approaches to maximise community participation. The techniques or approaches used may vary depending on the circumstances or issue to be addressed or in response to advocacy from the community.

Community engagement must be undertaken when it is required by legislation and when an issue or activity has the potential to affect residents or other stakeholders.

Community engagement should occur when:

- a proposed change could impact on current users or customers of a council service or facility;
- a proposed change could affect the rights or entitlements of community members;
- there is a potential impact on surrounding neighbours;
- when council is setting its strategic direction;
- the council needs to identify and understand community issues, needs and priorities;
- the council needs to monitor customer satisfaction with council services and facilities;
- and,
- there is a level of controversy, conflict or sensitivity about a particular issue.

1.3. Definitions

Term	Definition
Community engagement	A process of working with stakeholders and groups of people to develop relationships, build understanding and inform decision making processes.
Council	Warrnambool City Council
Policy	Warrnambool City Council Community Engagement Policy
Community	People who live in, work in or visit Warrnambool
Community group	Groups, organisations and council advisory bodies that have community-based members and who may share a common interest or interests.
Consultation	A two-way relationship with the Council providing information, considering feedback and providing information on an outcome.
Stakeholders	A person, group or system that can affect or be affected by a council action.

1.4. References

Legislation	Local Government Act 1989
Guidelines	Community Engagement Guidelines and Toolkit
Warrnambool City Council	Warrnambool City Council Plan 2017-2021
Warrnambool City Council	Pending - Warrnambool 2040 (long-term community vision)

2. THE ENGAGEMENT PROCESS

2.1 Plain English

All communications will be in plain English, free of jargon. Where it is necessary to use technical terms they will be explained

2.2 Core activities and values

The purpose of the following activities and values is to 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 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.

2.3 Engagement levels

Council has adopted a participation spectrum developed by the International Association for Public Participation as the recommended guide to engagement activities. The Community Engagement Toolkit provides advice as to an appropriate level of participation (see Further Information and Advice).



International Association
for Public Participation
Australasia

IAP2 Public Participation Spectrum

Developed by the International Association for Public Participation

INCREASING LEVEL OF PUBLIC IMPACT

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:
We will keep You informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:
<ul style="list-style-type: none"> • Fact sheets • Web Sites • Open houses 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberate polling 	<ul style="list-style-type: none"> • Citizen Advisory • Committees • Consensus building • Participatory decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions

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3. FURTHER INFORMATION AND ADVICE

To help staff undertake community engagement activities the Community Engagement Guidelines and Toolkit have been developed.

4. GOVERNANCE

4.1. Owner

The responsible officer for this policy is the Manager Communications, who is responsible for ensuring this policy is implemented, progress is monitored and is regularly reviewed.

4.2. Review

The Manager Communications will review the policy for any necessary amendments no later than four years after its formulation or after the last review.

4.3. Compliance Responsibility

4.3.1. *Management Executive Group (Chief Executive and Directors)*

- Demonstrate Warrnambool City Council values through being positive role models for this policy.

4.3.2. *Managers and Supervisors*

- Managers and Supervisors are responsible for ensuring employees under their direct control comply with actions detailed in this policy (and related procedures).

4.3.3. *All Employees*

- Demonstrate Warrnambool City Council values through being positive role models for fellow employees, contractors and volunteers by ensuring compliance with this policy (and related procedures).

4.4. Charter of Human Rights Compliance

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2007).

Warrnambool City Council is committed to consultation and cooperation between management and employees. The Council will formally involve elected employee health and safety representatives in any workplace change that may affect the health and safety of any of its employees.



WARRNAMBOOL
CITY COUNCIL

Rates and services

Rates are a form of tax where money is collected from some for the proposed benefit of all.

We know people don't want to pay more taxes.

We know it is hard for some people to pay more tax.

Rates

- Council can only collect a set amount of rates. What an individual land holder pays is the way this set amount is distributed across all land holders it is based on the relative value of property.
 - Fixed tax
- Different to state Land tax which goes up as the value goes up and you pass through thresholds
- Different to Stamp duty which is the same as land tax
- Different to income tax which goes up as you go through the thresholds
- Different to GST which grows with price rises
 - These are all growth Taxes
- Council is forced to collect other state taxes on behalf of the Government that are not capped
 - Fire services levy and land fill levy

The levers to financial sustainability

- Find more money
 - More taxes
 - More fees
 - Greater contribution from grants
 - Find new income sources
- Find better ways of doing things
 - Create economies of scale
 - innovate
 - Share resources
 - Get cheaper alternatives products etc
- Do less
 - Stop delivering things to the same level
 - Stop doing them at all

Exploring the *why* behind people's preferences

Why cut services?

Why increase fees?

Why increase rates?

Why seek an alternative provider?

What about corporate services and administration?

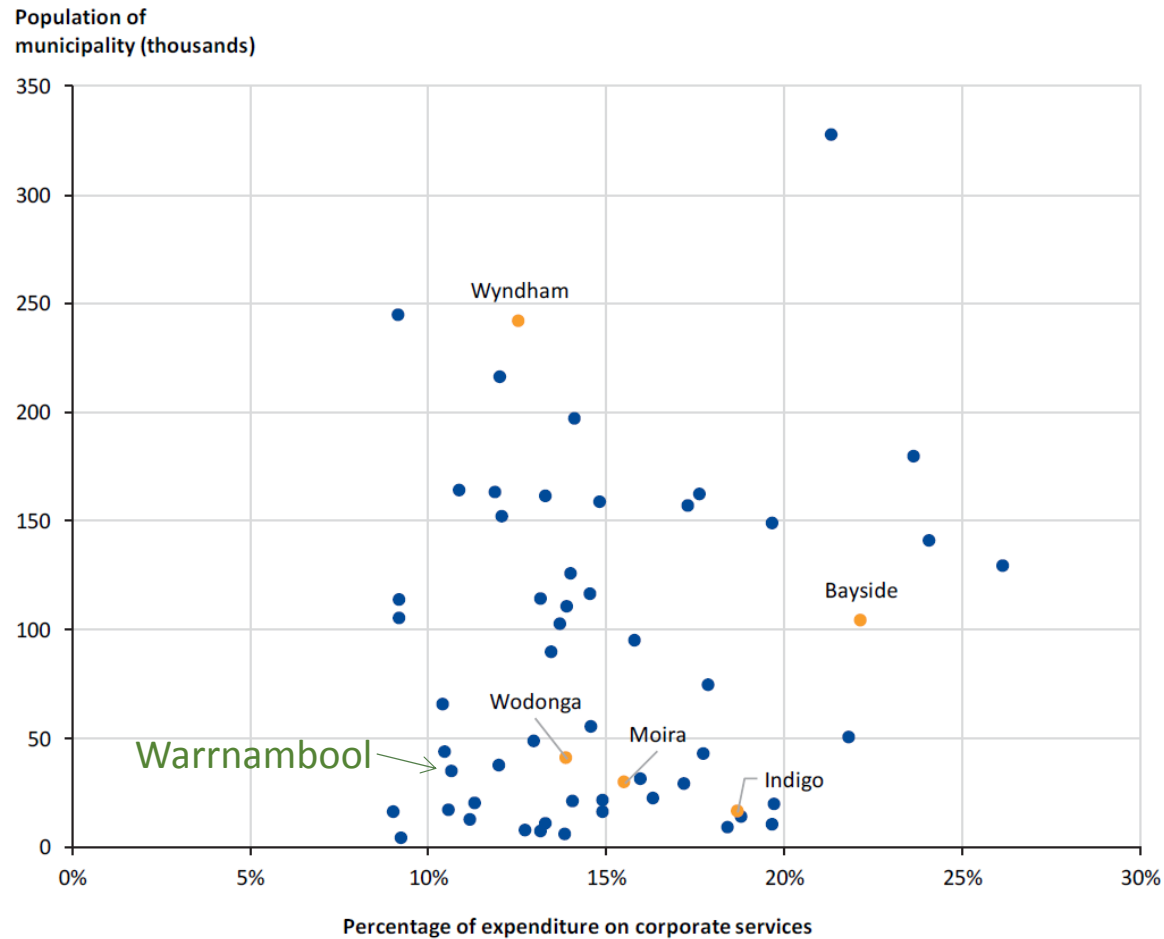
The resources required to support the business are best judged from within. It is not like the provision of a service to the community it is the work that supports these people to do their job well and safely.

What about administration costs, being more efficient?

- Make sure our house is in order
- Always needs to be looked at
- A large “shared services” project is under way. Moyne, Corangamite and Warrnambool are looking at pooling resources e.g. payroll, records IT

VAGO Report on Corporate Services Efficiency

Survey results: Corporate services expenditure and population of surveyed councils, 2016–17



- A recent VAGO reports shows that Warrnambool City Council % spend on Corporate Services is 10.7% which is in the lowest quartile of Victorian Councils

Any questions arising from
the survey findings?

Today is about a focus on
the future.

Some of the wish list

- New enclosed harbour 12 – 15 million
- Reid Oval 10- 13 million
- New Aqua zone 30+ million
- New gallery 20+ Million
- Sport Pavilion upgrades 10+ Million
- Women in sport facilities 3 – 5 million
- Soccer facilities 3- 5 million
- Upgrades pathways 5 million
- Deakin linkage 4 million
- New library 16 million
- New basketball stadium facilities 10 million
- Lake Pertobe maser Plan 10 million
- Botanic gardens master plan 5 million

Thank you for your time
today.

Warrnambool

Rate Cap Variation Consultation



20XX

www.warrnambool.vic.gov.au

Demography

811 Responses



17,344 assessments able to be rated

- 15,161 residential
- 842 Ministry of Housing
- 949 Commercial
- 426 Industrial
- 220 Farmland
- 588 vacant
 - 2,720 eligible for pensioner discount (not ministry of housing)

Age	
Row Labels	Count of Response
17 years and under	2
18 to 24	26
25 to 34	108
35 to 49	208
50 to 59	159
60 to 69	169
70 to 79	72
80 years +	12

Employment type (no duplicates)	
	Count of Employment type
Business owner	63
Full time employee	327
Part time employee	139
Part time student	4
Retiree	151
Volunteer	9
(blank)	
Grand Total	693

Home ownership	
	Count of housing type
Fully owned	314
Other (please specify)	6
Owned with mortgage	369
Rented from housing organisation / government	4
Rented from private landlord / real estate agent	50
(blank)	
Grand Total	743

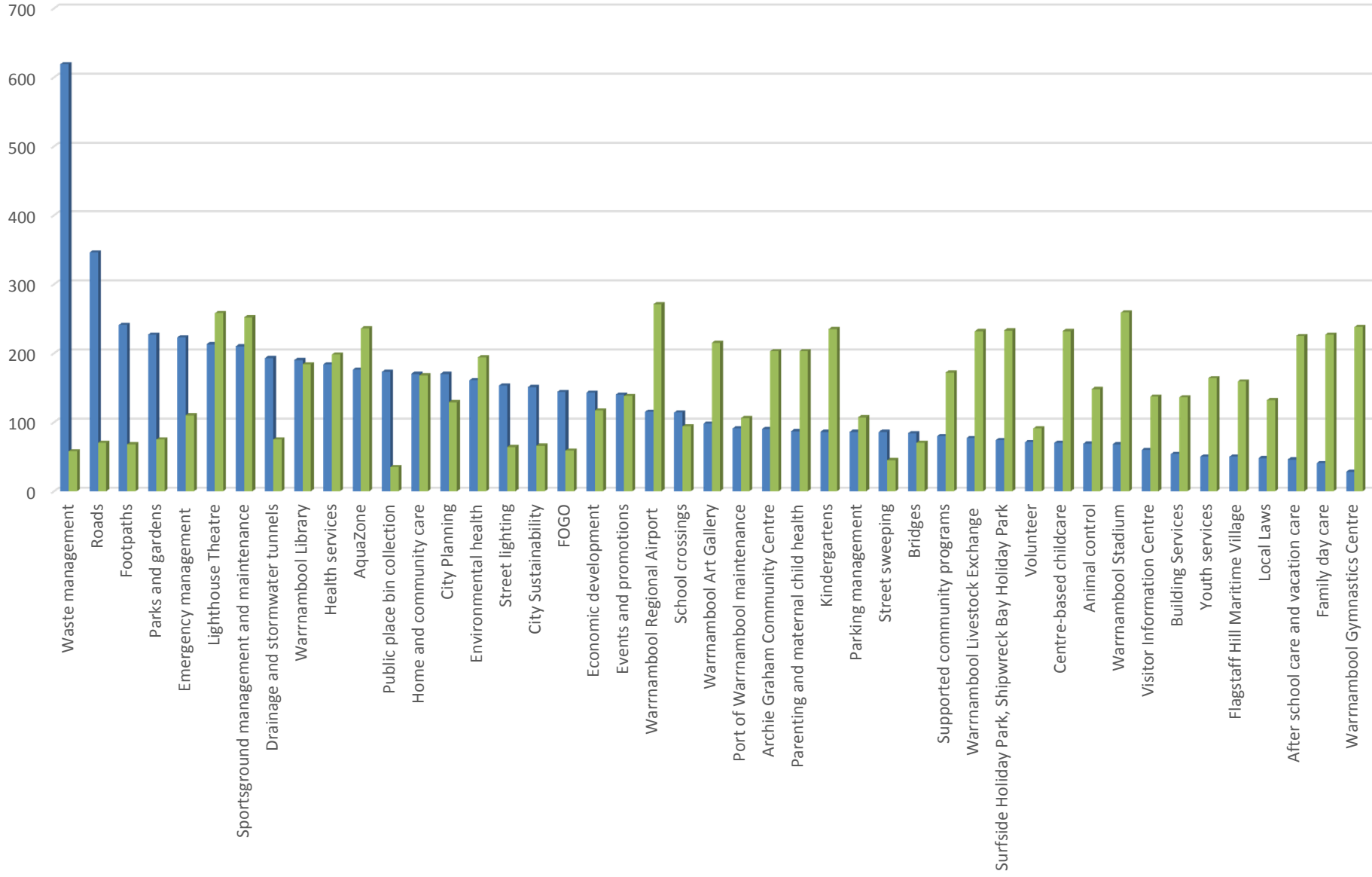
Most people categorical about not having a rate increase above CPI
Most people who answered were rate payers
Very limited response from people not directly affected
Very spread view as the way to deal with financial sustainability issue
Some good indications for further investigation as to where we could act
A lot of commentary about living within our means

Dealing with the issues of financial sustainability



	INCREASE FEES	INCREASE RATES	CUT SERVICES	SEEK ALTERNATIVE PROVIDER	UNSURE	TOTAL
ENVIRONMENT	472	298	1121	1555	665	4111
	11%	7%	27%	38%	16%	100%
Community	2614	818	2067	2218	1589	9306
	28%	9%	22%	24%	17%	100%
EcoDev	1532	344	1401	1182	874	5333
	29%	6%	26%	22%	16%	100%
Sport, rec and culture	1642	336	752	841	510	4081
	40%	8%	18%	21%	12%	100%
urban development, infrastructure and transport services	1287	1001	1544	3003	1459	8294
	16%	12%	19%	36%	18%	100%
Corporate services	355	320	1562	1014	556	3807
	9%	8%	41%	27%	15%	100%
Total	7902	3117	8447	9813	5653	34932
	23%	9%	24%	28%	16%	100%

■ Value the Service ■ Increase fees



Next Steps – Seeking Direction



- The survey has had a strong response from rate payers 782 respondents
 - 186 indications to continue to be involved
 - 24 responses to workshop not sufficient for deliberative forum
 - large number recruited from rate payers association creates bias
- The survey is not particularly representative of other parts of the community but - the question we put is being responded to by the people we are asking to carry the burden

The level of response to the forum can be characterised by

- People believe decision is fore gone conclusion
 - Apathy
 - Not wanting to take responsibility for alternative decisions (hard choices)
 - Real lack of availability
- Risk in being able to prove an adequate trade off discussion
 - lots of other data still available

Options

- Continue with community Deliberative Panel with Councillors leading small discussion groups to combat bias
 - Representative Citizens Jury with out councillors group of 12
 - Cancel workshop replace with focus groups based during budget process
- Feed in to ESC as they occur show action on intent.

Participant List



- Tricia Blakeslee ?
- Ben Blain
- David Stennett
- Richard Ziegeler ?
- Willy Benter ?
- Ellen Troitzsch
- Lynn Hudson
- Steve Lamborn
- ~~Kerrie Donlon~~ (staff)
- Joan Kelson ra
- Brian Kelson ra
- Peter Webb
- Anne Vickery - ra
- Ron J Quick
- John Colledge
- Shirley Sy ra
- David Thompson ra
- Christine Thompson ra
- Richard Barnes
- Michael Callaghan
- Glenn Heazlewood ra
- Michael Lukey
- Kay [Furnari](#)
- Carolyn Moore

Where to Go

- Go as outlined
 - Reduced rate - taking into account some areas outlined in responses
 - No go
-
- Budget will be balanced with year one increases set to renewal back log which would be reduced if not successful

Report findings summary

Preliminary findings - Rates and services focus group

To: Peter Utri, Director, Corporate Strategies, City of Warrnambool

From: Niamh Moynihan, Associate, Capire Consulting Group

Date: Monday, 18 March 2019

Introduction

Council commenced engagement with the community in late 2018 to understand their views and perspectives on four different shortfall methods to cover the anticipated budget deficit of \$2.1 million dollars over the next three years. The shortfall methods discussed were: increasing fees, increasing rates, cutting services or seeking alternative providers. Council sought to understand community views through an online survey and face to face engagement. The online survey received 782 responses and Council has prepared a report, released to the public, summarising the findings.

The purpose of this summary is to provide a preliminary overview of the findings captured through the three focus group sessions held on Wednesday 13 March and Thursday 14 March 2019. A full report will be prepared over the coming week and there was commitment made during the focus group sessions that this would be made publicly available.

Overview of session

There were 31 participants present who represented a range of community views and groups within the community, such as sporting clubs and the ratepayers association. There was a notable absence of younger people in the room and people with young families.

Participants were provided a short context presentation about rates and services and asked to provide their feedback in a workbook. There were four distinct discussions about each of the shortfall methods which comprised a brief overview of the survey findings, self-completion of workbook questions (why would you be willing to [shortfall method] and why wouldn't you be willing to [shortfall method]) and group discussion of how likely you are to support (shortfall method).

Key findings from the workbooks

Listed below are the key findings from the workbook responses against each of the shortfall options.

Council should exhaust all other options before seeking a variation to the rate cap increase.

- Participants feel other measures such as looking for internal efficiencies and expenditure on projects could be reduced to bridge the deficit. In all three of the sessions, participants recognised the breadth of services Council provides and suggested non-essential projects be put on hold until

Council had a better financial position. There was a willingness for some participants to pay an increase in rates, where justified, however this should only be considered as a last option.

Council should increase user-pays fees for non-essential services

- Participants were in agreement fees should be increased for services, such as the Airport, where currently there are no or limited user-pay fees to use the airport or for plane landings. When discussing access to sporting clubs there was some agreement these fees could increase, particularly if they had gaming machines attached to them, however fees for lower income and pensioners should not be increased to ensure equity of access.

Council should use alternative providers where appropriate

- There was a shared view amongst participants that Council should seek alternative providers who can provide the same or better level of service at a reduced cost when possible. In all sessions there was questions raised about why Council was delivering particular services that may be better managed by the private sector, such as Flagstaff Hill.

Council should not cut basic services that play an important part in health and well-being of the community

- Participants agreed that services which support vulnerable segments of the community should not be cut. Participants were willing to see a cut or reduction in service levels of non-basic services which could be delivered by the private sector. Notionally participants supported the idea of sharing services with neighbouring local governments as an efficiency mechanism.

Rating scale scores

For each shortfall method lever, participants were asked to rate their general level of support from one to five. The responses from the workbooks have been tallied and the table below provides the average and most selected score for each.

Table 1 Participant level of support for each shortfall method

SHORTFALL METHOD	Average score	Most selected score number
Increase fees	3.2	5
Increase rates	1.9	1
Seek alternative provider	3.7	3
Cut services	3.2	3 & 4

Next steps

Capire is currently undertaking a detailed analysis of the findings which will be presented in a report and provided publicly for participants.

Warrnambool

Rate Cap Variation Consultation



20XX

www.warrnambool.vic.gov.au

- The survey has had a strong response from rate payers 782 respondents
 - 186 indications to continue to be involved
 - 24 responses to workshop not sufficient for deliberative forum
 - Now up slightly to 27 participants but better to work though with smaller groups on Capire advice
- The survey is not particularly representative of other parts of the community but - the question we put is being responded to by the people we are asking to carry the burden

The level of response to the forum still can be characterised by

- People believe decision is fore gone conclusion
- Apathy
- Not wanting to take responsibility for alternative decisions (hard choices)
- Real lack of availability
- Believe they have told us what they want

Synopsis

(From the rate payers)

- Overall, respondents indicated that increasing fees, finding alternative providers or cutting services were preferred over rate increases, although commentary and correspondence indicated a general reluctance to see services reduced.
- Of the two options to raise more funds (increasing rates or fees) to cover services, increasing fees was clearly preferred over rates, particularly for those services generally considered to be of lower importance to respondents.
- Relative to other options there was moderate support for rate increases to cover infrastructure including roads, parks and gardens, footpaths, street lighting and bridges and for the service of school crossing supervision.
- The top three groups of people Council should prioritise service delivery for were older people, people with a disability and children while the service categories considered highest to lowest priority were: community health and wellbeing; caring for the environment; urban development, infrastructure and transport; sport, recreation and culture; economic development and regional leadership; and corporate services.

2019 total responses by “Gap” close method self selected N:782

	INCREASE FEES	INCREASE RATES	CUT SERVICES	SEEK ALTERNATIVE PROVIDER	UNSURE	TOTAL
Total	7902	3117	8447	9813	5653	34932
	23%	9%	24%	28%	16%	100%

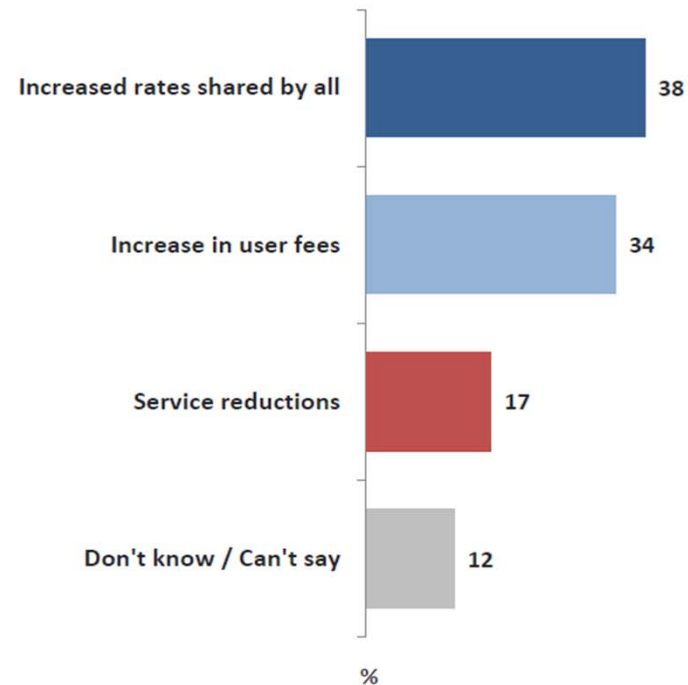
2018 total responses by “Gap” close

Statistical sample N: 400

2018 PREFERRED SHORTFALL IN FUNDING PERCENTAGE SCORES



2018 Preferred shortfall in funding (%)



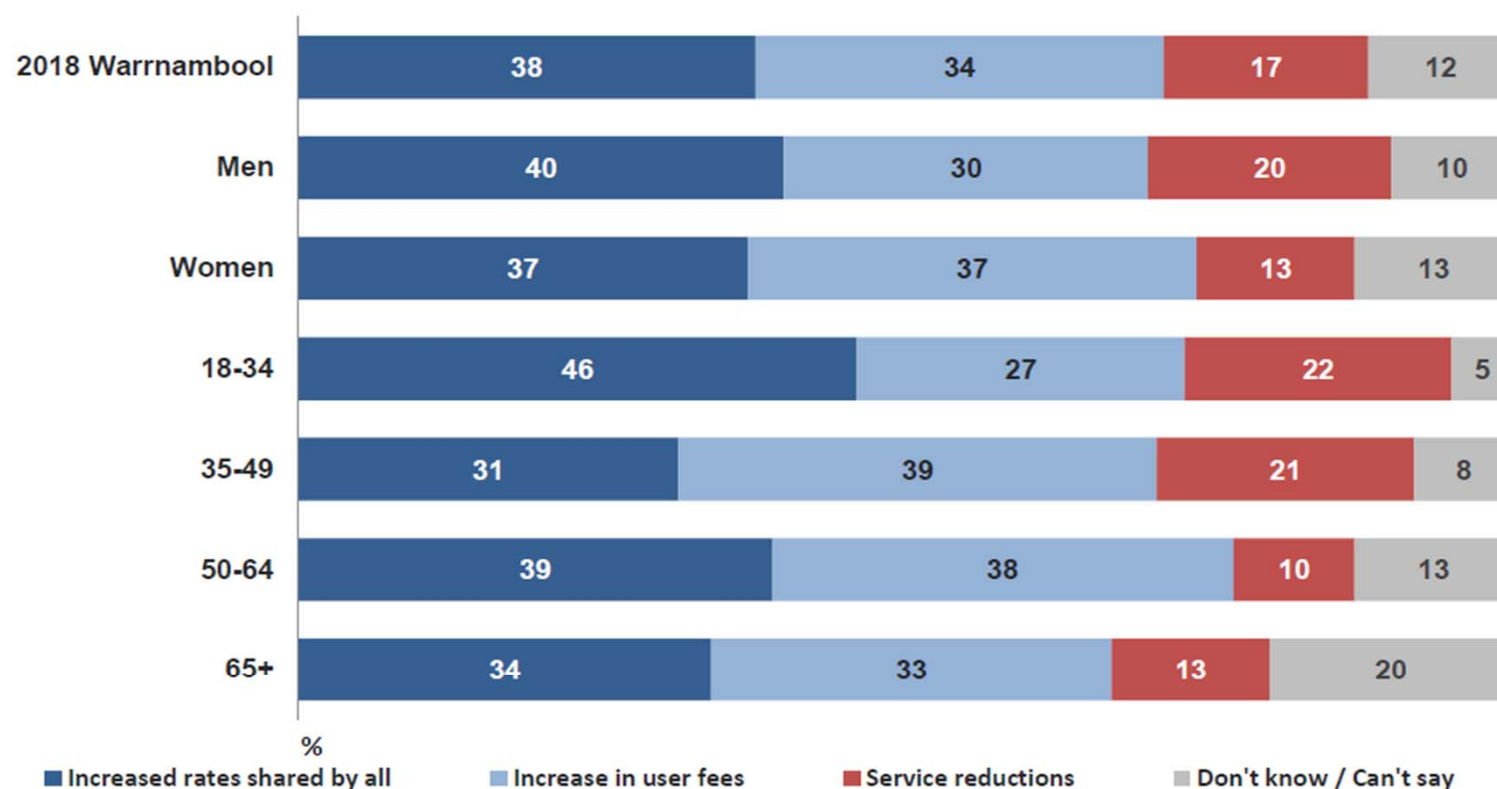
WB2. Council offers over a hundred services to the community, some of which you were asked about today. Half of the money Council uses to pay for these services comes from rates and half comes from user fees. If you had to choose which ONE of the following would you prefer shortfalls in funding these services to be from?
Base: All respondents.

	18 - 24	25 - 34	35 - 49	50 - 59	60 - 69	70 - 79	80+	Average
Cut services	29.1	32.3	26.7	25.8	22.1	19.5	20.6	25.2
Seek alternative	33.4	31.0	32.7	27.5	27.4	26.3	16.6	27.9
Increase fees	10.4	14.1	20.6	22.3	31.1	29.3	39.9	24.0
Unsure	20.1	16.4	16.1	18.9	14.2	20.0	18.2	17.7
Increase rates	7.0	6.2	4.1	5.8	5.5	5.1	4.9	5.5

2018 PREFERRED SHORTFALL IN FUNDING

DETAILED PERCENTAGES

2018 Preferred shortfall in funding (%)



WB2. Council offers over a hundred services to the community, some of which you were asked about today. Half of the money Council uses to pay for these services comes from rates and half comes from user fees.

If you had to choose which ONE of the following would you prefer shortfalls in funding these services to be from?

Base: All respondents.

Responses

Wednesday, March 13, 6pm-8pm	
Thursday March 14, 2pm to 4pm	
Thursday March 14, 6pm to 8pm	

Options

Focus groups proceeding on the 13th and 14th of March

- Work will focus on clarifying trade offs
- Top 5 areas information has said to focus on in terms of
 - alternate income sources
 - and service cuts areas directly affecting community

Council will take on feed back around corporate areas and suggestions for savings
These are good feedback but ultimately an area for Council to review.

- Shared services an example of where we are proceeding to find efficiencies.
- Any lift from rates would be used to reduce infrastructure renewal gap in first instance

Feedback from the ESC is they are happy with the Focus group approach and with our consultation efforts

They are monitoring the media and receiving direct response in to ESC as they occur
show action on intent.

Very happy with the response level we have achieved
interested in the lack of follow up participation

Where to Go

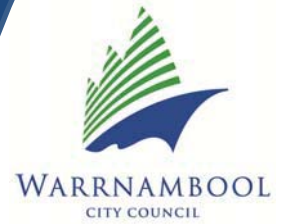
- Go as outlined complete case go to Special Council meeting on 25th March submit prior to the 31st (drop dead date)
- Reduced rate - taking into account some areas outlined in responses
- ESC has provided advice we can not go for a 0% increase in year one followed by the additional increases in subsequent years
- No go
- Budget will be balanced this year.
 - Year one increases set to renewal back log which would be reduced if bid not successful
- PREFERRED DIRECTION ?

MINUTES

SPECIAL MEETING

WARRNAMBOOL CITY COUNCIL

5:45 PM - MONDAY 25 MARCH 2019



VENUE:

Reception Room

25 Liebig Street

Warrnambool

COUNCILLORS

Cr. Tony Herbert (Mayor)

Cr. Robert Anderson

Cr. Sue Cassidy

Cr. Kylie Gaston

Cr. Peter Hulin

Cr. Michael Neoh

Cr. David Owen

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can be obtained online at www.warrnambool.vic.gov.au

Peter B. Schneider

CHIEF EXECUTIVE OFFICER

AUDIO RECORDING OF COUNCIL MEETINGS

All Open and Special 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 Open and Special 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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MINUTES OF THE ORDINARY MEETING OF THE WARRNAMBOOL CITY COUNCIL HELD IN THE RECEPTION ROOM, WARRNAMBOOL CIVIC CENTRE, 25 LIEBIG STREET, WARRNAMBOOL ON MONDAY 25 MARCH 2019 COMMENCING AT 5:45 PM

PRESENT: Cr. Tony Herbert, Mayor/Chairman
Cr. Robert Anderson
Cr. Sue Cassidy
Cr. Kylie Gaston
Cr. Peter Hulin
Cr. Michael Neoh
Cr. David Owen

IN ATTENDANCE: Mr Peter Schneider, Chief Executive Officer
Mr Peter Utri, Director Corporate Strategies
Mr Scott Cavanagh, Director City Infrastructure
Mr Andrew Paton, Director City Growth
Ms. Vikki King, Director Community Development

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

Nil

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

Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989 (as amended) direct and indirect conflict of interest must be declared prior to debate on specific items within the agenda; or in writing to the Chief Executive Officer before the meeting. Declaration of indirect interests must also include the classification of the interest (in circumstances where a Councillor has made a Declaration in writing, the classification of the interest must still be declared at the meeting), i.e.

- (a) direct financial interest
- (b) indirect interest by close association
- (c) indirect interest that is an indirect financial interest
- (d) indirect interest because of conflicting duties
- (e) indirect interest because of receipt of an applicable gift
- (f) indirect interest as a consequence of becoming an interested party
- (g) indirect interest as a result of impact on residential amenity
- (h) conflicting personal interest

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. SHARED ICT PROJECT & RURAL COUNCILS TRANSFORMATION PROGRAM FUNDING OPPORTUNITY

PURPOSE:

This report provides information on the proposed shared ICT services between Warrnambool City Council, Corangamite Shire Council and Moyne Shire Council. The report seeks a resolution of Council to support the submission of an application to Local Government Victoria for a shared ICT services project

EXECUTIVE SUMMARY

Warrnambool City, Corangamite Shire, and Moyne Shire Councils are well advanced in the preparation of a joint Business Case application to the Rural Councils Transformation Program (RCTP) for the implementation of a shared Enterprise Resource Platform (core ICT systems).

Part of the requirements of the RCTP funding program is a council resolution of support from each of the three participating councils.

Each of the three participating councils are passing similar motions in accordance with guidance provided by LGV who are administering the RCTP funding program.

The Shared ICT Project has an estimated cost of \$4.5 million dollars which would be fully funded under the RCTP program, if the application is successful, without the requirement for matching contributions from the participating councils.

As such this project is a great opportunity for council to upgrade its core ICT platform without drawing on council funding.

MOVED: CR. MICHAEL NEOH

SECONDED: CR. SUE CASSIDY

That Council:

1. **Notes that Warrnambool Council, is a participant in a grouping of councils making an application for funding under the Victorian Government Rural Councils Transformation Program (RCTP) for the following initiative:**
 - a) **South West Councils ICT Alliance – ERP Share Service in conjunction with Moyne Shire Council and Corangamite Shire Council.**
2. **Notes that for an RCTP application to be eligible for consideration, the following criteria must be met:**
 - a) **Submission of a joint business case by 31 March 2019.**
 - b) **Each council must pass an accompanying resolution committing to implement the business case, if approved for funding.**
3. **Approves the submission of the business case by Corangamite Council on behalf of Moyne Shire Council and Warrnambool City Council.**
4. **Approves implementation of the project by Warrnambool Council within the parameters of the submitted business case, subject to the application for funding being approved through the Rural Council Transformation Program funding.**

CARRIED - 7:0

BACKGROUND

Approximately four years ago the three councils initiated the concept of a shared Technology One (T1) ICT platform, given that each council was an existing T1 user.

In June 2017 the councils were successful in obtaining a \$75,000 grant from the LGV FAST program to assist in completing a business case for the project. This enabled consultants (Information Professionals) to be engaged following a procurement process to undertake the business case in conjunction with council officers.

AN ERP is a digital platform that is used to deliver the core business information systems of the organisation and is currently provide by Technology One.

This business case was completed in May 2018.

The Business case which was a developed for the three Councils “commercial in confidence” was presented as a confidential briefing Item on the 24th September 2018.

In August 2018 LGV announced the \$20 million Rural Councils Transformation Program (RCTP) which was designed to support the 48 regional and rural councils to implement large scale transformative projects.

The program states: *“The adoption of regional service delivery models can help to achieve greater service benefits for rural and regional communities, through increased collaboration across councils and the delivery of greater efficiencies. Economies of scale may be achieved through more efficient service delivery with integrated regional services, greater collective buying power through collaborative procurement, or shared corporate services. Such partnering arrangements can lead to more efficient service delivery, ultimately contributing to greater sustainability of these councils and better service provision for communities.*

The RCTP aims to:

- 1. Improve the financial sustainability of rural and regional councils by achieving economies of scale including through regional service delivery or collaborative procurement;*
- 2. Promote more efficient and improved service delivery through collaboration and innovation;*
- 3. Facilitate benefits for rural and regional communities, with priority given to those for rural communities; and*
- 4. Demonstrate potential efficiencies to be gained through regional service delivery.”*

It should be noted that this project is about how functions are processed for each council but does not impact the decision-making process or autonomy of the three individual councils.

The ICT Systems referred to in this project are processing tools with associated software and data bases and generally support the following functions:

4. Finance system including reporting & budgeting
5. Payroll
6. Accounts payable (paying bills)
7. Accounts receivable (raising bills)
8. Rating functions
9. Permits and registrations.

Each of the councils would maintain their independent data bases and integrity but would share common software and business processes.

The RCTP provides an excellent opportunity to apply for full funding of the Shared ICT Concept.

An Expression of Interest process ran in November 2018 and this project was successful in progressing and is now scheduled to lodge an updated business case by 31 March 2019 due date.

Given that this project was well underway it was now a matter of amending the completed project business case to best meet the needs of the business case template required by LGV.

The motion in this report forms part of the LGV requirements for the funding application. Funding announcements are expected to be made in May 2019.

This project is competing with around 12 other applications and LGV have indicated they will approve 4 to 6 projects.

A project briefing was delivered to members of the combined Audit & Risk Committees of the three councils on 28 February 2019.

If successful it is anticipated that the project would rollout across the three councils over the next two years.

ISSUES

The three councils have explored the possibility of using Shared Core ICT Systems rather than duplicating effort across the three councils, as part of a shared services efficiency initiative.

This business case examines whether or not it makes good business sense to transition the three existing separate core ERP systems at Corangamite Shire, Moyne Shire and Warrnambool City into a shared service model. Based on the evaluation there is a strong financial and structural argument to make this change, while understanding that there are risks that need to be understood and managed.

Rural and regional Councils in Victoria face a number of pertinent challenges which led to the review to explore implementing shared services:

5. There is considerable financial pressure on expenditures, with rate capping and a reduced grant environment impacting Council financial sustainability.
6. The scope, cost and complexity of information technology and communication (ICT) systems is growing within councils, driven by issues such as community expectations for online services, regulatory complexity, a digitisation agenda, internal demand and cyber security.
7. Access to skills is limited through a combination of small teams and distance from capital cities and major regional centres.
8. There is political pressure to collaborate, leveraging a viewpoint that there is waste and inefficiency through unnecessary duplication and repetition both within and between councils.
9. The business case provides a robust analysis of the current state of the ERP at the three councils and compares this to a future state where a shared service ERP model provides a significant portion of the enterprise ICT needs. The change in structure and approach will allow councils to deliver in a number of areas including:
 10. Improved community and customer experience through flexible on-line and mobile services.
 11. Improved staff engagement with better aligned and streamlined business processes.
 12. Reduced costs for executing back-end processes through economies of scale and eliminating duplication.
 13. Improved agility, allowing councils to change their operations quickly in responses to changes in legislation or policy.

14. Better cyber security through a highly sophisticated “cloud” model.

The change allows the three councils to leverage their commitment to working together, it opens additional areas for collaboration, and it provides evidence of the ability of councils to achieve the benefits of scale while remaining three separate organisations.

This project does not impact on any decision-making processes of council, including setting of the annual budget, but is changing the way council’s core ICT systems are structured in an attempt to provide efficiencies across the three councils.

As with all projects there is a degree of risk associated with the project and project management and implementation will be critical in meeting the outcomes and benefits that are sought. The collaboration between the three councils for this project is strong.

If the application is not successful, then council will be required to continue to make significant investment in upgrading its core ICT systems in future years.

The release by LGV of the RCTP \$20 million funding program was very timely and provides an excellent opportunity for the three councils to secure significant state government funding for ICT upgrades.

FINANCIAL IMPACT

The Rural Councils Transformation program provides significant funding for transformative projects with no matching contribution required from councils. If this project is successful there will be an involvement of key system users in implementing the project which will require staff resourcing for backfill.

The project application seeks \$4.5 million in state government funding without the need for matching contributions from the three participating councils.

If successful clearly a significant internal effort will be required as well as the external resourcing in managing the change processes involved. The benefits at the end of this process should be worthwhile for all parties involved

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

4 Develop a modern economy with diverse and sustainable employment

4.4 Advocate for and improve infrastructure including transport, services and digital infrastructure.

4.5 Create stronger links between education providers, business and industry.

5 Practice good governance through openness and accountability

5.8 Ensure financial sustainability through effective use of Councils resources and assets and prudent management of risk.

5.9 Deliver customer-focused, responsive services.

COMMUNITY IMPACT / CONSULTATION

Over the past eighteen months considerable consultation has taken place between senior officers from the three councils in preparing the business case for the project.

Regular meetings have taken place with the project consultants (Information Professionals) and more recently with officers from LGV.

The Chief Executive officers and Audit and Risk Committee members from the three councils have been briefed on the project.

LEGAL RISK / IMPACT

There is always a degree of risk involved in delivering such a project within scope and budget however, the chance to attract substantial government funding towards the upgrade of council's core IT systems is a terrific opportunity for council.

Change management processes will also be critical in delivering the project outcomes. A joint steering committee of officers from the three councils will oversee the project.

CONCLUSION

The concept of a shared ERP platform across Moyne Shire, Corangamite Shire and Warrnambool City Councils has been explored and is now supported by a strong business case.

The opportunity to apply for funding under the RCTP program now exists and would provide a significant state government funded benefit to realise the project.

An appropriately worded motion to comply with LGV funding guidelines is set out for council resolution to support the funding application.

ATTACHMENTS

Nil

4.2. NOTIFICATION TO ESSENTIAL SERVICES COMMISSION OF INTENTION TO SEEK RATE CAP VARIATION

PURPOSE:

This report provides information on Council's intention to seek a multi-year rate cap variation for three years starting from the 2019-2020 financial year.

EXECUTIVE SUMMARY

1. This report proposes Council apply for a multi- year rate cap variation to the rate cap, as set through the State Government Fair Go Rates System. Council has several levers available to it to ensure it acts as prudent steward of the community's resources.
2. Council has significant challenges to maintain the levels of services the community and is seeking and to act prudently in the management of our existing infrastructure resources.
3. Council has heard from its community that it does not wish to be taxed further and that Council needs to review the efficacy of the way it provides its services to the community. Council is committed to continue to do this and has over the last three years of rate capping introduced efficiency measures and cuts that have meant a balanced budget has continued to be put forward. This work will continue through internal structural reviews, seeking shared service opportunities and continuing to review the appropriate levels of service provision. This work has been achieved in an environment where by Council has contended with a capped rate revenue stream and a decrease in own source revenue from our services of over a \$1 million per annum compared to our pre rate cap revenue this has been made up with positive results in areas such as the visitor parks but overall these income losses have exacerbated an underlying sustainability issue.
4. Council is utilising debt to implement generational infrastructure projects such as the Simpson street drainage tunnel renewal and the development of Reid Oval. Council has chosen to have its debt ratios remain low and to have the capacity to access these funds should future generational infrastructure opportunities become available. Council has a limited ability to utilise recurrent funds for further debt reduction.
5. Council continues to look at the levels of user pays for its services and considers many of these to be fully extended Council continues to review income opportunities from those who derive the most benefit and continually looks to ensure the setting of fees and charges occurs in an equitable manner
6. as part of ensuring the provision of appropriate asset renewal into the future and maintaining service levels Council must address the growing backlog of renewal projects and close the asset renewal gap that is growing in our current financial forecasts.
7. Council flagged to the community within its Strategic Resource Plan of the 2017 – 2018 and in 2018-2019 the need for a variation above the Government rate cap of CPI in order to retain the breadth and level of services offered to the community and to remain financially sustainable.
8. Warrnambool Council has historically maintained its rating strategy at about the average of Benchmark Regional Council rates, for the average rateable property.
9. Council has continually sought to operate efficiently within the last years achieving a controlled 1.2% rise in the operating costs and a rise of 3% for the preceding 2 years.
10. The provision of regional services not supported by other levels of government contributes to the pressure on Councils recurrent budget.
11. A reliance on further increasing user fees is a fraught alternative with a disproportionate effect on many of the most vulnerable in our community. This cohort is the target of many of our services. Though Council is reviewing those areas that it deems should and could contribute further to reduce the subsidy of services provided to them.
12. Many fees and charges for services delivered on behalf of the state are capped.
13. The consequence of not being successful in a rate cap variation application is a very real possibility for the reduction of services to the community or the reducing condition of our assets.
14. It is councils intention to target any increase in rates from the in years one and two to the reduction of the asset renewal back log and utilise year three increases to offset the increase service costs for the new library services and to continue with increased contributions to the reducing the asset renewal gap. Council will resolve pressures with in its operating budget with a further focus on finding efficiencies and a review of the appropriateness of the level of services provided to the community.

MOVED: CR. SUE CASSIDY
SECONDED: CR. ROBERT ANDERSON

That Council:

- 1. Submits an application to the Essential Services Commission for a variation to the rate cap under the Fair Go Rates System for a multi- year increase.**
- 2. That the quantum sought be a total rate increase of 4.5% of the average rateable assessment for each year (inclusive of any approved rate cap). In the 2019-2020, 2020-2021, 2021-2022 financial years.**
- 3. Should Council receive the 2% rise above the rate cap, then the amount is to be clearly recorded in a separate spreadsheet to identify the ins and outs of the additional funding so that through the annual budgeting and reporting processes Councillors and the public have a transparent mechanism to ensure funding is to be allocated in the main to 'asset renewal' and to a lesser degree for 'costs associated with the regional role that we play'.**

CARRIED - 5:2

Crs. Cassidy, Anderson, Owen, Neoh and Gaston voting for the motion.

Crs. Herbert and Hulin voting against the motion.

BACKGROUND

The community in Warrnambool have generally been aspirational in the services and facilities they prefer to see delivered by Council. Conjecture as to the priority of the services is always evident as the many demands of the community compete for limited resources. Improved local amenity and sporting facilities feature highly on people's favoured list of priorities as is a shift to greater investment in environmentally sustainable practice.

Fundamental through recent consultation when the harder question of how we pay for our aspiration has been asked has been a return on ensuring we maintain at least what we have and that a key focus of this is the maintenance and renewal of the city's core infrastructure that provides much of the value amenity the community expects

97 different services are provided by Council to the community. Many of the services delivered by Warrnambool City Council also work on improving the economy of the region where local residents benefit from the health of the economy rather than the use of direct services. These are services such as the Airport, Flagstaff Hill, Visitor Information Centre, The Port and the Saleyards just to name a few. Whilst all of these services are seen as important to the region by other levels of government who have supported them with capital contributions, no contribution is made to the on-going running of these facilities and services and little to their renewal.

Everyone can name services they individually believe we can do without or do not use. But there are as many people advocating for service and infrastructure improvements increases or expansions. Council seeks the views of its community from many different sources including the Active Warrnambool consultations, planning studies, master planning exercises like the Reid Oval Development, the waste strategy consultation and of course most recently through the 2040 exercise.

It is Council's role to balance the views in the community to advocate on behalf of members that are under-represented and vulnerable and to allocate resources to grow our community.

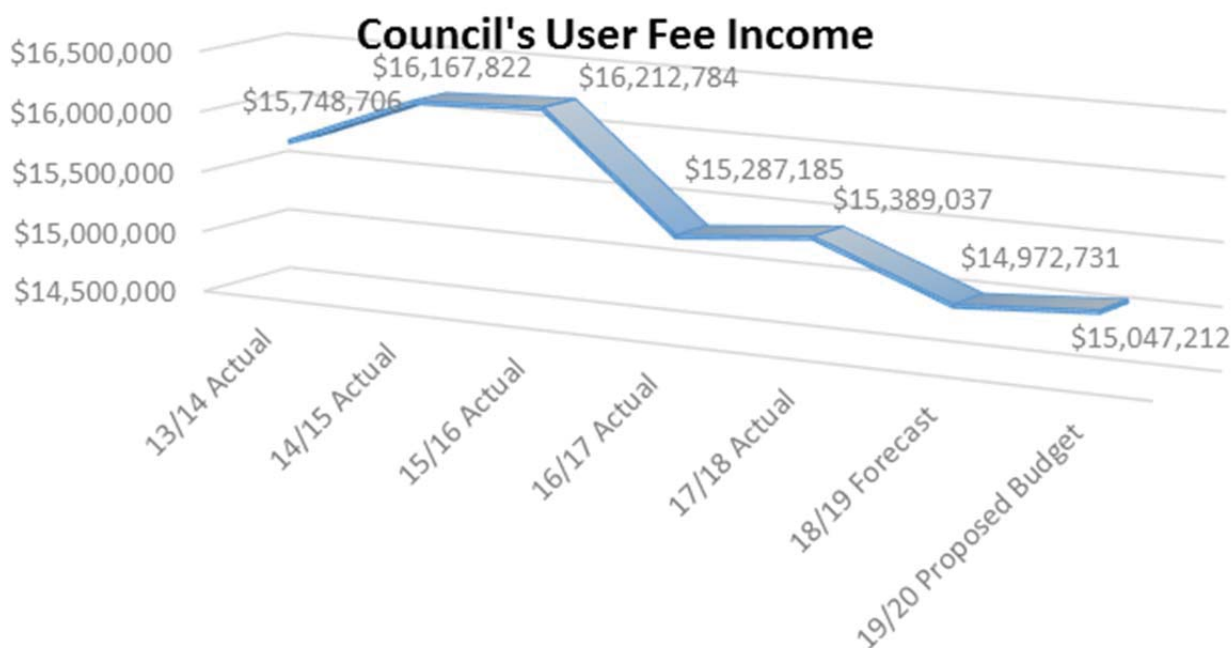
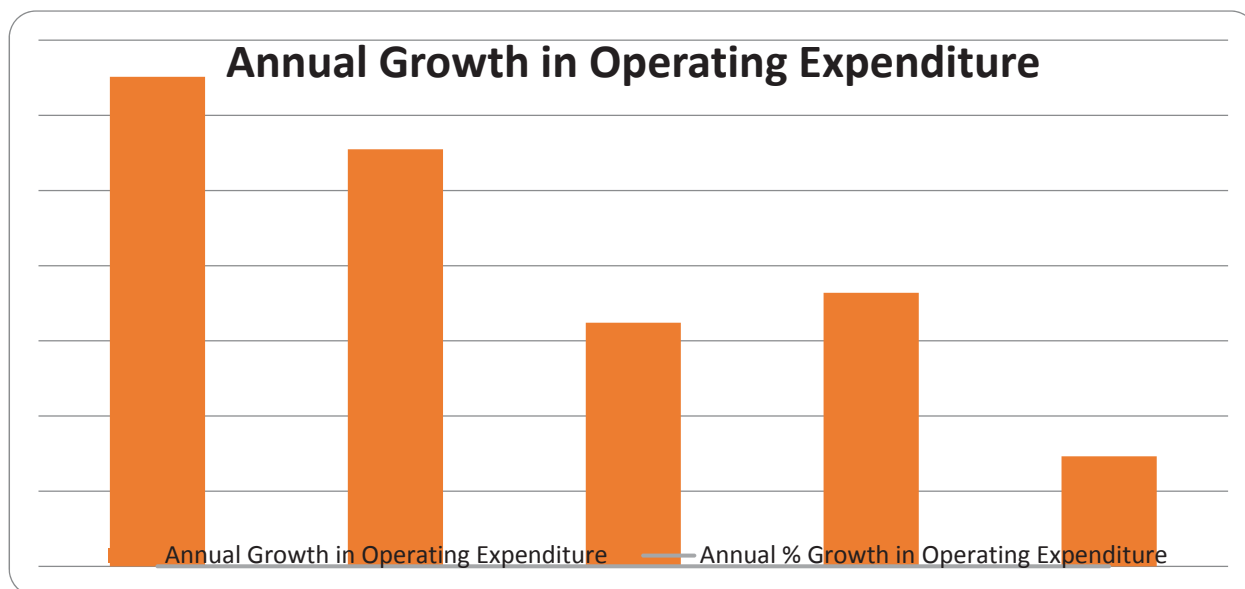
There are always very vocal minorities in the community that would strip away the amenity and services that have been built up over a long time. In general the community remains proud of the range of services delivered such as the Library, Performing Arts Centre, Gallery, Immunisation services Child Care Maternal and Child Health Services, Aged Care and the myriad of sporting facilities.

In general Council is called upon to provide more and better services to the community in these areas. A recent and ongoing vocal example has been the call to provide for the upgrade of Reid Oval to be able to hold AFL standard matches.

Rates and charges levied by Council account for 45% of the income Council generates, the remainder is achieved through user fees, charges and government grants.

A 1% increase in Council operating costs equates to approximately \$670,000 a 1% increase in rate revenue provides approximately \$350,000 in additional income. Many government grants are frozen and do not meet the amount of rising costs.

Competition in commercial markets caps our ability to raise income from services such as the saleyards, aquatic facilities, holiday parks or performing arts centre.



ISSUES

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

In order to maintain the same breadth and level of services Council needs to develop a mix of strategies to respond to increasing cost pressures. These measures include the reduction of costs, the development of

innovation to deliver existing services, the introduction of new technologies to streamline service provision, seek new income streams and seek to alter the rate cap to provide additional income.

Warrnambool Council was not provided with an opportunity around an expanded rate base at the time of Council amalgamations. Warrnambool remains a structural aberration amongst other regional cities who were all created in 1994 with both urban and substantial rural areas. The economies of scale that this provided other regional cities has ensured a greater ability to share the rate burden and achieve a distribution of cost across a broad base of rate payers for regional services provision.

This report deals with the Council's approval to submit a variation to our capped rate.

If council proceeds with the application and is successful, it may still choose to apply a rate at the time of setting the budget at a level lower but no higher than the approved variation or capped rate.

The Essential Service Commission is the governing body that assess all variation applications to the rate. The minister for local Government is the ultimate authority to approve or disapprove an application for variation.

The commission's role in relation to rate capping is to advise on the level of the annual cap and to assess applications for variations by individual Councils to the cap.

The ESC applies an extremely stringent review criteria so an application granted would have to be at the full satisfaction of the commission that all reasonable steps had been taken or are being taken before an exemption would be granted.

The purposes of the Fair Go Rates system

The purposes of this part of the Act are—

- (a) to promote the long term interests of ratepayers and the community in relation to sustainable outcomes in the delivery of services and critical infrastructure; and
- (b) to ensure that a Council has the financial capacity to perform its duties and functions and exercise its powers.

In preparation for a variation Council must prove to the commission

Six matters an application for a higher cap must specify

An application must specify —

- (a) a proposed higher cap for each specified financial year; and
- (b) the reasons for which the Council seeks the higher cap; and
- (c) how the views of ratepayers and the community have been taken into account in proposing the higher cap; and
- (d) how the higher cap is an efficient use of Council resources and represents value for money; and
- (e) whether consideration has been given to reprioritising proposed expenditure and alternative funding options and why those options are not adequate; and
- (f) that the assumptions and proposals in the application are consistent with the Council's long-term strategy and financial management policies set out in the Council's planning documents and annual budget.

Officers will seek to fulfil the 6 requirements as set out and work with the Essential Services commission to satisfy the requirements of the application.

The application will specify the:

10. indicative higher cap that the council is seeking

An additional 2% is being considered above the cap level to a total maximum including the cap of 4.5%

11. number of years (maximum of four financial years)

For 3 years beginning the 2019-2020 financial year

12. indicative reasons for seeking a higher cap

Support for infrastructure renewal back log and assistance with the cost imposts of the provision of regional facilities and services

13. expected date of sending

March 2019

14. details of the nominated contact for future communications

Director Corporate Strategies

FINANCIAL IMPACT

This higher cap is expected to achieve an additional \$2.10m per annum by year three.

	Annual	Cumulative	
2019-2020 -	\$0.65m	\$0.65m	to asset renewal
2020- 2021 -	\$0.69m	\$1.34m	to asset renewal
2021 -2022 -	\$0.76m	\$2.10m	to asset renewal and increased library services

With assumed annual CPI growth of 2.5% for the subject years.

There is no guarantee the application would be successful and an inability to raise further rate income would seriously jeopardise the future level and breadth of services provided to the community, the capital program planned and the rate of renewal of our communities' assets.

Council is not relying on the success of a rate cap variation alone. It continues to undertake long term measures where possible to reduce costs

These include:

15. Shared service arrangements with neighbouring Councils
16. The introduction of technology where appropriate to improve efficiency
17. Advocacy to government to provide both operating grants the keep pace with costs as well as capital contributions.
18. The review of service to assess the method of delivery community need and comparative use of resources to other prioritised endeavors
19. Identification of new sources of revenue
20. Council continues to resist the impetus of other levels of Government to shift cost to local authorities
 - a. In the year alone
 - a. Changes to state emergency management provisions have had significant cost implications to council operations
 - b. Changes to areas for Vic Roads responsibility have shifted costs to Council
 - c. Abolition of funding for the administration of the fire services levy on behalf of the State Government

This is an ongoing issue that continues to cause "death by a thousand cuts" and its cumulative effect on local resourcing is significant

NB: Long Term Cost Shift Example

Libraries are an incredibly important service provided to the community utilised across age groups and by some of the most vulnerable in our community.

State funding for library operations 40 years ago was 20% local contribution, 80% State contribution. That same service contribution is now reversed from where it started.

The effect of this sort of cost shift is amplified with the growth of services the State Government is contributing a wonderful amount of over \$16 million contribution to a new joint library with TAFE the increased service cost is estimated to be in the order of an additional 500k per annum which is not covered by the state.

If Council were to proceed with the application to the ESC and were successful it would be required to decide on the adoption of each year's budget whether to apply the variation or not.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

5 Practice good governance through openness and accountability

5.2 Annual Budget

COMMUNITY IMPACT / CONSULTATION

The long-term viability of Council's services and infrastructure has key impacts on the community. Much of the consultation work undertaken by Council over the last few years has reinforced the view that the community wishes to see a strong vibrant and growing city. All of this is tempered within lenses of affordability to rate payers and services users who pay for the services and infrastructure provision.

Improved services and facilities continue to be asked for and are reasonably expected by a growing and engaged community

Our leadership role in the region in attracting investment and as a major tourist destination this all adds complexities to choices on resource provision.

Further frank conversations have to be held with our community as to the trade-offs possible to help inform our decision making on a financially sustainable future in a constrained environment.

All of these pieces of consultation help frame a picture of the community's views and aspirations but do not provide a binary yes no answer in the making decision around resource allocation and taxation.

Consultation

For its 2017-2018 and 2018-2019 budgets Warrnambool City Council made a decision to seek further efficiencies rather than pursue a variation to the rate cap. This decision was deferred on two occasions in Council's preliminary budget discussion and on a second more public occasion where Council voted against notifying the ESC of its intention to seek a rate cap increase despite this being part of the make-up of its Strategic Resource Plan.

Council has been and is well aware the community do not wish to be taxed more and all its decisions are taken with this premise in mind along with the fact that across many single issues our community wants us to continue to grow and renew what we have.

The foreshadowing of a rate cap variation was made in the Strategic Resource Plan (SRP) of 2018-2022 which contained within the Council Plan (2018 revision).

In its SRP Council forecast the following variations to the rate cap:

	2019 %	2020 %	2021%	2022 %
Consumer Price Index	2.25	2.5	2.5	2.5
Rate cap	2.25	2.5	2.5	2.5
Rate cap variation	0.0	2.0	2.0	2.0
Wages growth	3.0	2.5	2.5	2.5
Grants (operating)	1.5	1.5	1.5	1.5
Statutory fees	2.0	2.0	2.0	2.0
Investment return	2.5	2.5	3.0	3.0

Source: Warrnambool City Council Strategic Resource Plan 2018-2021, page 5.

Media coverage and promotion

Prior to the Council decision in December 2018 to advise the ESC that it would seek a variation to the rate cap, Warrnambool's daily newspaper, *The Standard*, published a story informing ratepayers that Council was considering "jacking up rates beyond the state government's cap for the next four years..."

<https://www.standard.net.au/story/5786949/rate-hike-city-council-seeking-to-apply-increase-above-government-cap/>

Following the decision at the Council meeting on December 3 The Standard had run a poll entitled "Do you support a Warrnambool City Council rate rise?"

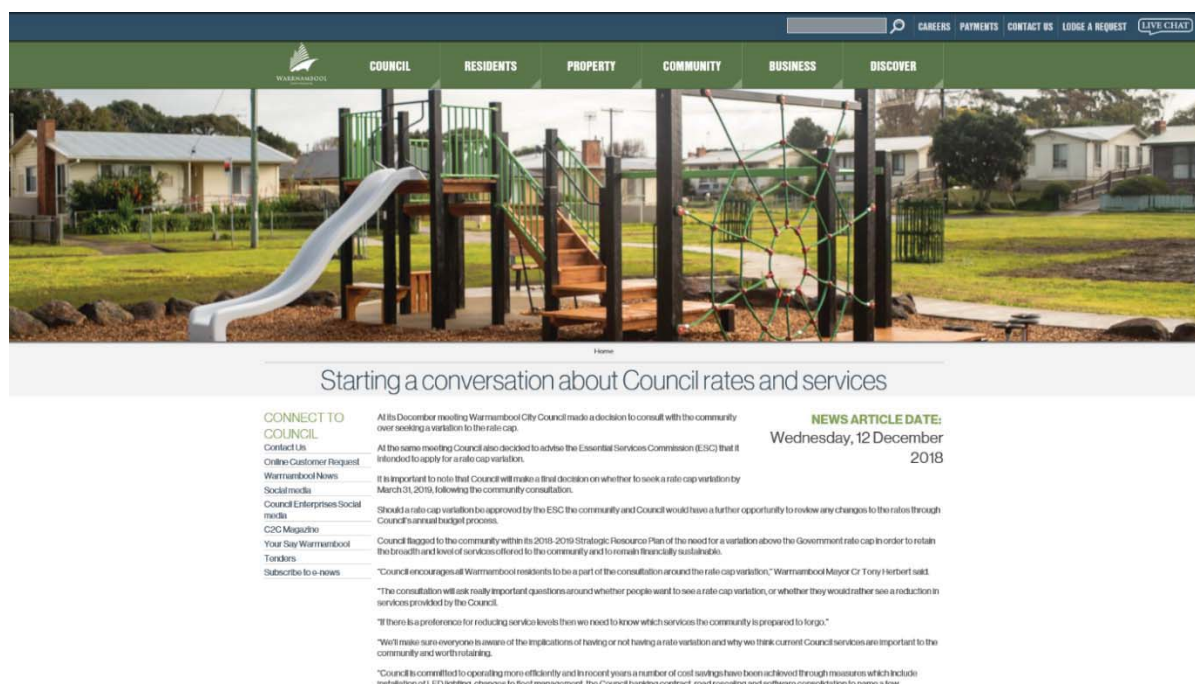
<https://www.standard.net.au/story/5792103/poll-do-you-support-a-warrnambool-city-council-rate-rise/>

The yes/no poll drew overwhelming opposition to a rates rise:

<https://www.standard.net.au/story/5796970/poll-results-do-you-support-a-warrnambool-city-council-rate-rise/>

Following the December 3 decision Council issued a media release announcing the news and explaining the process.

The media release "Starting a conversation about rates and services" was posted to the Council website on December 12, 2018.

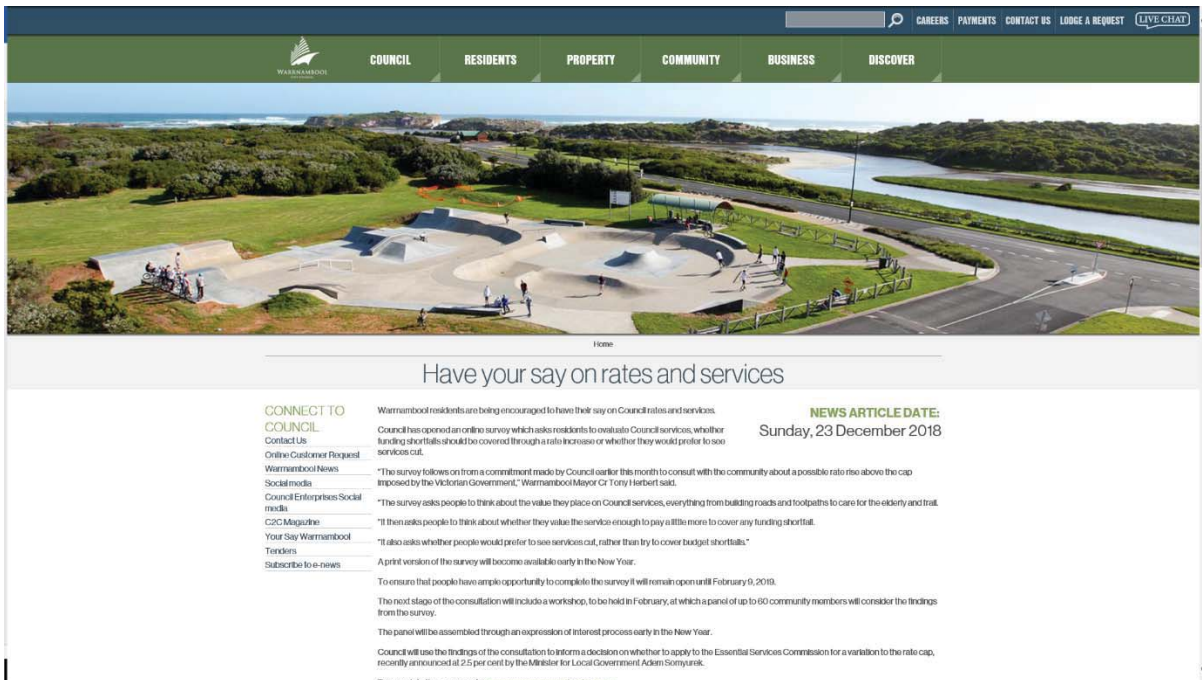


The screenshot shows the Warrnambool City Council website. At the top, there is a navigation bar with links for COUNCIL, RESIDENTS, PROPERTY, COMMUNITY, BUSINESS, and DISCOVER. Below the navigation bar is a large image of a playground. The main content area features a news article titled "Starting a conversation about Council rates and services" dated Wednesday, 12 December 2018. The article text is as follows:

CONNECT TO COUNCIL
Contact Us
Online Customer Request
Warrnambool News
Social media
Council Enterprises Social media
CSC Magazine
Your Say Warrnambool
Tenders
Subscribe to e-news

At its December meeting Warrnambool City Council made a decision to consult with the community over seeking a variation to the rate cap.
At the same meeting Council also decided to advise the Essential Services Commission (ESC) that it intended to apply for a rate cap variation.
It is important to note that Council will make a final decision on whether to seek a rate cap variation by March 31, 2019, following the community consultation.
Should a rate cap variation be approved by the ESC the community and Council would have a further opportunity to review any changes to the rates through Council's annual budget process.
Council flagged to the community within its 2018-2019 Strategic Resource Plan of the need for a variation above the Government rate cap in order to retain the breadth and level of services offered to the community and to remain financially sustainable.
"Council encourages all Warrnambool residents to be a part of the consultation around the rate cap variation," Warrnambool Mayor Cr Tony Herbert said.
"The consultation will ask really important questions around whether people want to see a rate cap variation, or whether they would rather see a reduction in services provided by the Council.
"If there is a preference for reducing service levels then we need to know which services the community is prepared to forgo."
"We'll make sure everyone is aware of the implications of having or not having a rate variation and why we think current Council services are important to the community and worth paying for."
"Council is committed to operating more efficiently and in recent years a number of cost savings have been achieved through measures which include installation of LED lighting, changes to fleet management, the Council banking contract, road resurfacing and software consolidation to name a few."

Following the creation of the online survey on rates and services the following media release was posted to the website on December 23, 2018.



The survey received considerable coverage in the local media including page one of *The Standard* on December 28, 2018.

<https://www.standard.net.au/story/5829270/city-council-survey-have-your-say-on-rate-rise-plan/>

facebook.com/WboolStandard | twitter.com/WboolStandard | Saturday December 23, 2018 | standard.net.au

NEWS **RING IN THE NEW YEAR** P2

WEEKENDER **BIRTH OF A WORLD ICON** P26-27

SPORT **SPEEDWAY ACE'S DELAY** P56

WEEKEND **THE STANDARD** THE VOICE OF THE SOUTH-WEST SINCE 1872 \$2.00 INC GST



PICTURE PERFECT

Beautiful one holiday, perfect the next 50. Cynthia and Maurice Phillips have been camping at Warrnambool's foreshore for 50 years. Their annual pilgrimage extends to five generations of their family. They are part of an economic boon for the region. [More: Pages 4,5](#)

Picture: MORGAN HANCOCK

Your chance to speak up on city council's proposed rates hike

HAVE A SAY NOW

LOCAL GOVERNMENT
BY RACHAEL HOULIHAN
Warrnambool

WARRNAMBOOL residents have five weeks to voice their views on the city council's controversial rates rise plan.

Residents are urged to complete an online survey about the potential hike above the state government-regulated cap.

It comes just weeks after it was revealed consultants would receive up to \$30,000 for seeking the feedback, sparking an outcry.

FULL STORY: P3

SPORT: PHOTOGRAPHERS' BEST OF 2018 P50-51

782 people responded to the survey around a trade-off conversation

Synopsis

Overall, respondents indicated that increasing fees, finding alternative providers or cutting services were preferred over rate increases, although commentary and correspondence indicated a general reluctance to see services reduced.

Underlying the results was the commentary that Council should find efficiencies internally and not affect services to the community.

Of the two options to raise more funds (increasing rates or fees) to cover services, increasing fees was clearly preferred over rates, particularly for those services generally considered to be of lower importance to respondents.

Relative to other options there was moderate support for rate increases to cover infrastructure including roads, parks and gardens, footpaths, street lighting and bridges and for the service of school crossing supervision.

The top three groups of people Council should prioritise service delivery for were older people, people with a disability and children while the service categories considered highest to lowest priority were: community health and wellbeing; caring for the environment; urban development, infrastructure and transport; sport, recreation and culture; economic development and regional leadership; and corporate services.

Value and importance of services

Highly valued services included the provision of tangible infrastructure and services such as roads, bridges, footpaths and parks and gardens. Waste management was considered the most important service by the greatest number of respondents.

Along with being asked to rate services as being of high, moderate or little value to their households, respondents were also asked to identify which services were currently of most importance to them.

The 10 most valued services were:

1. Waste management
2. Roads
3. Footpaths
4. Parks and gardens
5. Emergency management
6. Lighthouse Theatre
7. Sportsground management and maintenance
8. Drainage and stormwater tunnels
9. Warrnambool Library
10. Health Services

The 10 least valued services were:

1. Equipment and vehicles
2. Warrnambool Gymnastics Centre
3. Community Service
4. Family day care
5. Engineering services
6. After-school care and vacation care
7. Local Laws
8. Flagstaff Hill Maritime Village
9. Youth services
10. Building services

Generally there was little correlation between the value of services and whether they were funded by Council rates or by external funding. For example home and community care, in the top 15 most value services, sources just two per cent of its total budget from general rates. Conversely, the Warrnambool Gymnastics Centre, the least valued Council service, is funded by user fees, not general rates and therefore operates at no cost to general ratepayers.

Unsurprisingly those actively using or receiving a service placed greater importance on the service. For example FOGO (food organics, garden organics collection) drew polarised values with a number of respondents rating FOGO highly while others FOGO, including some who indicated they had yet to receive the service, considered to be of little value.

There appeared to be a greater correlation between respondents' ages and the value of services with older respondents attaching less value to after-school care and family day care and other early childhood-related services.

The greatest number of responses to the survey questions were for items relating to infrastructure (eg roads, parks and gardens, sportsgrounds) and community development (library, health services, Lighthouse Theatre).

Council then moved workshops where we explored why people had chosen the options they had in the survey

Overview of sessions

Across these three sessions there were 31 participants who represented a range of community views and groups within the community, including sporting clubs and the ratepayers association.

There was a notable absence of young people and people with young families.

Participants were provided a short context presentation about rates and services and asked to provide feedback in a workbook. There were four distinct discussions about each of the shortfall methods which comprised a brief overview of the survey findings, self-completion of workbook questions: why would you be willing to {shortfall method} and why wouldn't you be willing to {shortfall method} and group discussion of how likely you are to support (shortfall method).

Key findings from the focus groups

Listed below are the key findings from the workbook responses against each of the shortfall options.

Council should exhaust all other options before seeking a variation to the rate cap increase.

Participants feel other measures such as looking for internal efficiencies and expenditure on projects could be reduced to bridge the deficit. In all three of the sessions, participants recognised the breadth of services Council provides and suggested non-essential projects be put on hold until Council had a better financial position. There was a willingness from some participants to pay an increase in rates, where justified, however this should only be considered as a last option.

Council should increase user pays fees for non-essential services

Participants were in agreement fees should be increased for services such as the airport, where currently there are no or limited user-pay fees to use the airport or for plane landings. When discussing access to sporting clubs there was some agreement these fees could increase, particularly if they had gaming machines attached to them, however fees for lower income and pensioners should not be increased to ensure equity of access.

Council should use alternative providers where appropriate

There was a shared view among participants that Council should seek alternative providers who can provide the same or better level of service at a reduced cost when possible. In all sessions there were questions raised about why Council was delivering particular services that may be better managed by the private sector, such as Flagstaff Hill Maritime Village.

Council should not cut basic services that play an important part in health and wellbeing of the community
Participants agreed that services which support vulnerable segments of the community should not be cut. Participants were willing to see a cut or reduction in services levels of non-basic services which could be delivered by the private sector. Notionally participants support the idea of sharing services with neighbouring local governments as an efficiency mechanism.

Rating scale scores

For each shortfall method level, participants were asked to rate their general level of support from one to five. The responses from the workbooks have been tallied and the table below provides the average and most selected for each score.

Table 1 Participants level of support for each shortfall method

Shortfall method	Average score	Most selected score
Increase fees	3.2	5
Increase rates	1.9	1
Seek alternative provider	3.7	3
Cut services	3.2	3 and 4

This most recent engagement follows up on initial trade off conversation work undertaken in 2018 through the State government Community Satisfaction Survey

In 2018 as part of the annual Community Satisfaction Survey, Council added an additional question: “how would residents prefer to address funding shortfalls?”

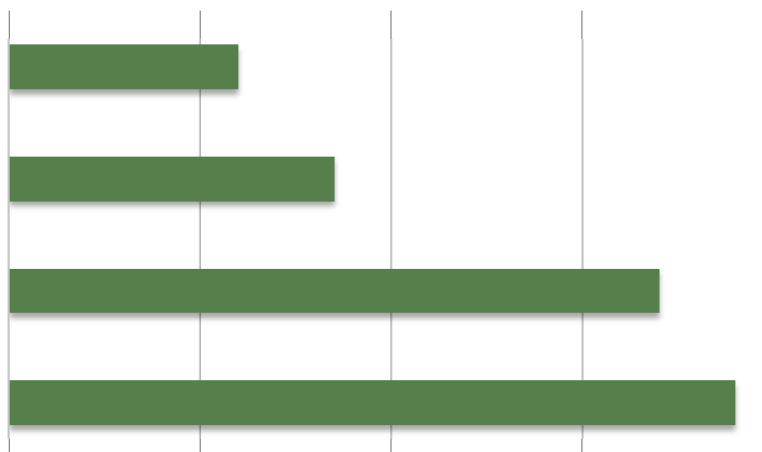
This is a very direct and significant question in relation to any proposed rate cap increases.

The response, detailed in the graph below.

The survey involves seeking responses from 400 randomly selected individuals.

The greatest proportion of respondents (38 per cent) stated that they would prefer a funding shortfall to be covered by an increase in rates to be shared by all ratepayers while (34 per cent) said they would prefer any shortfall to be covered by an increase in user fees. Just (17 per cent) were in favour of reducing services.

**Preferred means to cover shortfall %
2018 Community Satisfaction Survey**



An aspirational community

The community has demonstrated over several years that it does not wish to be a “business as usual” community.

Through a range of community engagement activities the community has indicated it is ambitious, aspirational and committed to improving the quality of infrastructure, liveability, to building the economy and to setting challenging environmental goals.

The following information describes the consultation undertaken for a range of Council projects.

Warrnambool 2040 – the community plan

In 2017 Council embarked on an extensive community engagement with Warrnambool and region residents to develop a long-term community plan: Warrnambool 2040 or W2040.

The goals within the plan will ultimately be delivered by a range of partner organisations, including Warrnambool City Council.

Consultation for this long-term community plan involved about **3500 people** and resulted in the adoption of four key “visions” for Warrnambool – each with a number of associated and ambitious goals.

These visions and their goals are:

3. Warrnambool will be a place where all people thrive

- A welcoming and inclusive city.
- A safe and connected community.
- Warrnambool’s people are healthy.
- Value local Aboriginal identity and culture.
- A learning community.

4. Warrnambool will be Australia’s most liveable regional city

- An affordable and accessible place to live for everyone.
- Encourages and prioritises sustainable transport.
- Well-connected outside the city.
- Has accessible, high-quality public spaces and facilities.

5. Warrnambool will be Australia’s most resilient and thriving regional economy

- Embrace digital innovation and technological change.
- Grow a resilient and diverse economy.
- Foster a creative and collaborative culture.
- Think globally.

6. Warrnambool will be Australia’s most resilient regional city

- Zero Warrnambool – innovative solutions for zero net greenhouse gas emissions.
- Adaptable Warrnambool – adapt to impacts of climate change.
- Wise Warrnambool – a wise city, that wastes not.
- Natural Warrnambool – enjoy, love, respect and care for the natural environment.
- Blue Warrnambool – water for life.
- Green Warrnambool – a city in nature.

Implementing initiatives to meet the goals identified in Warrnambool 2040 will require commitments from Council along with community partners. While some of the initiatives are areas in which Council is already active there will be costs associated with meeting a number of goals identified in W2040.

Sources: videos of engagement presentations by participants during phase two of the W2040 are available here:

Place - www.youtube.com/watch?v=00b0j1-sZjc

People - www.youtube.com/watch?v=3NDyGGARQdU&t=48s

Environment - www.youtube.com/watch?v=djcs4lapldY&t=118s

Economy - www.youtube.com/watch?v=DBk98zdFYaQ

Other W2040 engagement comprised:

Active hubs across 13 locations – 1,941 attendees

Long survey – 1,283 completed

Short survey – 496 completed

Conversation toolkits – 42 completed

W2040 website – 4,474 page views

Facebook – reached an audience of over 100,000

Fun4Kids “Future Lab” and Vacation Care Program workshops

City Centre Renewal

The Warrnambool community had over a long period of time expressed a view that the CBD required renewal.

In 2008 consultation with the community began which led to the Warrnambool City Centre Structure Revitalisation Plan. This in turn resulted in the development of the City Centre Renewal Plan. Consultation for the City Centre Renewal was extensive and confirmed not only support for the renewal but also provided feedback that formed the basis of the design for renewal.

Prior to any design work a significant public engagement and community planning process included:

- establishment of a pop up shop (face-to-face conversations with 200+ people))
- project launch (attended by 80 people)
- online survey (participation from 72 people)
- Enquiry by Design workshops (120 people)
- design concepts feedback briefing (40 people)
- group sessions (60 people)
- submissions on design concepts (109 submissions)
- project site traders networking session (20 businesses)



Through this engagement process the community identified that it wanted to see the city centre renewed to create:

- **Provide universal access** so all people, including those with disabilities, the elderly, and parents with children or prams, are able to enjoy the City Centre experience
- **improve functionality** of the City Centre with activity nodes, new street furniture, better lighting, smarter use of shop front parking and well defined links between laneways and off-street car parks
- **improve the pedestrian and cyclist experience** calm traffic, improve visibility and create a shared roadway that is safe for pedestrians and cyclists
- **encourage economic growth** of the City Centre through an increase in employment opportunities, property investment and tourism spend
- **create attractive spaces** to draw people to the city centre where they can enjoy the services and atmosphere.

The engagement, for which Council received recognition at the Victorian section of the Australian Institute of Planning awards (Promotion of Planning category), indicated the community wanted a higher standard of infrastructure and service.



The construction phase of the City Centre Renewal began in 2017 after Council committed \$5 million towards the project which was complemented by Victorian Government funding (\$5 million) and Commonwealth Government funding (\$5 million).



**Green Warrnambool
Council's long-term sustainability and environment strategy is called Green Warrnambool.**

Adopted in September 2018, Green Warrnambool was developed in conjunction with Warrnambool 2040 and workshopped further with Council's Environment and Planning Committee which includes members of the community.

It shares the vision of W2040 for Warrnambool to be the most sustainable regional city in Australia.

Green Warrnambool was developed alongside Warrnambool 2040 and contains six goals.

These are:

- Zero Warrnambool – we will have zero net greenhouse gas emissions.
- Adaptable Warrnambool – Council and its community will be prepared and resilient in a changing climate.
- Wise Warrnambool – we will send zero recoverable waste to landfill and reduce litter and pollution.
- Naturally Warrnambool – where we will enhance and protect our environment and biodiversity.
- Blue Warrnambool – we will ensure our water is protected, conserved and unpolluted.
- Green Warrnambool – our green spaces will be thriving and connected and our food sourced locally.

The actions are a combination of policy and planning documents, data collection and on-ground implementation actions with over 50 Council led actions and 40 community actions.

The targets are ambitious and it is acknowledged that meeting them requires a cultural shift in how we will live and develop as a city.

There is also cost associated with implementing some of the changes required to deliver on the goals.

Additional services – community response

Dedicated Food Organics Garden Organics (FOGO) service

Responding to a community desire to see greenhouse gas emissions lowered and to reduce the waste being disposed of in a landfill at considerable cost, Council moved to introduce a Food Organics Garden Organics (FOGO) collection.

The introduction of the FOGO service required an increase in the municipal waste charge.

Council's kerbside waste collection service generates in excess of 6,000 tonnes of waste each year, about half of which is FOGO material. The cost of sending this material to landfill is in excess of \$160 per tonne and the material is responsible for about a third of Council's greenhouse gas emissions.

This would see the collection of FOGO material which would be composted and turned into clean, uncontaminated soil.

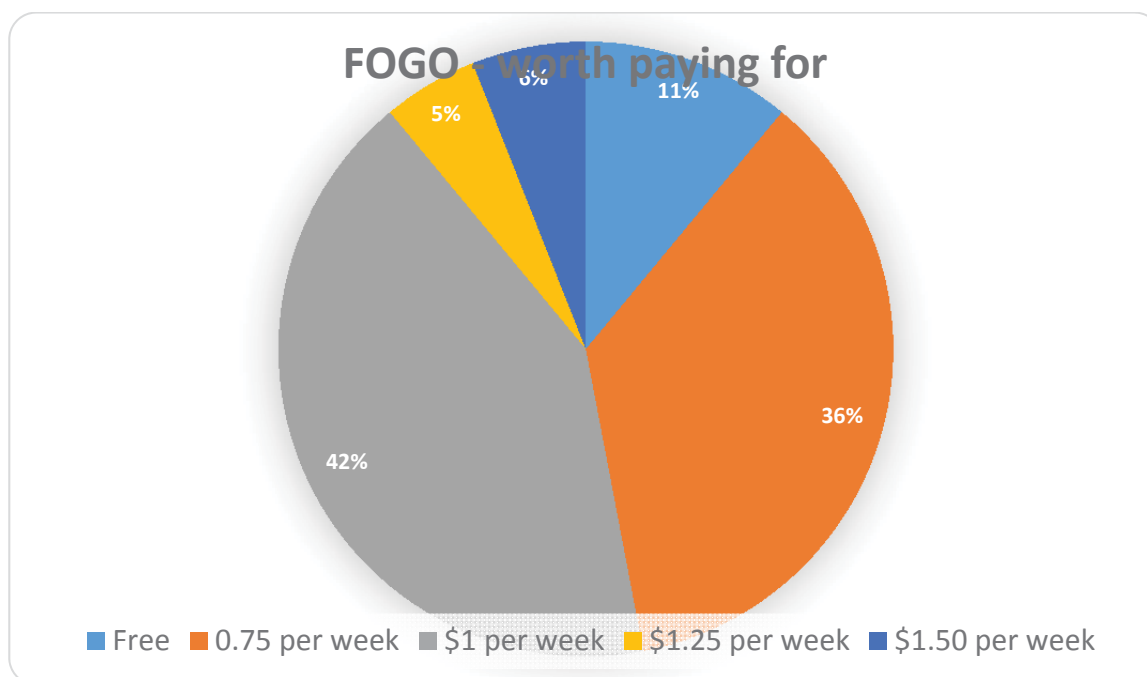
The cost to transport, process and compost organic material and food waste is about \$55 per tonne.

Kerbside bin audits in Warrnambool had consistently shown that food waste comprised half of the weight of the domestic garbage bin.

The FOGO service, now being rolled out across Warrnambool, is one of the actions that will assist in achieving the goals identified in Warrnambool 2040 and Green Warrnambool plans.

The rollout began in March 2018 with a pilot project. In May 2018 surveys were distributed to 1,680 participating households, 427 responses were received.

More than 95 per cent of respondents said they wanted the FOGO service to continue and more than 50 per cent said the service was worth paying at least \$1 a week.



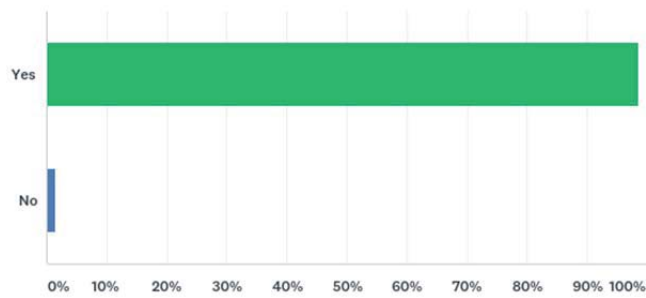
The survey shows the service achieved its objectives which included a reduction in waste being placed in garbage bins and 63% of all food waste from the kerbside collection was correctly placed in the FOGO bin.

Pre and post-trial audits showed that FOGO found in garbage bins reduced from 38% to 25.3% and the overall weight of FOGO in the garbage bin reduced by 13.5% or 1.5kg by weight.

The results from the FOGO pilot survey and bin audits show that a permanent FOGO collection is both viable, environmentally beneficial and is popular in the community.

The FOGO service is currently being rolled out across all of Warrnambool.

Q8 Would you like the FOGO service to continue?



Appendix A: Survey sent to all FOGO trial participants



Thank you for participating in Warrnambool's Food Organics Garden Organics (FOGO) Pilot.

The vast majority of participating households are doing an amazing job, with very little contamination recorded in the new green-lidded bins.

We're conducting this survey to capture any comments or feedback you have about the trial and the FOGO collection service – to find out what worked well and where things can be improved.

The data collected from this survey will be used to inform Council decisions and to shape future FOGO collection in Warrnambool.



Council believes a FOGO kerbside collection across the municipality could have significant long-term financial benefits by reducing disposal to landfill costs.

It would also bring significant environmental benefits such as reducing the waste going to landfill, recovery of valuable resources and reduction in greenhouse gases.

Diverting FOGO from Warrnambool garbage bins has the potential to reduce the city's greenhouse gas emissions by 4,000 tonnes of CO₂e (carbon dioxide equivalent) annually.

This equates to removing 857 cars off the road every year.

Please answer the following questions:

Did you use the FOGO service?
 Yes No

Did you notice a reduction in the amount you were placing in your garbage bin?
 Yes No

Did you use the kitchen caddy for kitchen scraps?
 Yes No If not, why not? _____

Which kitchen caddy were you provided with?
 Vented Non-vented

Were you satisfied with this design?
 Yes No

Did the education material make it clear how to use the FOGO service?
 Strongly agree Disagree
 Agree Strongly disagree
 Unsure

Could the education material be improved in any way? If so, how? _____

Would you like the FOGO service to continue?
 Yes No

If yes, what do you think is a reasonable price for the service?
 Up to \$1.50 p/w Up to \$1.00 p/w
 Up to \$1.25 p/w Up to \$0.75 p/w

Do you have any comments or feedback you would like to add about the FOGO pilot?

The average garbage bin in Warrnambool contains:

- 45% food organics garden organics
- 15% recycling that can go in the recycling bin
- Only 40% is waste that needs to go to landfill

Organic Waste

✓ This bin accepts

Food waste (cooked and raw)

Bones, eggshells, tea leaves, coffee grinds

Woods, prunings, grass clippings

✗ Please do not place in this bin

Plastics, household rubbish, rocks, stumps, building materials, clean paper & cardboard

www.warrnambool.vic.gov.au | Connect to Council



Reply Paid
Warrnambool City Council
Strategic Waste Management Officer
PO Box 198
Warrnambool VIC 3280



The flyer is for a survey titled 'KitchentoCompost'. It features the Warrnambool City Council logo at the top center. Below the logo, it says 'Return your completed Reply Paid survey by June 1, 2018 or complete it online at www.surveymonkey/s/fogo_pilot'. It then provides contact information for a phone survey: 'To obtain a large print survey or to make an appointment for a phone survey please call 5559 4800 or visit the Civic Centre at 25 Liebig St.' and 'For information about FOGO visit www.warrnambool.vic.gov.au/fogo'. At the bottom, it states 'Printed on 100% recycled paper using soy based ink'. On the right side, there are images of food scraps arranged to form the letters 'FOGO', the text 'KitchentoCompost', and 'Food Organics Garden Organics pilot program survey'. Below this, it asks 'How is your FOGO going? Should FOGO bins get the green light? Let us know!' and includes icons of various food items. At the very bottom, there are social media links and icons for Facebook, Twitter, and YouTube.

Cuts to services – community reaction

Security guards

Carefully considered cost cutting has in recent years been met with considerable opposition from the community.

In developing the 2017-2018 budget Council made a decision to cease the funding of late night/early morning security guards at the Gilles Street taxi rank situated at the perimeter of Warrnambool's entertainment precinct.

The cost of this security measure, when first established some years ago, was shared between Council and contributions from several licenced venues. In 2010-2011 contributions from licenced venues ceased with Council then paying the entire cost.

In 2014 Council renewed the taxi rank with a safer design and the addition of CCTV cameras.

The decision to stop funding security staff at the rank generated considerable controversy and community opposition, with taxi drivers calling for a levy to help reinstate the service.

The decision featured prominently in the local newspaper, *The Standard*, with an editorial calling for the service to be provided by Council: "Surely the council can find \$30,000 in its \$81 million budget ...".

Sources: *The Standard*, June 23, 2017; *The Standard*, July 21, 2017; *The Standard* June 29, 2018.

After kinder care

With demand for Council's After Kinder Care program falling from 54 families in 2013 to 13 families in 2017 Council moved to consolidate the service.

This involved closing After Kinder Care services at two kindergartens and providing an alternative at other Council facilities.

Despite the clear fall in demand for the service Council was heavily criticised in the media for the decision and a group of parents challenged Council to demonstrate the financial case behind the move.

Source: The Standard, June 2, 2017.

<https://www.standard.net.au/story/4703852/councils-after-kinder-care-to-be-cancelled/>

LEGAL RISK / IMPACT

Councillors are required to act as sound economic stewards under their responsibilities within the Local government Act. Council is required to understand and act in the best interests of the whole of the community.

ATTACHMENTS

Nil

4.3. ADDITIONAL ITEM OF BUSINESS

PURPOSE:

Additional Item of Business.

Subject to the unanimous agreement of the Council, Item 4.4 Great South Coast Designated Area Migration Agreement - Update be considered as an Additional Item of Business at this Special Council Meeting.

MOVED: CR. KYLIE GASTON

SECONDED: CR. PETER HULIN

That Council deals with Item 4.4 Great South Coast Designated Area Migration Agreement – Update as an Additional Item of Business at this Special Council Meeting.

CARRIED - 7:0

4.4. GREAT SOUTH COAST DESIGNATED AREA MIGRATION AGREEMENT - UPDATE

PURPOSE:

This report recommends Warrnambool City Council enter into a Designated Area Migration Agreement (DAMA) with the Commonwealth Government Department of Home Affairs to assist with identified labour shortages across the region.

SUMMARY

- At its meeting of 5th November 2018 Councillors agreed for Warrnambool City Council to submit an application on behalf of the Great South Coast region to the Federal Department of Home Affairs to enter into a DAMA.
- At its meeting of 3rd December 2018 Council resolved to :
 - enter into a Designated Area Migration Agreement (DAMA) with the Commonwealth Department of Home Affairs subject to funding commitments from the Federal and/or State Government being secured for Year 1 of the DAMA program.
- On 10th December 2018 the Minister for Immigration, Citizenship and Multicultural Affairs announced that Council's GSC DAMA application was successful. A key component of the DAMA is Warrnambool City Council's role as the Designated Area Representative (DAR) on behalf of the Great South Coast region. Detailed information regarding DAR's role and responsibilities were included in the December 2018 Council report and summarised overleaf.
- Since the 10th December 2018 announcement Council officers have been working with the Commonwealth Department of Home Affairs towards executing the DAMA Deed of Agreement and also negotiating funding models and the various work streams to make the GSC DAMA operational as early as possible.
- Previously, it had been anticipated that the Federal Government may contribute up to \$250,000 toward the DAMA program, however following the 4 December 2018 Council meeting, it became obvious that the amount would be lower at around \$150,000 which still meant the program could successfully be delivered in Year 1.
- Further to those discussions, the Commonwealth Government has recently advised that they would be prepared in Year 1 of the DAMA to deliver (and fund) the program through a Commonwealth Department of Home Affairs employee/ contractor (1.0 FTE) based in Warrnambool.
- It is considered that the above arrangement (ie. a resource employed direct by the Commonwealth rather than the DAR) to be a lower risk option for the City. The DAR's obligations remain for the management and oversight of the DAMA program as outlined in the December 2018 Council report.
- It is considered that based on the above arrangement, the funding commitment component of Council's 4 December 2018 resolution has now been satisfied and the EO will enter into the appropriate DAMA agreement with the Federal Government.

MOVED: CR. PETER HULIN

SECONDED: CR. ROBERT ANDERSON

That Council:

1. **Note that the funding commitment for Year 1 GSC DAMA delivery will be sourced from the Commonwealth Government through the services of a Commonwealth Department of Home Affairs employee/ contractor (1.0 FTE) based in Warrnambool;**
2. **Note that a funding model for the DAMA program beyond Year 1 will continue to be progressed with Federal, State and participating Great South Coast municipalities.**

CARRIED – 7:0

BACKGROUND

A Designated Area Migration Agreement (DAMA) is an agreement between the Australian Government and a local authority to help address skill and labour shortages faced in regional Australia. A key outcome of a DAMA is the potential pathway to permanent residency as a major incentive to attract and retain overseas workers in the region.

Warrnambool City Council will be the Designated Area Representative (DAR) for the GSC DAMA. Council will be responsible for the management and broad oversight of the DAMA program. This includes:

- Endorse employers seeking to access a Labour Agreement and thereby employ an Overseas Worker
- Monitor activities, including labour market patterns in the GSC region
- Provide support services for employers and visa holders involved in a labour agreement under the GSC DAMA program
- Report to the Government on the program
- Provide regular evaluation reports to the Government.

There is presently only one DAMA in place in Australia with the Northern Territory Government. This GSC DAMA will represent the first such agreement to be delivered in a region of Australia (versus whole of State Northern Territory model) and Warrnambool City Council will be the first Local Government in Australia to act as the Designated Area Representative.

FINANCIAL IMPACT

The funding commitment for Year 1 GSC DAMA delivery will be sourced from the Commonwealth Government through the services of a Commonwealth Department of Home Affairs employee/ contractor based in Warrnambool.

The resourcing needs will continue to be monitored through Year 1 of the GSC DAMA and will inform negotiations around the funding model beyond Year 1.

Warrnambool City Council will continue to provide in-kind support to discharge its obligations as the Designated Area Representative.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

4 Develop a modern economy with diverse and sustainable employment

4.1 Grow the Cities population through local economic growth

4.2 Encourage more sustainable local business.

4.5 Create stronger links between education providers, business and industry.

TIMING

Urgent. With a Federal Election announcement imminent, it is important that the Agreement be executed prior to any caretaker provisions coming into effect.

LEGAL RISK / IMPACT

The Deed of Agreement does contain a Termination clause where either party (Commonwealth Department of Home Affairs or Warrnambool City Council) may, in its discretion, terminate the Agreement at any time for any reason by giving 28 days written notice to the other party.

ATTACHMENTS

Nil

5. CLOSE OF MEETING

The meeting closed at 6.37pm.

CHAIRMAN

ESC SUBMISSION

2% INCREASE DIRECTION

This higher cap is expected to achieve an additional \$2.10m per annum by year three.

	Annual	Cumulative
2019-2020 -	\$0.65m	\$0.65m
2020- 2021 -	\$0.69m	\$1.34m
2021 -2022 -	\$0.76m	\$2.10m

With assumed annual CPI growth of 2.5% for the subject years

EFFECT OF ADDITIONAL 2%

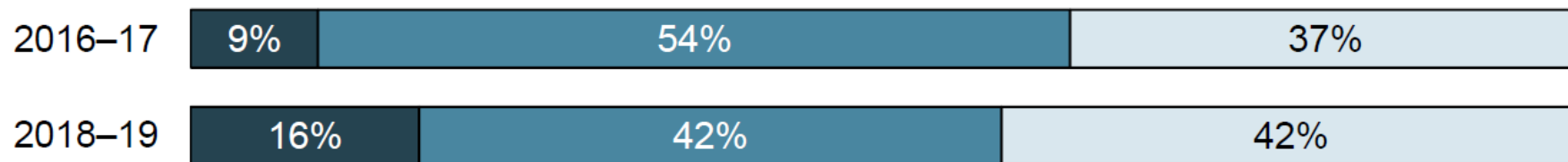
- 17,362 rates assessments. Across all categories
- 2,782 or 16 per cent pensioners Currently pensioner discount rebate currently \$229.40 for rates
- The average residential property value is currently \$344,179
- On an average of all rate classes, the impact of the variation across all rateable assessment will result in an increased rates payment of \$37.46 in the first year, \$39.62 in the second year and \$41.87 in the third year.
- On the average residential property value the increase per year would be an additional \$31.18, in the second year it would be \$32.58 and in the third year, \$34.05.

HOW RATES HAVE CHANGES FOR PEOPLE

How have rates changed for individual ratepayers?

Distribution of rates increases and decreases in revaluation years

The rate caps applied to council's average rate, which means some individual rates increased by more and some increased by less (or even decreased).



- % of rates notices decreasing
- % of rates notices increasing by less than the applicable cap
- % of rates notices increasing by more than the applicable cap

Note: In 2017-18, properties were not revalued so most rates notices would have increased by a similar percentage.

THE RECCOMENDATION

- That Council:
- 1. Submits an application to the Essential Services Commission for a variation to the rate cap under the Fair Go Rates System for a multi- year increase.
- 2. That the quantum sought be a total rate increase of 4.5% of the average rateable assessment for each year (inclusive of any approved rate cap). In the 2019-2020, 2020-2021, 2021-2022 financial years

THE INTENT

Allocated to:	2019/20	2020/21	2021/22
Asset Renewal	650,326		1,615,092
Asset Renewal - Aquazone Outdoor Pool		1,354,256	
Recurrent - Increased Library			500,000

THE LONG TERM OUTCOME – SHORTFALL IN ASSET CLASSES

Asset Class	Renewal Requirement (RR)	Funded Renewal (FR)	% of RR Funded	Renewal Gap (RG)
Roads	\$9,144,001	\$2,562,719	28%	\$6,581,282
Bridges	\$3,333,797	\$166,577	5%	\$3,167,220
Pathways	\$1,306,956	\$291,339	22%	\$1,015,617
Buildings	\$5,582,000	\$1,193,000	21%	\$4,389,000
Drainage	\$1,021,000	\$73,664	7%	\$947,336
Open Space	\$1,065,000	\$135,000	13%	\$930,000
Plant & Fleet	\$1,059,000	\$1,059,000	100%	\$ -
TOTAL	\$22,511,754	\$5,481,299	24%	\$17,030,455

LONG TERM AFFECT

Asset Renewal Funding	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Annual Renewal Requirement	6,000,000	6,180,000	6,365,400	6,556,362	6,753,053	6,955,644	7,164,314	7,379,243	7,600,620	7,828,639
Renewal Backlog	16,500,000	16,350,000	15,525,000	14,405,450	13,252,314	12,064,583	10,841,220	9,581,157	8,283,292	6,946,490
Total Renewal Requirement	22,500,000	22,530,000	21,890,400	20,961,812	20,005,366	19,020,227	18,005,534	16,960,400	15,883,912	14,775,130
Current Annual Funding	5,500,000	5,665,000	5,834,950	6,009,999	6,190,298	6,376,007	6,567,288	6,764,306	6,967,235	7,176,253
Rap Cap Variation Allocated to Renewal	650,000	1,340,000	1,650,000	1,699,500	1,750,485	1,803,000	1,857,090	1,912,802	1,970,186	2,029,292
Total Funding Available	6,150,000	7,005,000	7,484,950	7,709,499	7,940,783	8,179,007	8,424,377	8,677,108	8,937,422	9,205,544
Asset Renewal Shortfall	16,350,000	15,525,000	14,405,450	13,252,314	12,064,583	10,841,220	9,581,157	8,283,292	6,946,490	5,569,585

OTHER FACTORS LOADING ON

- To be resolved through efficiency's
 - Reid repayment and loan
 - Achieving EA outcomes
 - Library operations increase in new centre
 - Covering our proportion of harbour
 - Reid increase cost decrease use and relocation of clubs
 - Active Warrnambool
 - Green plan
 - Short fall in library capital
 - The rest of the capital works list ... enhancements, upgrades, new initiatives