MINUTES

SCHEDULED COUNCIL MEETING
WARRNAMBOOL CITY COUNCIL
5:45 PM - MONDAY 7 DECEMBER 2020

WARRNAMBOOL CITY COUNCIL

VENUE:
Reception Room
25 Liebig Street
Warrnambool

COUNCILLORS
Cr. Vicki Jellie AM (Mayor)
Cr. Otha Akoch
Cr. Debbie Arnott
Cr. Ben Blain
Cr. Angie Paspaliaris
Cr. Max Taylor
Cr. Richard Ziegeler

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

Vikki King
ACTING 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.

ORDER OF BUSINESS

Page No.

MINUTES OF THE SCHEDULED COUNCIL MEETING OF THE WARRNAMBOOL CITY COUNCIL HELD IN THE RECEPTION ROOM, WARRNAMBOOL CIVIC CENTRE, 25 LIEBIG STREET, WARRNAMBOOL ON MONDAY 7 DECEMBER 2020 COMMENCING AT 5:45 PM

PRESENT: Cr. Vicki Jellie AM (Mayor)
                              Cr. Otha Akoch
                              Cr. Debbie Arnott
                              Cr. Ben Blain
                              Cr. Angie Paspaliaris
                              Cr. Max Taylor
                              Cr. Richard Ziegeler

IN ATTENDANCE: Ms. Vikki King, Acting Chief Executive
                              Mr Peter Utri, Director Corporate Strategies
                              Mr David Leahy, Director City Infrastructure
                              Mr Andrew Paton, Director City Growth
                              Mr Luke Coughlan, Manager Infrastructure Services
                              Ms. Julie Anderson, Manager Governance, Property, Projects & Legal
                              Ms. Wendy Clark, Executive Assistant

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.   CONFIRMATION OF MINUTES

MOVED: CR RICHARD ZIEGELER
SECONDED: CR DEBBIE ARNOTT

That the Minutes of the following Council Meetings be confirmed:-

1.   Scheduled Meeting of Council held on 7 September 2020;

2.   Additional Meeting of Council held on 5 October 2020; and

3.   Annual Meeting of Council held on 23 November 2020.

CARRIED - 7:0

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

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

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

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

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

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

▪ **Cr Arnott** - Item 5.14 - City Centre Car Parking - Extension of Free Parking material conflict interest being a business owner in CBD.

▪ **Cr. Taylor** - Item 5.14 - City Centre Car Parking - Extension of Free Parking material conflict interest being a business owner in CBD.

▪ **Cr. Paspaliaris** - Item 5.14 - City Centre Car Parking - Extension of Free Parking material conflict interest being a resident and business owner in CBD.

MAYORAL PRESENTATION

▪ The Mayor extended congratulations to all the Year 12 students who have recently finished their final exams after a very difficult year. Best wishes were extended for their future endeavours and great success for the coming years.

▪ Also to celebrate was the announcement of $384 million funding for stage 2 construction at South West Healthcare redevelopment. This funding is great news for not only the Warrnambool community but the whole region that services the hospital.

▪ On behalf of new Councillors, a Merry Christmas and a safe New Year was extended to everyone.

5.   REPORTS

5.1. ORDINARY COUNCIL MEETING SCHEDULE 2021

PURPOSE:

The purpose of this report is for Council's consideration and adoption of the Scheduled Council Meeting dates for 2021.

EXECUTIVE SUMMARY

Under Council's Governance Rules, Council is required to fix the dates, times and places of all Scheduled Council meetings for the following 12 months at the first Council meeting following the Annual (Statutory) Meeting.

The proposed schedule of Scheduled Council meeting dates for the period February 2021 – December 2021 is contained within the recommendation.

MOVED: CR BEN BLAIN
SECONDED: CR RICHARD ZIEGELER

That Council adopt the following Scheduled Council Meeting dates for 2021:-

Date	Location	Time
Monday 1 February 2021	**Council Chambers, Warrnambool**	**5.45pm**
Monday 1 March 2021	**Council Chambers, Warrnambool**	**5.45pm**
Tuesday 6 April 2021	**Council Chambers, Warrnambool**	**5.45pm**
Monday 3 May 2021	**Council Chambers, Warrnambool**	**5.45pm**
Monday 7 June 2021	**Council Chambers, Warrnambool**	**5.45pm**
Monday 5 July 2021	**Council Chambers, Warrnambool**	**5.45pm**
Monday 2 August 2021	**Council Chambers, Warrnambool**	**5.45pm**
Monday 6 September 2021	**Council Chambers, Warrnambool**	**5.45pm**
Monday 4 October 2021	**Council Chambers, Warrnambool**	**5.45pm**
Monday 25 October 2021 (Annual Meeting)	**Council Chambers, Warrnambool**	**5.45pm**
Monday 1 November 2021	**Council Chambers, Warrnambool**	**5.45pm**
Monday 6 December 2021	**Council Chambers, Warrnambool**	**5.45pm**

CARRIED - 7:0

BACKGROUND

Council is required to fix the dates, times and places of all Scheduled Council meetings for the following 12 months at the first Council meeting following the Annual (Statutory) Meeting with the dates, times and places of all Scheduled Council meetings to be made available to the public.

Public notice of all Council meetings will be provided in accordance with Council's Governance Rules and will be displayed on Council's website.

LEGISLATION/POLICY/COUNCIL PLAN CONTEXT

5 Practice good governance through openness and accountability while balancing aspirations with sound financial management
5.1 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement

ATTACHMENTS
Nil

5.2. APPOINTMENTS TO ADVISORY COMMITTEES & EXTERNAL BODIES

PURPOSE:

This report considers Council representation on the various Council Advisory Committees and external bodies with which Council is associated for the 2020-2021 Council year.

EXECUTIVE SUMMARY

▪ To appoint Council representatives to the various Council advisory bodies and external committees for 2020-2021 Council year.

MOVED: CR BEN BLAIN
SECONDED: CR ANGIE PASPALIARIS

That Council representatives and delegates to the Advisory Committees and external committees for the 2020-2021 Council bear be approved as per Attachment 1 to this report, and that relevant advisory bodies and external committees be advised accordingly.

CARRIED - 7:0

BACKGROUND

As in the past, there is a significant range of advisory, semi-external and external committees and organisations where the constituted membership includes representation from Warrnambool City Council.

Whilst the majority of these committees tend to be ongoing, they may also be subject to evolutionary change and in some cases may be established for a specific project ie; with "sunset" provisions.

For various committees, members of Council staff are already members and/or may attend to assist a Councillor representative. Generally, for committees of a more technical/operational nature, it is suggested that members of Council staff can best assist in sharing the overall representation workload, with appropriate reporting mechanisms to Council and/or briefing of Councillors according to representation or special interest areas.

Other relevant matters to consider in this area are:-

- The need for committees which are established by Council to fit into an efficiency "hierarchy" of overall advisory, consultative and networking processes, particularly having regard to the best use of resources from within and outside the organisation.

- As above, the need for Councillors' time and energy to be primarily focused on policy development, business strategies and monitoring of performance.

- As a major service organisation, the need to have effective service standards and response mechanisms without placing reliance on Councillors to handle requests from residents and service users, as is the situation with members of other statutory agencies providing direct regional or local service delivery functions eg; hospitals, community health centres, various not-for-profit social/welfare agencies, water authorities, transport authorities etc.

- In some cases a "contact" function may be most appropriate rather than actual representation, particularly when the relevant committee is not directly relating to a municipal function.

- The need for good relationships, but of an independent arms-length type with any groups or organisations where Council has a contractual relationship, to avoid any possible conflict of interest.

- To use officer resources in an effective manner bearing in mind significant direct and indirect costs of committees servicing or representation.

ISSUES

Attachment 1 shows the various bodies/committees under various headings according to the "function" of the body or committee, from Council's perspective. Obviously, such arrangements can be reviewed from time to time, but in any case, would need to be fully reviewed at the commencement of each Council Year.

FINANCIAL IMPACT

Nil.

LEGISLATION/POLICY/COUNCIL PLAN CONTEXT

Not Applicable

TIMING

To be implemented as from adoption at Council meeting.

COMMUNITY IMPACT/CONSULTATION

N.A.

LEGAL RISK/IMPACT

Nil.

ATTACHMENTS
1. 2020 2021 Appointment of councillor reps on Advisry bod [I1HO] [**5.2.1** - 2 pages]

ADVISORY BODY/EXTERNAL COMMITTEE	MEETING FREQUENCY	COUNCILLOR REPRESENTATIVE(S) 2020/21	OFFICER MEMBERSHIP/ ATTENDANCE
NATIONAL / STATE /REGIONAL BODIES			
a) Great South Coast Board	Bi-monthly	**Mayor, Cr. Jellie AM**	CEO
b) Municipal Association of Victoria	Twice yearly	**Mayor, Cr. Jellie AM**	CEO
c) Regional Cities Victoria	Bi-monthly	**Mayor, Cr. Jellie AM**	CEO
d) Regional Capitals Australia	Monthly	**Mayor, Cr. Jellie AM**	CEO
e) Barwon South West Waste & Resource Recovery Group		**Cr. Ziegeler**	DCI MIS
f) Alliance of Councils for Rail Freight Development	Quarterly	**Cr. Akoch**	Manager Economic Development
CORPORATE / GOVERNANCE COMMITTEES			
a) Audit & Risk Committee	Quarterly	**Cr. Blain Cr. Paspaliaris**	CEO, DCS, MFS, Internal Auditor
b) Chief Executive's Employment Matters Committee	As required	**Mayor, Cr. Jellie AM Cr. Arnott Cr. Taylor**	CEO MGPP
c) Closed Meetings of Council ("Committee of the Whole Council")	As required	**All Councillors**	Senior Officers
COUNCIL LOCAL ADVISORY COMMITTEES			
a) Australia Day Advisory Committee	As required	**Cr. Akoch**	DCS
b) Economic Development Advisory Committee	Quarterly	**Cr. Arnott**	DCG, MCS&D, MIS
c) City Health & Wellbeing Advisory Committee	Quarterly	**Cr. Ziegeler**	DCD, MCS, MFS
d) Visitor Economy Advisory Committee	Quarterly	**Cr. Taylor**	DCG, MTS, MVE
e) International Relations Advisory Committee	Quarterly	**Cr. Akoch**	DCG, MVE
f) South West Victorian Livestock Exchange Advisory Committee	Quarterly	**Cr. Blain**	DCS, SS
g) Warrnambool Environment & Planning Advisory Committee	Quarterly	**Cr. Ziegeler**	DCG, MCS

ADVISORY BODY/EXTERNAL COMMITTEE	MEETING FREQUENCY	COUNCILLOR REPRESENTATIVE(S) 2020/21	OFFICER MEMBERSHIP/ ATTENDANCE
OTHER COMMITTEES – COUNCIL FACILITIES/SERVICES			
a) Municipal Emergency Planning Committee	Twice yearly	**Cr. Jellie AM**	CEO, DCI, DCD, MHLL, MIS
b) Municipal Fire Prevention Committee	Twice yearly	**Cr. Blain**	MHLL, FPO
c) Bicycle Users Reference Group	Quarterly	**Cr. Paspaliaris**	
d) Warrnambool Airport Reference Group	Quarterly	**Cr. Taylor**	

Notes:

1. Whenever a Council representative fulfils a role of a director of a company or member of the executive committee for an incorporated association, the relevant articles of association should be obtained to ascertain the duties/responsibilities involved, also to ensure there is not likely to be any possible conflict of interest.
2. This schedule does not necessarily include all project steering committees or working groups (however named) which typically operate on a "sunset" basis. In addition, this schedule does not show the names of community members on various advisory bodies or committees; such appointments typically do <u>not</u> correlate with the Council year and are the subject of separate, specific Council decisions.
3. <u>Legend, Officer Titles-</u>CE (Chief Executive), DCS (Director Corporate Strategies), DCD (Director Community Development), DCG (Director City Growth), DCI (Director City Infrastructure),MHLL (Manager Health & Local Laws), MFS (Manager Financial Services), SS (Saleyards Superintendent), MIS (Manager Infrastructure Services), MCS&D (Manager City Strategy and Development), MR&C (Manager Recreation & Culture), MOD (Manager Organisation Development), MCD (Manager Community Support), MFS (Manager Family Services), MTS (Manager Tourism Services), FPO, Manager Economic Development (MED), (Fire Prevention Officer), DDE (Design Development Engineer), MVE (Manager Visitor Economy), DAG (Director Art Gallery).

5.3. OCTOBER FINANCE REPORT

PURPOSE:

This report updates Council on the financial performance for the 4 months ended 31 October 2020.

EXECUTIVE SUMMARY

- This Finance Report compares actual financial results to the forecast for the months from 1 July 2020 to 31 October 2020.

- The report sets out financial results for Councils recurrent (day to day operations) Projects, Capital Works, Rates and Loan activities.

- Year to date budgets are profiled to reflect the timing of cash inflows and outflows.

- Overall the monthly actual results indicate an favourable financial position of $640,000 when compared to the YTD Budget.

- The next couple of months will see the re-opening of services, however with the current COVID19 restrictions we are not expecting income to return to historic levels and there will be additional costs incurred to ensure the community remains safe and mitigate the risks during this pandemic.

MOVED: CR DEBBIE ARNOTT
SECONDED: CR RICHARD ZIEGELER

That the Financial Report for the 4 months ending 31 October 2020, be received.

CARRIED - 7:0

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

5 Practice good governance through openness and accountability while balancing aspirations with sound financial management
5.3 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk

ATTACHMENTS
1. October 2020 Monthly Finance Report - Council [**5.3.1** - 11 pages]

Monthly Financial Report

October 2020

Monthly Financial Report

October 2020

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Monthly Financial Report

October 2020

1. Executive Summary

The monthly report is designed to illustrate the financial performance and position of Warrnambool City Council compared to its adopted and seasonalised forecast for the period ending 31 October 2020.

The 4 months actual results indicate a favourable financial position to forecast of $0.640m.

Key Financial Results	Adopted Budget $'000	Forecast $'000	YTD Forecast $'000	YTD Committed $'000	YTD Variance to Forecast $'000	
Rates	41,436	41,651	41,586	41,589	3	▲
Recurrent Income	34,504	32,652	9,497	9,990	494	▲
Recurrent Expenditure	(64,716)	(66,982)	(25,389)	(25,474)	(84)	▼
Net Recurrent Surplus/(Deficit)	**(30,212)**	**(34,329)**	**(15,893)**	**(15,483)**	**409**	▲
Project Income	1,477	2,699	1,232	1,340	109	▲
Project Expenditure	(1,487)	(5,928)	(1,029)	(942)	87	▲
Net Project Surplus/(Deficit)	**(10)**	**(3,229)**	**203**	**398**	**196**	▲
Capital Income	5,070	10,153	3,814	4,053	238	▲
Capital Expenditure	(20,515)	(31,628)	(15,255)	(15,462)	(207)	▼
Net Capital Surplus/(Deficit)	**(15,445)**	**(21,475)**	**(11,441)**	**(11,409)**	**32**	▲
Loan Drawdowns	5,950	6,650	0	0	0	▬
Loan Repayments	(1,694)	(1,619)	(376)	(376)	0	▲
Net Financing Position	**4,256**	**5,031**	**(376)**	**(376)**	**0**	▲
Surplus / (Deficit) Brought Forward	0	12,357	0	0	0	▬
Total	25	6	14,079	14,719	640	▲

Recurrent: is $0.409m favourable to forecast due to the following main reasons:

- Childcare receiving transitional funding from the Commonwealth Government.
- Holiday Parks opening up sooner than originally forecast although with tight restrictions and additional cleaning.
- Additional building and development activity increasing building and planning permit income.

Projects: these are mainly funded projects where we have received income in advance of delivering the work or service.

Capital Works: Currently in line with forecast expectations, the committed amount includes a number of large orders for works to be completed during the financial year with the Reid Oval project being the most significant.

Potential Budgetary Impacts

- Council is a member of the MAV Workcover mutual scheme and the scheme has a shortfall that each member Council will need to contribute to cover this. The shortfall attributable for the Warrnambool City Council is $107,000, however this is partly offset with staff stand downs reducing the annual workcover premium by $52,000 – resulting in a net $55,000 liability.
- The Livestock Exchange has recently some urgent capital works following the collapse of a raised concrete walkway. Worksafe and structural engineers are assessing the site and a plan will be developed. At this stage the final costs are unknown.

Monthly Financial Report

October 2020

2. COVID19 Impact

The impact of COVID19 on Councils business operations has been significant with a number of areas being closed for periods of time or operating with tight restrictions. The table below shows the impact from April 2020 to October 2020.

Cost Centre	Budget / Trend	Actual	Impact
Income			
Parking Management	1,468,860	493,844	(975,016)
Aquazone	1,129,080	81,084	(1,047,995)
Lighthouse Theatre	1,081,297	137,309	(943,988)
Art Gallery	147,419	127,939	(19,480)
Warrnambool Multi-Purpose Stadium	243,328	15,884	(227,444)
Gymnastics Stadium	236,470	7,547	(228,923)
Flagstaff Hill & Visitor Information Centre	649,073	66,549	(582,523)
Holiday Parks	410,559	165,805	(244,753)
Total Income	**5,366,085**	**1,095,962**	**(4,270,123)**
Expenses			
Aquazone	1,441,418	888,695	552,723
Lighthouse Theatre	1,138,011	399,869	738,141
Art Gallery	454,194	479,867	(25,674)
Warrnambool Multi-Purpose Stadium	229,219	183,413	45,806
Gymnastics Stadium	218,346	115,962	102,384
Flagstaff Hill & Visitor Information Centre	1,031,057	667,880	363,177
Holiday Parks	897,653	786,681	110,972
Total Expenses	**5,409,898**	**3,522,367**	**1,887,531**
Total COVID19 Impact	**10,775,983**	**4,618,330**	**(2,382,592)**

Recovery

The Council is working with all levels of government to assist the community and has secured the following funding:

- Outdoor Eating & Entertainment - $500,000
- Local Roads and Community Infrastructure Round 1- $425,000
- Local Roads and Community Infrastructure Round 2 - $1,208,146
- Numerous operational grants in the Aged Services and Family Services areas

This is supplemented by Council's own recovery program:

- Community and Business Support Stimulus Fund - $450,000.
- Small Infrastructure Fund - $891,000
- Economic Development Unity - $545,000
- Community Development Grants - $65,000

Monthly Financial Report

October 2020

3. Statement of Comprehensive Income

	Adopted Budget $'000	Forecast $'000	YTD Forecast $'000	YTD Committed $'000	YTD Variance to Forecast $'000	%	
Revenue							
Rates and Charges	41,436	41,651	41,586	41,590	4	0.0%	▲
Statutory Fees and Fines	1,580	1,580	434	555	121	27.9%	▲
User Fees	11,332	10,785	2,384	2,899	515	21.6%	▲
Recurrent Grants	12,235	11,678	4,310	4,336	25	0.6%	▲
Non-Recurrent Grants	4,559	6,445	3,191	3,291	100	3.1%	▲
Contributions - Cash	801	3,643	607	656	48	8.0%	▲
Contributions - Non Cash	4,000	4,000	0	0	0	0.0%	▼
Other Income	336	758	108	180	72	66.7%	▲
Interest Income	284	284	95	58	(37)	(38.8%)	▼
Revenue Total	**76,561**	**80,824**	**52,715**	**53,564**	**849**	**1.6%**	▲
Expenses							
Employee Benefits	32,005	33,596	10,727	10,701	26	0.2%	▲
Materials and Services	23,484	28,619	12,331	12,407	(76)	(0.6%)	▼
Bad and Doubtful Debts	101	101	16	0	16	99.6%	▲
Finance Costs	328	328	137	131	7	4.9%	▲
Other Expenses	886	854	233	194	38	16.4%	▲
Depreciation	12,871	12,500	0	2	(2)	0.0%	▼
Net loss / (gain) on asset disposal	1,210	791	(368)	(379)	12	28.6%	▲
Expenses Total	**70,885**	**76,790**	**23,077**	**23,056**	**20**	**0.1%**	▲
Net Surplus / (Deficit)	**5,676**	**4,034**	**29,638**	**30,508**	**869**	**2.9%**	▲
Other Comprehensive Income							
Net asset revaluation	10,000	10,000	0	0	0	0.0%	▬
Total Comprehensive Income	**15,676**	**14,034**	**29,638**	**30,508**	**869**	**2.9%**	▲

Net Surplus: The year to date net surplus of $30.51m is $0.869m favourable to forecast. The operating surplus will reduce during the remainder of the financial year to a forecast of $4.03m due to expenditure levels outpacing revenue as the full rates revenue was raised in July.

Revenue: are $0.85m favourable to forecast due to:

- User fees being higher than forecast, mainly in the Childcare and Holiday Parks as explained in the Executive Summary, with other business areas also opening earlier than expected.
- Statutory fees are higher which reflects the additional building and development activity.

Expenses: are $0.002m favourable to forecast.

Monthly Financial Report

October 2020

4. Balance Sheet

	2020/21 Opening Balance $'000	Movement $'000	YTD Closing Balance $'000
Current Assets			
Cash & Cash Equivalents	7,678	2,563	10,241
Investments	18,000	(3,000)	15,000
Trade and Other Receivables	2,909	31,559	34,468
Other Assets	1,936	(542)	1,394
Current Assets Total	**30,523**	**30,580**	**61,103**
Non-Current Assets			
Trade and Other Receivables	10	0	10
Investments in associates	720	0	720
Property Plant & Equipments	630,689	(1,111)	629,578
Non-Current Assets Total	**631,419**	**(1,111)**	**630,308**
Total Assets	**661,942**	**29,469**	**691,411**
Current Liabilities			
Trade and Other Payables	9,993	(1,462)	8,532
Trust Funds and Deposits	1,050	74	1,124
Provisions	6,663	0	6,663
Interest-bearing Loans and Borrowings	1,529	(376)	1,153
Current Liabilities Total	**19,236**	**(1,763)**	**17,472**
Non-Current Liabilities			
Provisions	1,165	0	1,165
Interest-bearing Loans and Borrowings	6,772	0	6,772
Non-Current Liabilities Total	**7,938**	**0**	**7,938**
Total Liabilities	**27,173**	**(1,763)**	**25,410**
Net Assets	**634,769**	**31,233**	**666,001**
Equity			
Accumulated Surplus	239,573	32,398	271,971
Reserves	394,030	0	394,030
Total Equity	**633,604**	**31,212**	**666,001**

Cash & Investments: the September quarter rates have increased the amount of cash reserves with major capital works due later in the financial year. Reid oval has begun, however there have been no major progress payments to date.

Trade and Other Receivables: have increased significantly from the start of the financial year due to raising the full year's rates revenue in July while customers receive quarterly instalments. This will reduce throughout the year to acceptable levels by year end.

Monthly Financial Report
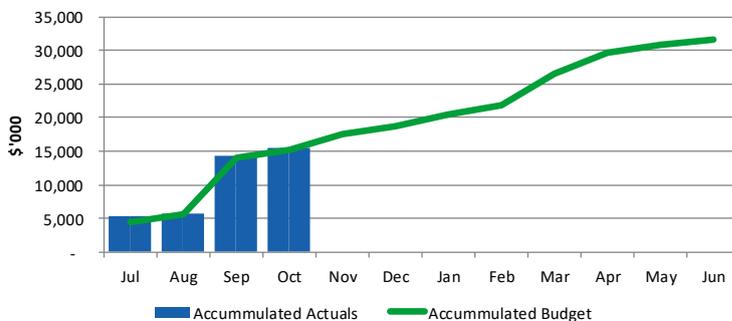
October 2020

5. Capital Expenditure and Funding

Capital Expenditure: year to date committed expenditure is $15.46m which is $0.21m lower than forecast. The actual expenditure to date is $2.91m with $12.55m on order.

Capital Funding: year to date, this has been financed by 74% from Council Reserves. The increase in grant funding is due to grant payments received from the Reid Oval, Lake Pertobe and the Fisheries department.

|	Adopted Budget $'000	Forecast $'000	YTD Forecast $'000	YTD Committed $'000	YTD Variance to Forecast $'000	
Expenditure						
New	1,478	2,419	1,292	1,293	(2)	▼
Renewal	15,936	24,235	11,321	11,532	(211)	▼
Upgrade	3,005	4,819	2,561	2,555	6	▲
Expansion	96	155	82	82	0	▲
Capital Expenditure	**20,515**	**31,628**	**15,255**	**15,462**	**(207)**	▼
Funding						
Contributions - Cash	40	2,818	237	335	99	▲
Non-Recurrent Grants	4,559	6,445	3,191	3,291	100	▲
Proceeds on Disposal of Assets	471	890	386	402	16	▲
Borrowings	2,700	0	0	0	0	▬
General Reserve	12,745	21,475	11,441	11,433	(8)	▼
Capital Funding	**20,515**	**31,628**	**15,255**	**15,462**	**207**	▲

Capital Expenditure Actuals vs Revised Budget

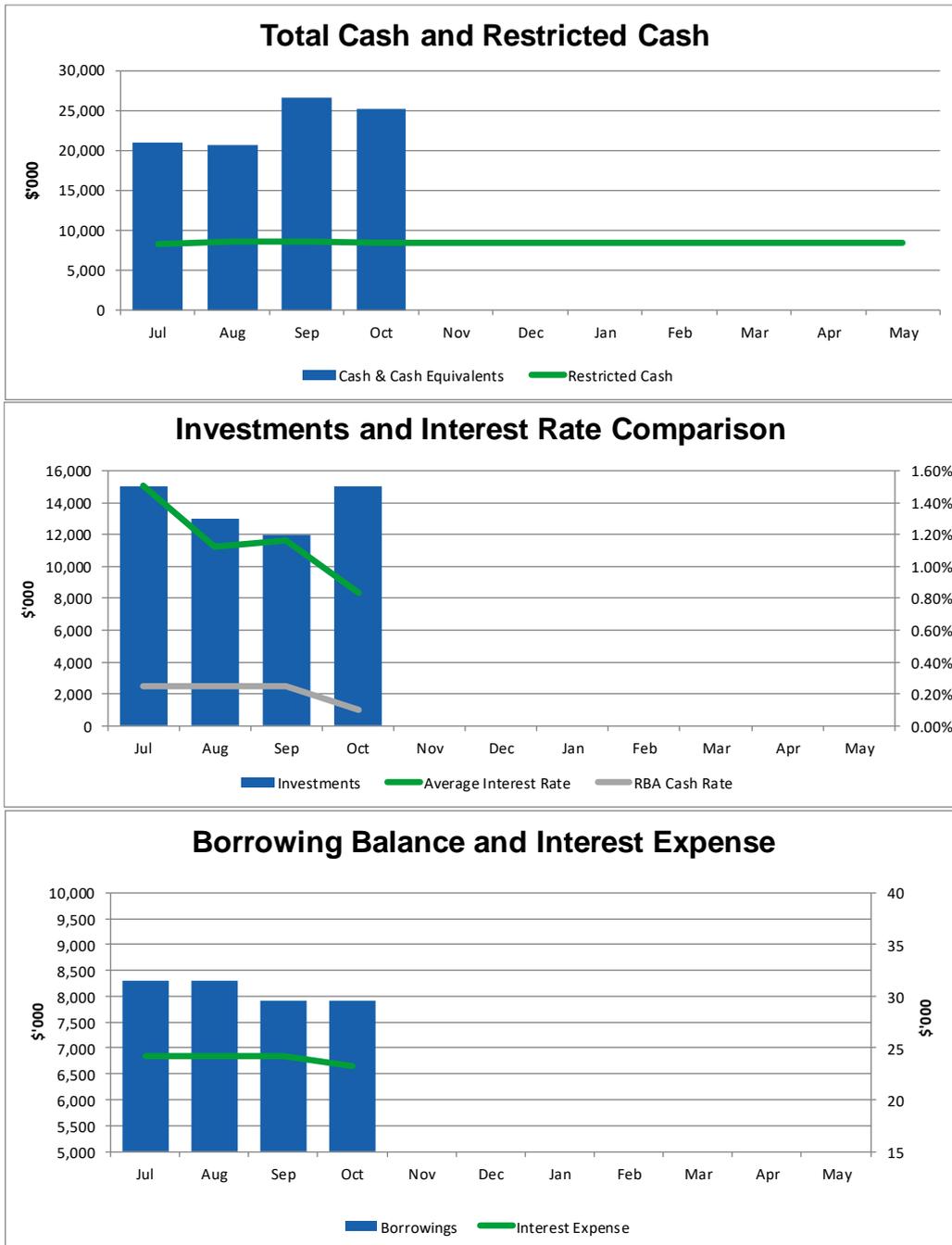YTD Capital Funding
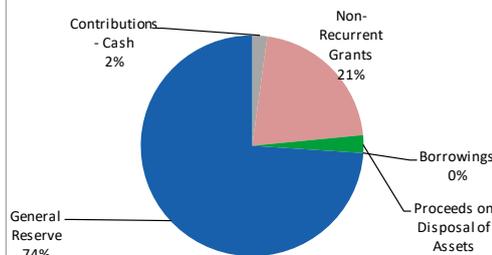
YTD Capital Expenditure by Category
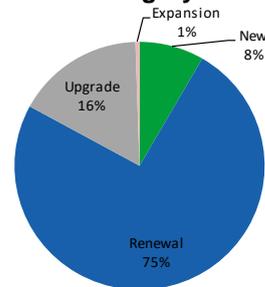
Monthly Financial Report

October 2020

6. Treasury Report

Cash: Total cash held (including investments) at the end of Octoberis $25.24m, of which $8.41m is restricted.

Investments: The average interest rate held on investments at the end of October has decreased to 0.83% and is reflective of the decreasing cash rate which the RBA recently reduced to 0.10%.

Total Cash and Restricted Cash

Investments and Interest Rate Comparison

Borrowing Balance and Interest Expense

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Monthly Financial Report

October 2020

7. Debtors Report

Non Rate Debtors: were $4.007m in October, with $3.865m or 96% classified as current.

- 30 Days $2k (0%) – No material amounts
- 60 Days $101k (3%) – includes a $100k contribution with a sporting club that has been negotiated to be paid by the end of the financial year.
- 90 Days $39k (1%) – Council is working with these overdue debtors and is setting up payment plans where appropriate.
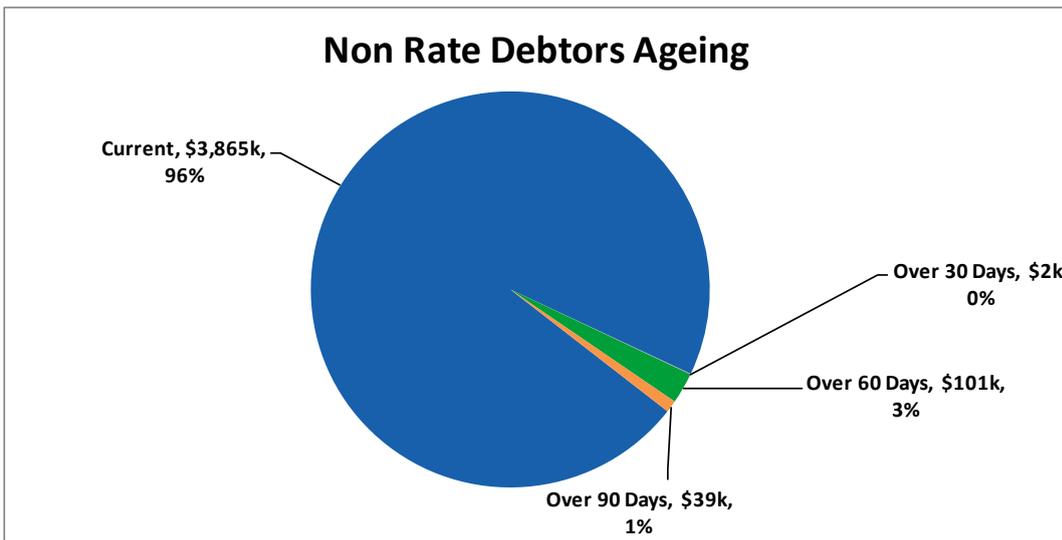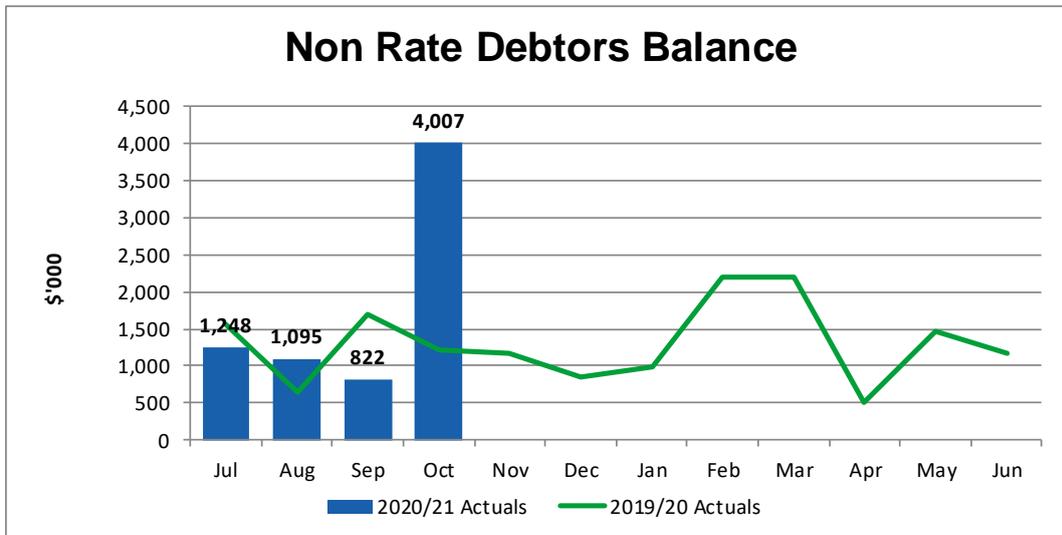
Monthly Financial Report

October 2020

8. Budget/Forecast Variations

Item	Ledger No.	Variation Status	Budget Variation $	Cumulative Total $
Adopted Budget Surplus				25,000
Rollovers - Net			(12,357,368)	(12,332,368)
Cash Surplus Bought Forward			12,357,368	25,000
Forecast Adjustments			(19,000)	6,000
MCH Workforece Support Grant	318500-1890		1,241	7,241
MCH Workforece Support Expenditure	318500-1890		(1,241)	6,000
Sustained Family Services Grant	319000-1421		5,135	11,135
Sustained Family Services Expenditure	319000-1421		(5,135)	6,000
PreSchool Funding Local Planning & Change Management Grant	533500-3200		70,000	76,000
PreSchool Funding Local Planning & Change Management Expense	533500-3200		(70,000)	6,000
COVID19 Kinder Support Enrolments Grant	533500-1898		39,674	45,674
COVID19 Kinder Support Enrolments Expense	533500-1898		(39,674)	6,000
PreSchool Funding Transition Backfill Grant	533500-3166		3,051	9,051
PreSchool Funding Transition Backfill Expense	533500-3166		(3,051)	6,000
Great South Coast Economics Futures Funding	540000-3187		16,250	22,250
Great South Coast Economics Futures Expense	540000-3187		(16,250)	6,000
Flood and Emergency Risk Resilience Grant	542000-3170		30,000	36,000
Flood and Emergency Risk Resilience Expense	542000-3170		(30,000)	6,000
Lyndoch Living Contribution to Artwork Acquisition	634000-2086		2,960	8,960
Artwork Acquisition	634000-2086		(2,960)	6,000
Meals on Wheels - COVID19 Funding	302500-1900		48,248	54,248
Meals on Wheels - COVID19 Expense	302500-1900		(48,248)	6,000
Beyond the Bell Funding	537500-3238		9,090	15,090
Beyond the Bell Expense	537500-3238		(9,090)	6,000
Hopkins & Merri River Maintenance Funding	621600-2019		11,552	17,552
Hopkins & Merri River Maintenance	621600-2019		(11,552)	6,000
Saputo Employee Recognition Support Contribution	540000-3237		39,250	45,250
Saputo Employee Recognition Support	540000-3237		(39,250)	6,000
Leading an Asia Capable Region Funding	540000-3234		46,000	52,000
Leading an Asia Capable Region	540000-3234		(46,000)	6,000
Covid19 Business Support Council Allocation	113000-2279		90,470	96,470
Covid 19 Business Initiative Grant Program	540000-3236		(90,470)	6,000
Mental Health Checklist Funding (Beyond the Bell & Youth Council)	537500-3238		5,000	11,000
Mental Health Checklist Program	300000-3006		(5,000)	6,000
Covid19 Business Support Council Allocation	113000-2279		125,000	131,000
Covid 19 Community Development Fund	540000-3236		(125,000)	6,000
Digitisation of WAG Collection - Creative Victoria Grant	538000-3239		80,000	86,000
Digitisation of WAG Collection Expenditure	538000-3239		(80,000)	6,000
Pick My Project final funding amount	540000-3195		5,380	11,380
Pick My Project (Jimmy Buscombe Artworks) expenditure	540000-3195		(5,380)	6,000
Vicroads Driver Distraction Grant	523500-3203		11,750	17,750
Vicroads Driver Distraction Expenditure	523500-3203		(11,750)	6,000
Business Intiative Grant - A Very Different Christmas	540000-3236		3,000	9,000
Business Intiative Expenditure - A Very Different Christmas	540000-3236		(3,000)	6,000
A Very Different Christmas Contribution	540000-3208		5,000	11,000
A Very Different Christmas Expenditure	540000-3208		(5,000)	6,000
Social Isolation Project Grant	531100-3233		31,945	37,945
Social Isolation Project Expenditure	531100-3233		(31,945)	6,000
Volunteering Victoria Grant	533250-3063		23,000	29,000
Volunteering Victoria Expenditure	533250-3063		(23,000)	6,000
Eating and Entertainment Support Package Grant	540000-3240		500,000	506,000
Eating and Entertainment Support Package Expenditure	540000-3240		(500,000)	6,000
Support for Carers Grant	305500-1361		41,067	47,067
Support for Carers Expenditure	305500-1361		(41,067)	6,000
Revised Budget Surplus				**6,000**

Monthly Financial Report

October 2020

9. Procurement Report

	YTD 2020/21	Actuals 2019/20	Actuals 2018/19	Actuals 2017/18
Total Payments	$18.350m	$51.881m	$59.648m	$62.468m
Total Number of Invoices	5,303	18,618	18,277	19,051
Total Number of Purchase Card Transactions	1,449	5,418	6,757	6,199
% Usage of Purchase Card Transactions	21%	23%	27%	25%
No. of Active Suppliers	2,704	2,591	2,677	2,438
No. of Suppliers Paid This Financial Year	863	1,692	1,741	1,745
No. of Suppliers who have been used only once	413	702	697	678
No. of Automated Invoices	570	894	1,494	709
No. of Invoices below $100	1,330	4,231	4,196	4,775
No. of Suppliers for Top 20% of Expenditure	5	8	4	3

5.4. ACTIVITIES & INITIATIVES 2020-2021: JULY - SEPTEMBER (QUARTER 1)

PURPOSE:

This report provides information on the progress in achieving the Activities and Initiatives (A&I's) set down for 2020-2021 as part of the Council Plan and Budget process. This report provides Council and the community with an update in the progress of actions across Councils' functional areas.

EXECUTIVE SUMMARY

This report reflects on the progress and achievements of a broad range of Activities and Initiatives set out in the Council Plan and Budget for the financial year 2020 –2021.

Council has been able to achieve the continuation of most of its services to the community despite the impacts of COVID-19 and has additionally altered its program focus where appropriate to respond to supporting the community through our program of works.

Council continues to deliver services that respond to the constraints by other levels of government to keep us safe. This has in many instances meant a rethink of how we provide our services. Council has adapted its service delivery methods and has continued to plan for a post COVID future for this community.

The A&I's underpin activities Council undertakes to work toward the vision of Warrnambool: A Cosmopolitan City by the Sea.

The 5 key objectives that support this Vision are:

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.

MOVED: CR ANGIE PASPALIARIS
SECONDED: CR RICHARD ZIEGELER

That the Activities & Initiatives 2020-2021 July – September Quarter 1, be received.

CARRIED 7:0

BACKGROUND

The 2017-2021 Council Plan (Revised 2020) is the principle planning and strategic document of the Council and details the Council strategic objectives for its community over a 4 year period.

Council is required to set down the A&I's on an annual basis that are to be funded and demonstrate how these actions will contribute to achieving the strategic objectives specified in the Council Plan and Budget.

2020-2021 ACTIVITIES AND INITIATIVES OVERVIEW

This report provides a snapshot as to the progress of the 2020-2021 A&I's.
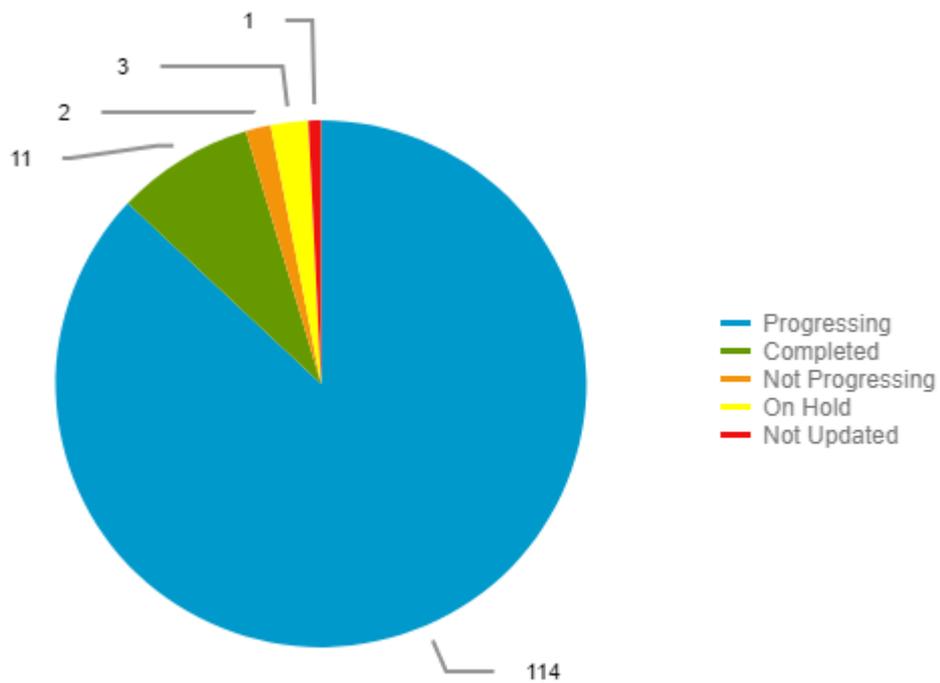
ATTACHMENTS

1. Activities & Initiatives 2020-2021: July - September (Quarter 1) [**5.4.1** - 33 pages]

Warrnambool City Council

Activities & Initiatives

Q1 2020/2021

- 🟢 Completed
- 🔵 Progressing
- 🟡 On Hold
- 🟠 Not Progressing
- 🔴 Not Updated

Report Generated: 11/24/2020

	Warrnambool City Council Activities & Initiatives	Q1, 2020

1: Sustain, enhance and protect the natural environment.

1.1: Protect and enhance our waterways, coast and land.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.1.1	Complete a Domestic Wastewater Management Plan.	Coordinator Environmental Health	100%	🟢	Completed and approved by Councillors.
1.1.2	Ensure all septic tanks meet EPA guidelines and requirements.	Coordinator Environmental Health	70%	🔵	This will occur on a rolling basis over the next 5 years, targeting High Risk premises first.
1.1.3	Review recycling practices in the city and develop short and long-term options for recycling processing.	Manager City Amenity	60%	🔵	The glass collection trial has been extended to be Municipal wide. The rollout of new purple glass bins is scheduled for February 2021. This is anticipated to improve the quality and value of recycling and reduce costs.
1.1.4	Ensure compliance with Local Laws relating to horses on Lady Bay.	Coordinator Local Laws Traffic Fire & Animal Control	60%	🔵	Agreement with the racing club has been updated. Incident reporting process developed between both parties.

1.2: Commit to being a carbon neutral organisation by 2040.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.2.1	Deliver street lighting energy efficiency replacement program.	Coordinator Natural Environment	80%	🔵	The Street Lighting Project is underway with installation of LED street lighting to commence late November 2020.
1.2.2	Continue to reduce reliance on landfill by diverting organic material from waste streams.	Manager City Amenity	90%	🔵	The FOGO collection is progressing well with 800 tonnes of food waste being diverted from landfill in year 1. Contamination rates are less than 5%.

1.3: Assess our climate change preparedness.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.3.1	Review and implement findings of the climate change adaptation audit.	Coordinator Natural Environment	10%	🔵	The review of the climate change adaptation audit and implementation is underway and will include engagement with all areas of Council operations.

| Warrnambool City Council Activities & Initiatives | Q1, 2020 |

1.4: Review options for managing waste.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
1.4.1	Investigate opportunities for waste to energy to reduce reliance on landfill.	Manager City Amenity	50%	●	Discussions with Deakin University and a service provider are ongoing. A report will be presented to the new Council with an update.

	Warrnambool City Council Activities & Initiatives	**Q1, 2020**

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

2.1: Promote healthy lifestyles.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.1.1	Encourage social connection and promote active living in public spaces.	Travel Smart Officer	30%	●	Partnered with Saputo,to promote the local walking tracks- 500 participants over 3 days in September. worked with local physical activity businesses to promote This Girl Can calendar- around 1,5000 participants over the month of September. Partnered with youth Council and beyond the bell to create the mental health check-list- promoting social connection as a key element of good mental health. Continue with posts on social media to promote social connection.
2.1.2	Increase understanding of priority health and wellbeing issues in the community.	Travel Smart Officer	60%	●	Worked with Dr Jody Fleming and the Youth team to develop a mental health check-in- 150 participants whose results were turned into a Mental Health check-list which will be distributed to all students in Warrnambool, and other businesses. This information will also form a community of practice event, a report for Beyond the Bell and to assist Council to develop COVID responses. Leading an interagency working group to share and plan for mental health week and 16 days of activism.
2.1.3	Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.	Coordinator Environmental Health	85%	●	Due to COVID, we have prioritised higher risk premises (i.e. Hospitals, Aged Care, Child care) and public premises (i.e. cafes/restaurants) ahead of lower risk premises (i.e. beauty, accommodation, and home-based food businesses)
2.1.4	Provide communications support to promote Council services and facilities.	Manager Communications	25%	●	The Communications Unit continued to liaise with colleagues to promote business support programs relating to COVID-19 (website changes, videos, social media) and other online events including FitFest (music, graphics, video editing, social media scheduling); rebranding of Archie Graham Community Centre to simply, Archie; production of Welcoming Business initiative to encourage and recognise all-abilities access at local businesses.
2.1.5	Implement Warrnambool - A Healthy City 2017-2021.	Travel Smart Officer	40%	●	Promote healthy lifestyles- This Girl Can campaign funded by VicHealth developed and Implemented. Improve Mental Health and Resilience- partnered with internal and external organisations to develop Mental Health Week activities/messages and ongoing social media messages.

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Warrnambool City Council
Minutes for Scheduled Council Meeting

Attachment 5.4.1

7 December 2020
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Warrnambool City Council
Activities & Initiatives

Q1, 2020

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					Reduce impact of family violence- applied for MAV 16 days of activism funding- lead interagency working group to plan for 16 days campaign in November. Access and Inclusion- provide information to the community via social media- allowing connection to online events and information.
2.1.6	Ensure compliance with the Tobacco Act and MAV Tobacco Agreement.	Coordinator Environmental Health	50%	●	Due to COVID, the MAV (who funds the Tobacco Agreement) has advised Council's that they do not expect them to conduct Tobacco Test Purchases - as this places the minor (used for the TPP) at undue risk

2.2: Increase participation, connection, equity, access and inclusion.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.2.1	Children with the highest needs within the community are identified and offered support through the Early Years Continuum.	Manager Children & Family Services	30%	●	Collaboration team meetings established to ensure children and families are identified to ensure supports are in place to meet needs and assessed.
2.2.2	Strengthen and further develop the central enrolment process for kindergartens which respond to policy direction emerging from the Early Years Reform.	Service Manager Early Years Learning and Development	25%	●	A working group has been formed to start planning implementation of 3 year old Early Years reform which will include the central enrolment process.
2.2.3	Foster relationships between early years services and culturally diverse families, to make sure our services are safe and responsive to their cultural needs.	Manager Children & Family Services	20%	●	Staff across Maternal Child Health and Family Services are undertaking Cultural Competence Training which will ensure all of the Early Years team are trained in Cultural Competence.
2.2.4	Continue to develop a kiosk information centre for families to navigate children's services and activities within the community.	Service Manager Early Years Intervention & Support	0%	●	This item is on hold until the EYIS team have relocated back to the Children's Service Centre.

Warrnambool City Council
Activities & Initiatives
Q1, 2020

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.2.5	Ensure that the Commonwealth Home Support program meets and maintains all quality service standards as established by the Commonwealth Government.	Service Manager Home Support	100%	●	The Service Manager has been monitoring Commonwealth regulatory requirements for CHSP providers during COVID-19 Pandemic by subscription to Department of Health email updates, DHHS Health Alerts and DHHS advice for Aged Care on the DHHS website. We attend fortnightly MAV Community Service Managers meetings at which a DoH representative provides updates and clarification in regard to regulatory requirements. When specific clarification is required direct contact is made with WCC DoH Grant Agreement Manager or DHHS Adviser, Agency Performance & System Support. The Service Manger maintains and monitors the Home Support Plan for Continuous Improvement which is based upon compliance with Aged Care Quality Standards (Quality Standards). The Home Support Service is audited by the Aged Care Quality and Safety Commission on a three yearly cycle to assess compliance with Quality Standards.
2.2.6	Partner with local agencies and organisations to address health and wellbeing priorities.	Travel Smart Officer	45%	●	This Girl Can- partnered with South West Sports Assembly to increase physical activity for women Mental Health Week- partnered with South West Health, Lets Talk, Big Life,on the Low Down, Dr Jody Fleming, Beyond the Bell, Raglan Presents, Headspace Youth Council and Youth team for Mental Health Week. 16 Days of Activism- working with WEPS, Womens Health Barwon South West, Youth Team, Brophy, South West Health, Lets Talk= Family Violence.
2.2.7	Support the collection and sharing of consistent data and evidence to inform strategic and service planning.	Travel Smart Officer	15%	●	Community profile data being made available on Council Website. Ongoing snapshot data of the impact of COVID being collected with Community Planning and Youth Team.
2.2.8	Encourage residents to be prepared for emergencies, increase awareness of local emergency alerts/warnings and share preparedness resources and information with residents.	Manager City Amenity	50%	●	The new Emergency Management coordinator commences November. There will be a focus on community education programs.
2.2.9	Embed child safety standards across the Early Years Learning	Manager Children & Family Services	75%	●	Staff are trained in Child Safe Standards annually, policies, staff inductions and procedures are in place. Child Safe Audit has been completed.

Warrnambool City Council
Activities & Initiatives

Q1, 2020

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	and Development Unit.				
2.2.10	Ensure regional assessment targets are met and that quality processes are adhered to.	Manager Children & Family Services	20%	●	Target results have been affected due to COVID but staff are following all processes put in place due to COVID 19, to maintain services where possible.
2.2.11	Implement Councils wellness, reablement and diversity plans.	Travel Smart Officer	0%	●	Not started.
2.2.12	Continue to monitor and deliver agreed annual priorities of the State Government Early Childhood Reform Plan across all Early Years and Alliance networks.	Manager Children & Family Services	30%	●	Staff are participating in all meetings and implementing the reforms as required, providing feedback through surveys and forums.
2.2.13	Complete the principle pedestrian network plan to inform future investment in our pathways and support sustainable transport.	Manager Infrastructure Services	75%	●	Plan complete. It will be included as a chapter in the sustainable transport strategy and the capital works plan will be informed by the plan.
2.2.14	Continue to implement Council's Disability Action Plan.	Manager, Capacity, Access & Inclusion	25%	●	The ongoing implementation of key actions in Council's Disability Action Plan 2017 - 2026 enables WCC to work towards fulfilling its community service responsibilities for people with a disability by providing them with access to Council services and facilities, and with opportunities to fully participate in their local community. In the past 3 months the following key actions have been undertaken:

- Archie Graham Community Centre: planning is underway for the upgrade of the main reception area to provide a more accessible and inclusive space for people with disability. Key considerations regarding Universal Design have been incorporated into the planned upgrade, including improvements that meet the intent of the Disability Discrimination Act and Dementia Australia's Dementia Friendly Environments guidelines. The planned improvements are based upon a comprehensive Disability Access Audit by an accredited Access Auditor in 2019.

- Lake Pertobe: as part of the Master Plan for Lake Pertobe, a Changing Places facility has been constructed in the precinct. This fully accessible public toilet amenity includes a ceiling track hoist, adult sized adjustable change table and shower and is now available for use by people with significant disability. Website link: https://www.warrnambool.vic.gov.au/changing-places |

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Warrnambool City Council
Minutes for Scheduled Council Meeting

Attachment 5.4.1

7 December 2020
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Warrnambool City Council
Activities & Initiatives

Q1, 2020

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					- Aquazone: installation of a new pool hoist system to enable people with significant disability to access the pools safely and effectively. The Pelican pool hoist allows for the person with disability to be transferred via a pool sling or pool wheelchair, and the Universal design of the hoist anchor points allows for it to be secured in place for both the outdoor and indoor pools.
2.2.15	Establish a parenting program supporting the needs of fathers within the community.	Service Manager Early Years Intervention & Support	0%	🟡	This program has been placed on hold until COVID normal due to group restrictions. Anticipate work will commence in 2021
2.2.16	Maintain and enhance child immunisation rates (from 95 per cent coverage).	Coordinator Immunisation	25%	🔵	One year old 100% fully immunised. Two year old 96% fully immunised. Five year olds 97% fully immunised.
2.2.17	Develop a proposal for the development of fit-for-purpose immunisation facilities.	Coordinator Immunisation	5%	🔵	Awaiting further information regarding drawing of concept plans. Currently no funding available for construction.
2.2.18	To ensure the transition of Capacity, Access and Inclusion branch programs and services from the COVID-19 environment back to normal operations.	Manager, Capacity, Access & Inclusion	40%	🔵	Programs and Services across the Capacity, Access and Inclusion Branch have Covid Safe Work Plans in place as staff continue to operate within the current restrictions. Delivery of essential Home Support services has continued to local residents - both frail older people and younger people with disability. Carer Respite services are being delivered via a range of outreach methods including individualised home based exercise programs and group virtual cooking sessions. Social Support programs are also delivering services to clients including individual outreach and group teleconference calls. Youth Services are continuing with remote / online engagement and community outreach projects. Volunteer Connect continues to engage with volunteers, including matching new volunteers to external organisations and supporting WCC volunteer coordinators to remain connected with their current volunteers. The Regional Assessment Service continues to provide essential assessments and referrals for local residents on behalf of My Aged Care / Home and Community Care Program for Young People, mainly via telephone contact and face to face assessments as required. Archie Graham Community Centre was reopened for 3 weeks in July - August with restricted use until the increase in Covid-19 restrictions by Victorian State Government led to another closure from 5/08/2020. Heart Foundation walking groups have recommenced, and staff have maintained contact with volunteers and patrons via regular newsletters, phone calls and online Information Technology support classes and group exercise sessions.

Warrnambool City Council
Activities & Initiatives

Q1, 2020

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					There has been significant planning undertaken across the branch to ensure that the transition back to normal operations will involve the progressive reinstatement of services within government regulated Covid Safe guidelines, and that relevant staff, volunteers, clients, patrons and internal / external stakeholders will be kept informed about the transition back to normal operations.

2.3: Increase community health and social connection.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.3.1	Complete the Age Friendly Communities Project.	Manager, Capacity, Access & Inclusion	95%	●	Currently in the final stages of the Age Friendly Communities Project, with final reporting back to DHHS in October 2020. Outcomes achieved have included: - Increased numbers of older people participating in community led activities that promoted good health, wellbeing and social connectedness. - Increased community awareness of the causes of social isolation of older people and how to maintain and support community participation of older people. - Increased social and economic participation and lifelong learning opportunities for older people in local communities. - Increased engagement of older people in community leadership and volunteering. In the past 3 months the focus has been on the sustainability of projects, along with the completion of the Welcoming Business program. Welcoming Business Our Business is for Everyone evolved from the Silver Dollar Campaign. The project has been rolled out through the Age Friendly project and will be sustained through the Economic Development unit at WCC. 25 participants from business attended an initial forum and then the project developed to update the Welcoming Business campaign to include 180 local business. It is expected that a further 66 business will be engaged and support the project over the coming months with the support of Economic Development. Further details regarding a summary of specific project outcomes will be supplied in the next quarterly report upon completion of the Age Friendly Communities project.

Warrnambool City Council
Activities & Initiatives

Q1, 2020

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.3.2	Establish and deliver a Neighbourhood House program in the West Warrnambool Community	Manager, Capacity, Access & Inclusion	25%	●	Throughout the quarter of July September and the second wave of the Corona Virus, the West Warrnambool Neighbourhood House continued to serve its community by delivering Food Share hampers to vulnerable families and age pensioners living in the West Warrnambool area. Although demand for food hampers appeared to drop prior to the second wave with Julys monthly delivery only 14 hampers, a steady increase was noted by the end of September with 22 hampers delivered. During the months of July, August and September a total of 57 hampers were delivered assisting 55 children, 77 adults and 26 pensioners.

The Neighbourhood House Coordinator was invited to present at an online safety education assembly at the West Warrnambool Primary School. The presentation via zoom explained the Neighbourhood Houses role in the community, including the activities, information and resources available for families in the area.

The Neighbourhood House was also invited to participate in the TAFE VCAL students Funabool project which offered vulnerable families an activity box for their children to explore during the third term holiday period. West Warrnambool Primary School student Wellbeing Coordinator referred families who would benefit from this initiative, with the Neighbourhood House delivering the boxes to the families' front doors. |
2.3.3	Early childhood services know how to respond and reduce harm related to childhood trauma.	Manager Children & Family Services	50%	●	Staff regularly attend training in trauma and work closely with families. Strategies, plans, programs and referrals are made for families in services to support the needs of families and children.
2.3.4	Provide increased services through the Enhanced Maternal and Child Health (MCH) Service to support children up to the age of three years.	Manager Children & Family Services	40%	●	Dedicated staff work within the Enhanced Maternal Child Health Program to ensure continuity, a recent review of the service now enables a multi skilled team to work with families referred to the service.
2.3.5	Work with the system provider to further improve functionality within the KidsXap system for Outside School Hours Care.	Service Manager Warrnambool Stadium	45%	●	Upgrade of the childcare management system has been released by Council's provider, KidsXap. The KidsXap 2.0 or Xap web based platform will provide parents/families access to service enrolments, bookings, accounts and communication around operations and activities within the Outside School Hours Care programs. The After School Care program moved to KidsXap on Monday 5 October (start of term 3) and the Vacation Care program will adopt KidsXap from 30 November for enrolments into the summer 2020/21 school holiday program.

Warrnambool City Council Activities & Initiatives		Q1, 2020

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.3.6	Analyse impact of childcare subsidy and other sector reforms on the Outside School Hours Care operating model.	Service Manager Warrnambool Stadium	45%	●	The Federal and State Governments have provided a range of childcare rescue packages to the childcare industry since March 2020. The stable base of customers/families who use Councils Outside School Hours Care programs, even during lock downs and school closures means that Councils OSHC programs benefit most from initiatives that support or supplement the standard operating model of childcare subsidy paid by the Federal Government and gap fees paid by parents/families. Government support initiatives have since July supplemented this standard operating model while the initial package activated in April suspended Childcare subsidy and fee collection in favour of 50% income payments (estimated from pre Pandemic trade) and job keeper (local government services were ineligible for job keeper).
2.3.7	Review and further develop operational procedures and resources for Emergency Relief Centre Activation at Warrnambool Stadium.	Manager Recreation & Culture	50%	●	Operational procedures for a COVID environment reviewed and updated.
2.3.8	Establish Archie Graham as a key provider of health and wellbeing information, activities and opportunities for older adults and other community groups.	Manager, Capacity, Access & Inclusion	25%	●	The Archie Graham Community Centre was closed at the start of the quarter, and reopened from 13th July until 5th August, when it was again closed to the public due to increased Covid-19 restrictions by Victorian State Government. During this short timeframe, patrons had recommenced attending the centre in limited numbers to undertake a range of exercise programs. Volunteers had also recommenced engaging face to face with individual patrons regarding Technical Support sessions, as proficiency in accessing online services and supports had been identified as a gap, particularly for patrons with limited family/social supports. Many patrons who attended the centre during this period reported feeling confident that it was a safe place to visit, due to the level of attention being given by staff to ensuring hand hygiene, social distancing and regular cleaning of surfaces and equipment was being undertaken. Although the centre is still closed, community outreach programs including the Heart Foundation walking groups have continued under Covid Safe guidelines. Staff have maintained regular contact with volunteers and vulnerable patrons via regular newsletters, phone calls, online Information Technology support classes and group exercise sessions via Zoom.
2.3.9	Continue to support and grow active volunteerism within the local community.	Manager, Capacity,	25%	●	With the Covid-19 restrictions in place, our Volunteer Connect staff have continued to engage in supporting and growing active volunteerism within the local community, via remote / online /

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
		Access & Inclusion			telephone outreach over the July - Sep 2020 quarter - Facilitated a session with Public Health Expert, Professor John Catford, to support volunteer involving organisations with Covid-19 on July 21 attended by 31 participants. - Continued to match volunteers with opportunities to volunteer in the local community. - One-on-one support to local organisations with engaging volunteers and preparing organisations to safely return and recruit new volunteers. - South West Volunteer Network Meeting held on 11 August attended by 8 volunteer involving organisations.
2.3.10	Increase connectedness and build health and wellbeing knowledge of local people via social media.	Manager, Capacity, Access & Inclusion	25%	●	In the past 3 months, social media has been utilised by WCC to alert local people regarding the following health and wellbeing topics: - Volunteering: Volunteer Connect shared a post on Volunteer Connects LinkedIn page that provided advice to managers of volunteers in keeping volunteers engaged during covid-19. - Changing Places facility: details regarding the opening of the Lake Pertobe Changing Places facility was posted on the WCC Facebook page on 17/09/20, highlighting this public amenity which supports people with significant disability and their families / carers to increase their participation in social community activities. - Welcoming Business program: information about this council initiative was posted on the WCC Facebook page on 16/09/20. Our Welcoming Business program helps businesses make it as easy as possible for everyone to use their services and ultimately, attract, serve and retain more customers. - Lake Pertobe: the installation of new pathways in the Lake Pertobe precinct has also been highlighted via council's Social Media, with local residents already making use of the new paths for regular exercise. - Women's Health Week: the Archie Graham Community Centre was lit up orange and purple during week 7-11 September 2020 for WomensHealthWeek. This is a time for all women across Australia to make good health a priority. The details were posted on the WCC Facebook page.

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					- Community Mental Health Check In: This WCC Youth Council initiative was aimed at getting young Warrnambool residents talking about the things we can all do to support mental health through these challenging times. Details were posted on WCC Facebook page, with further information and initiatives to be undertaken in October as part of Mental Health Week 2020.

2.4: Encourage and support participation in sport, recreation and physical activity.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.4.1	Upgrade the gymnasium's strength equipment at AquaZone.	Aquazone Service Manager	100%	🟢	New Technogym strength equipment installed in June/July 2020.
2.4.2	Explore facility management software or web-based solution for Warrnambool Gymnastics Centre.	Service Manager Warrnambool Stadium	25%	🟠	Unfortunately the Gymnastics Centre has had to close from August under current State Government COVID-19 restrictions. This project will be reviewed when the Centre is reopened and operating close to normal. Available resourcing for this project may be reduced with a rationalised program budget in place due to the decreased activity and income as a result of the Pandemic shutdown.
2.4.3	Manage facilities and equipment to support domestic indoor sports competitions, tournaments and events at Warrnambool Stadium.	Service Manager Warrnambool Stadium	25%	🔵	The operations and management of facility provision to Sports User Groups at the Warrnambool Stadium varied from normal during the window of activity (24th of June to 12th of August) between restriction periods that required the Stadium to close. It is expected that social distancing controls, capacity restrictions, visitor registration and increased hygiene and cleaning protocols will continue to be applied to all activity at the Stadium during the Pandemic. Councils Stadium management will continue to work closely with all user groups and visitors to ensure the facility can safely provide as many active recreation opportunities to the community as possible.
2.4.4	Coordinate and administer casual and seasonal tenancy use, including fees and charges for use of Council's outdoor sports grounds.	Recreation Planner	50%	🔵	Ongoing monitoring of COVID-19 status and ability for summer tenants to return to train & play. 2019 winter tenant fee waived due to lack of competition and state at home directive by State Government.
2.4.5	Coordinate the implementation of IMS Reserves Manager program with all of Council's sports ground user groups to	Recreation Planner	50%	🔵	Ongoing monitoring of COVID-19 status and ability for summer tenants to return to train & play. 2020 summer tenants usage currently being

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	manage and administer club seasonal allocations, licence agreements and casual sports ground bookings.				completed by Clubs. No casual hire approvals as yet under the State Government COVID-19 plan.
2.4.6	Implement the Merrivale Recreation Reserve irrigation, electrical upgrade and lighting improvement project.	Manager Recreation & Culture	100%	🟢	Completed on budget and ahead of time.
2.4.7	Implement Stage 1 of the Lake Pertobe Master Plan.	Manager Infrastructure Services	50%	🔵	- Bridge 06 replacement: Complete - Wayfinding Signage: Complete - Pathways within the precinct: Construction underway, with western section to be completed prior to Christmas. - Playspace & Waterplay: Detailed Design underway, and to be out to market for Construction by end of November. - McGennans Public Toilets: Design progressing - Maar Meeting Place (Pirtupp Trail): Concept designs completed and in progress of engaging with Eastern Maar to confirm design.
2.4.8	Implement the AquaZone Operational Plan and make improvements to drive increased visitation.	Aquazone Service Manager	25%	🔵	1st quarter has seen the facility closed to the public for 8 of the 12 weeks due to Corona virus restrictions, during the time open core programming was altered and focused on ensuring that it was reflective of community need.
2.4.9	Commence implementation of the Active Warrnambool Strategy.	Service Manager Recreation & Youth	10%	🔵	An update of outcomes form the 1st year has been developed and will be presented to Council in the new year. Plan requires revision prior to the development of the next phase of implementation (AK)
2.4.10	Continue implementation of the Reid Oval Redevelopment Project.	Manager Recreation & Culture	60%	🔵	Tender process completed and contract awarded. Demolition completed Works commenced on field of play. SRV payment milestones met.
2.4.11	Complete the upgrade to AquaZones water treatment system.	Aquazone Service Manager	100%	🟢	Water treatment final sign off completed.

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2.5: Encourage and support more lifelong learning.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
2.5.1	Review current kindergarten models in preparation of the governments introduction for funded programs for three-year olds in line with the State Governments early years reform.	Service Manager Early Years Learning and Development	25%	●	A 3 year old kindergarten working group has been established to start working through the reform and develop options for implementation. A position has been advertised to recruit a project officer.
2.5.2	Deliver Youth Leadership programs that a range of young people can access.	Service Manager Community Support	35%	●	Youth Council 8 Youth Councillors, fortnightly meetings during school terms. Primary project has been Community Mental Health Check In (see attachment) Youth Council representative presented at Youth Affairs Council of Victoria webinar for youth engagement via digital event on the 2020 Warrnambool & Moyne Youth Awards Live Stream and Youth Showcase. Funabool VCAL Young Parents project Partnership with SW TAFE. 7 students in the VCAL Young Parents program developed stay at home packs to support Warrnambool families with young children during Covid-19. 50 packs were distributed to families via networks inc. Mpower, Axis Employment, East Warrnambool Neighborhood House, and West Warrnambool Neighborhood House. Rebel Girls Emmanuel College Additional funding through Beyond the Bell. 12 female students participating. Peer support style group teaches strategies for goal setting, project planning, and female empowerment. Weekly sessions held via Zoom during remote learning. Multicultural Leadership Group Warrnambool College 23 students from CALD backgrounds engaged. Hybrid face-to-face session held in term 3, and an ISO art challenge with art kits delivered remotely. Completed artworks will be used to form a larger mural when school returns. Open Music Session Warrnambool FReeZA Face-to-face sessions postponed due to lockdown. Led to creation of online Facebook group with 18 young musicians and music enthusiasts have been connected via the Warrnambool FReeZA Open Music Session Facebook Group. SWEL South West Emerging Leaders Partnership with Deakin University, Wannon Water, SW Tafe, Moyne Shire. WCC Economic Dev. provide funding. 11 young people involved.

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					Promotes high skilled and emergent local industries as career pathways for year 11 students. Program delayed due to Covid-19. Adapted program launched in July runs via a series of interactive webinars. 10 Warrnambool and 1 Moyne participant in 2020.
2.5.3	Continue implementation of the Library and Learning Centre project in conjunction with South West TAFE.	Manager Recreation & Culture	50%	●	Schematic Design approved by PCG. Detailed design completed and ready to present to PCG for approval. Library tech equipment identified and quoted on. Draft operational budget commenced. Transition planning from CRLC underway.
2.5.4	Continue to provide high quality early years programs within early years services that prepare children to develop to their full potential.	Service Manager Early Years Learning and Development	25%	●	All early years services have continued to operate during the COVID19 lock down periods with risk minimisation plans to support the delivery of a quality program for all children accessing the service. Family Day Care has recently completed a compliance check from the Department of Education and Training (DET) and no issues were identified.
2.5.5	Continue to improve school readiness outcomes through the implementation of the DET School Readiness Funding.	Service Manager Early Years Learning and Development	25%	●	Remote training has been delivered to Kindergarten staff in relation to body safety, the Marte Meo approach and trauma informed practices. Each of these training sessions builds teachers and educators capabilities to support children's well being and achieve the outcomes of the kindergarten school readiness plans.

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

3.1: Enhance movement in and around the city including better connections for cyclists and pedestrians.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.1.1	Consider the recommendations from the Cycling Reference Group and implement any actions adopted by Council.	Coordinator Assets & Development	0%	🔴	

3.2: Create a more vibrant city through activating high quality public places.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.2.1	Implement the key initiatives of the Open Space Strategy .	Coordinator City Strategy	80%	🔵	The South Merri Open Space Precinct Plan has been finalised and was adopted by Council in August 2020. Implementation of the plan is now being prioritised and funding opportunities sought. Master plans and landscape plans continue to be prepared and are informed by the Open Space Infrastructure guidelines. Council's Infrastructure Team is undertaking a Play Space Strategy, which is another direct recommendation of the Open Space Strategy. The majority of city-wide strategies are either in progress or complete (97%). 74% of precinct-based strategies are either in progress or completed. Implementation of the Open Space Strategy key initiatives is progressing on schedule.
3.2.2	Implement an Open Space Contributions Policy.	Coordinator City Strategy	85%	🔵	The Open Space Contributions Policy has been completed in draft form. The draft has been independently peer reviewed, and the recommendations of the peer review are under consideration with the likelihood of further work being required that will have future budget implications.

3.3: Build infrastructure that best meets current and future community needs.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.3.1	Complete a review of the City Centre Car Parking Strategy.	Manager City Amenity	80%	🔵	The strategy update has been drafted and will be presented to the new Council before seeking further community feedback.
3.3.2	Complete the Changing Places Facility Project.	Manager Infrastructure Services	100%	🟢	Project complete and facility open for use by the public.

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.3.3	Develop and expand off-street parking areas.	Manager Infrastructure Services	40%	🔵	Land behind Timor street under Contract for purchase and future development as a carpark. Grace Avenue land swap being explored to create extra parking
3.3.4	Develop and adopt a Playspace Strategy.	Manager Infrastructure Services	50%	🔵	Draft strategy complete, currently under review to incorporate rate cap variation budgets.
3.3.5	Prepare a strategy and funding model for a long-term tree replacement program.	Manager Infrastructure Services	55%	🔵	Draft has been prepared and under review. Stakeholder feedback yet to be collected.
3.3.6	Progressively plan and renew City Centre streetscapes.	Manager Infrastructure Services	40%	🔵	Design for Koroit Street is progressing. Not current plans for any major constructions this financial year.
3.3.7	Upgrade of one public amenities building.	Coordinator Building Strategy & Services	50%	🔵	Planning for this project commenced in 2019/20. Concept and design work is currently in progress.
3.3.8	Develop significant & heritage tree renewal program.	Manager Infrastructure Services	20%	🔵	Progressing with other tree replacement program and funding model item.

3.4: Maintain and enhance existing Council infrastructure.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.4.1	Complete service level reviews for parks and gardens and roads and drainage services.	Coordinator Municipal Depot Operations	25%	🔵	To be completed in line with business plan review.
3.4.2	Identify and regularly monitor condition of asset classes.	Coordinator Assets & Development	25%	🔵	Light poles and bridge inspection tenders have been received and about to be awarded. Drainage, trees and building condition assessments will be tendered once current inspections underway.
3.4.3	Update asset management plans for asset classes including drainage, roads, open space, IT, buildings and monuments.	Manager Infrastructure Services	20%	🔵	Roads, ICT and Artwork are all programmed for completion in 20/21.
3.4.4	Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the	Manager Infrastructure Services	65%	🟢	Wollaston bridge renewal complete. Cannon Hill cannons currently off site undergoing community renewal works.

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	Portuguese monument and Wollaston Bridge.				

3.5: Advocate for better regional connections.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
3.5.1	Advocate for essential safety and road improvements on the Princes Highway West.	Manager Infrastructure Services	20%	●	Council is still involved and supporting this alliance. Awaiting announcements from Federal and State budgets.
3.5.2	Seek funding for and deliver road safety projects.	Coordinator Infrastructure Management	75%	●	Council to date has made applications for the following

TAC Small Infrastructure Grants-

1. grant to complete analysis on Merri/Fairy and Merri/Henna street intersections as part of the railway precinct plan.

2. grant to upgrade the Crossing at Gateway road from Zebra to Wombat.

Department of Transport-EOI possible cycling and walking improvement projects

1. Mortlake road shared path from Whites road to allow cycling and walking access to Russell's creek which includes Bromfield St Wombat crossing to improve walkers safety accessing Mortlake road

2. Gateway road roundabout.
3. Shelby Road pedestrian refuge.
4. Wombat crossing Gilles and Timor.
5. Garden Street wombat crossing. |
| 3.5.3 | Advocate for improved passenger and freight rail services. | Director City Growth | 25% | ● | The $114 million Warrnambool Line Upgrade includes building a new crossing loop, signalling upgrades and 12 level crossing upgrades. In early July 2020 additional funding was announced by the Commonwealth Government for the Warrnambool Line Upgrade within the Regional Rail Revival Package to meet cost pressures. The upgrades will result in better reliability for passengers along the line and an additional weekday return service for passengers on the line. The 12 crossing upgrades between Waurn Ponds and Warrnambool have been completed and include boom gates, bells, lights and improved train detection technology. Construction on the major package of works, including the Boorcan crossing loop and signalling upgrades between Warrnambool and Waurn Ponds is underway and targeted for completion in late 2021.   On rail freight matters, the Victorian Government |

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					announced $4 million in June 2020 to extend the Mode Shift Incentive Scheme (MSIS) through to June 30, 2021. Council, as an active member of the Rail Freight Alliance, advocated for the extension of the MSIS in recognition of the important role the Warrnambool Intermodal Terminal plays to move freight by rail to Melbourne.

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4: Develop a smarter economy with diverse and sustainable employment.

4.1: Grow the city's population through local economic growth.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.1.1	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.	Designated Area Migration Agreement Coordinator	25%	●	In response to the impact of COVID-19 the Designated Area Representative role has been adjusted from fulltime to two days per week. Since COVID-19 began impacting the GSC DAMA Region in early March we have still experienced demand for DAMA, but recognise with international borders closed this has slowed some businesses taking on DAMA due to recruitment efforts being impacted. Since early March Council have endorsed seven business for a total of eleven positions. A few applicants reduced the number of requested positions in their application due to the borders being closed. This affected the real numbers they need to recruit but they still wanted to obtain their DAMA labour agreement as a part of their longer term recruitment strategy. All of the visa workers recruited to fill these positions were individuals already within the country. This demonstrates that despite international borders being closed there is evidence of internal migration among workers already within Australia who are looking for long term employment and security. Regions like the GSC will need to continue to reach out to this cohort to fill its skills needs as COVID-19 continues to be a presence. We have also fielded inquiries from and are liaising with four dairy farms and a number of car dealerships for mechanic positions. A COVID-19 Impact Statement was requested by and submitted to the Department of Home Affairs in July to reiterate the need for occupations on our skill shortage list and the request for new ones in the areas of aged care, child care and aquaculture. This request has progressed to the Ministers Office and we are waiting for a decision.
4.1.2	Develop and circulate economic data and analysis to business and industry.	Coordinator Economic Development	25%	●	The Economic Development team continue to use a number of sources (eg. Spendmapp, Remplan, ABS data) data to monitor the economic performance of the City. Much of this information is publicly available on Council's business section of its website. More detailed and bespoke requests for economic information are also frequently actioned. Background and research work has commenced on developing the new Economic Development Strategy (2022-2027) with an analysis and review of the current Strategy taking place.

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.1.3	Deliver Social Housing Planning Project.	Coordinator City Strategy	100%	🟢	The Social Housing Planning Project is funded through the Victorian Government's Social Housing Investment Program. The project commenced in July 2019 with the procurement of a social housing consultant. The project has been informed by extensive stakeholder engagement, data collection and analysis which have identified issues and opportunities to facilitate an increase in social housing in Warrnambool. The project was completed in August 2020 with the final report endorsed by Council on 3rd August 2020.
4.1.4	Provide executive support to implement the Great South Coast Food and Fibre Plan.	Director City Growth	25%	🔵	Achievements so far include : Identified the need for an industry image re-set and delivered on a marketing and communication plan to achieve this; Successfully lobbied for change in water irrigation policy in the Great South Coast region, clearing the way for more efficient trading of the region's underground water licenses; Developed a Business Case for a Marketing and Promotions Executive and Matrix of Pathways to promote Food & Fibre careers in the region; Leadership and collaboration to support the introduction of an Agribusiness major at Deakin University's Business School; Funded a project with Leadership Great South Coast to identify gateways to the region at which to locate integrated food and fibre trail signage.; and Instigated and supported innovation events across the region.
4.1.5	Implement Warrnambool - China Strategy to build local business capacity and capability.	Director City Growth	15%	🔵	The Connecting with Asia program was recently launched as the next iteration of the China Host Program. This State Government funded program is designed to prepare tourism operators with the knowledge, skills, networks and cultural awareness to give visitors from different Asian countries a unique Australian experience while still catering for their unique cultural needs. The launch focused on the China Host Alumni who are becoming valuable ambassadors for the program and was a chance to reconnect with them and to plan for the future. The content was delivered by Asialink and the guest speakers were Tom Parker China Business Lead for the AFL, Sally Deane General Manager ASEAN for Austrade and Andrew Hogg Executive General Manager Eastern Markets and Aviation for Tourism Australia. The next cohort will be recruited for the Connecting with Asia Content to be rolled out in early 2021 with the focus on the large cultural groups who currently reside in Australia who will be travelling domestically, reflecting the present COVID-19 restrictions on international borders.

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4.1.6	Facilitate and promote business support initiatives to grow the local economy.	Coordinator Economic Development	25%	●	Work is ongoing as a part of the COVID-19 Business Support Plan. Many of the businesses who were eligible for the Business Initiative Grants (BIG) have implemented their initiatives and final payments are currently being distributed. With the State Government announcement of the Outdoor Dining and Entertainment Package consultation with traders on their spaces has commenced and planning is underway for any complimentary infrastructure and support. A full program of business support workshops and mentor opportunities are running at capacity. Collaboration continues with the Events team to bring events to the city that have significant visitation and/or community outcomes. Economic Development have partnered with Community Development colleagues to deliver the Welcoming Business program which gives businesses the tools to assess their locations to ensure they are accessible to all abilities. Implementation is nearing completion for the Better Approvals project which allows for a more streamlined concierge support for new businesses wishing to obtain permits etc.
4.1.7	Plan for the development and implementation of precinct structure plans.	Coordinator City Strategy	100%	●	Development of precinct structure plans is ongoing, with the future growth area east of Aberline Road currently being developed. The Minister for Planning has appointed the Victorian Planning Authority as the Planning Authority for the East Aberline Precinct Structure Plan (PSP). Further detailed technical studies are being commissioned to inform the future urban structure of the PSP and required developer contributions. The Allansford strategic framework plan is under way with the second round of community engagement scheduled to commence in coming months. The Eastern Activity Centre Structure Plan has been implemented via Planning Scheme Amendment C103, approved by the Minister for Planning and gazetted on July 9, 2020.

4.2: Encourage more sustainable local business.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.2.1	Continue to facilitate and implement place-making initiatives.	Director City Growth	25%	●	COVID-19 has impacted placemaking initiatives in the city due to the restrictions. Beers + Ideas will resume in early 2021, and the activation of laneways for outdoor dining will create further spaces throughout the City Centre where people can linger and enjoy the city. These laneways will receive new seating and planter boxes, and in some cases astro turf and a marketing campaign will be released

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					to encourage diners to use them when restaurants are at capacity. As restrictions lift there are plans to further activate the laneways with entertainment through to mid-2021.
4.2.2	Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.	Director City Growth	20%	●	Engagement occurring with the Victorian Government regarding the proposed independent statutory authority to manage coastal Crown land and marine waters along the Great Ocean Road. Advice and support provided to a number of potential investors at preliminary planning stage across residential, industrial and visitor economy sectors.
4.2.3	Deliver a business case for a Business Incubator/Accelerator to support growth of existing companies or start-ups in our region.	Director City Growth	70%	●	Council has implemented a Business case and funding contribution towards the establishment of 'the Hive', a start-up space for new businesses located at South West TAFE.
4.2.4	Implementation of Development Plans and Developer Contributions Plans.	Coordinator City Development	50%	●	Development Plan applications and Development Plan amendments continue to be processed and determined by Council. Minor amendments to the currently approved Hopkins Heights Development Plan have been requested and meetings have been scheduled to guide new Development Plans for north of the Merri Growth Area (147 Wollaston Way) and 15 Dales Road (amended proposal).

Development contributions have been received and acknowledged for the North Merri Development Contributions Plan and North Dennington Development Contributions Plan.

The planning department are also developing guidance notes for applicants on how to prepare a Development Plan. |

4.3: Enhance the visitor experience.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.3.1	Deliver a population attraction campaign supported by a Victorian Government grant.	Coordinator Economic Development	25%	●	A population attraction campaign project that received a $30,000 grant from the State Government was completed earlier this year. This campaign targeted postcodes that have historically attracted inward population movement to our City and delivered through Social Media, in Cinema Campaigns in and outside of Warrnambool (over summer period) and through website development. A broader Warrnambool population attraction strategy is also currently under development which is looking at things such as: Policy context, population projections for the City and data on

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					population trends; Findings from research into the influences, drivers, barriers and attractors of population to regional areas; Current Australian and International case studies of programs introduced to attract population to regional areas; and will provide recommendations on levers and actions for population attraction in Warrnambool.
4.3.2	Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).	Director City Growth	25%		Priorities diverted to delivering a COVID-19 safe summer in both Surfside and Shipwreck Holiday Parks. First draft nearing completion and will be presented to Council in early 2021.
4.3.3	Partner with Great Ocean Road Regional Tourism (GORRT) and other stakeholders to update and commence implementation of the Warrnambool Destination Action Plan.	Director City Growth	10%		The Warrnambool Destination Action Plan is to be reviewed with the support of GORRT. Other visitor economy stakeholders will be invited to participate in the review with the expectation that a broader base of Warrnambool's visitor economy will be engaged and lend support towards implementation of the updated Destination Action Plan. Since March, 2020, GORRT and Council resources have been prioritised towards managing COVID-19 impacts on local and regional tourism businesses.
4.3.4	Support the activities of the Great Ocean Road Regional Tourism Board.	Director City Growth	25%		Phase 1 of the Great Ocean Road Recovery Marketing campaign launched - 'The Great Sleepover' to inspire locals to invite their friends, relatives, past guests and visitors to Wake Up to the Great Ocean Road region. Marketing activity comprises direct mail (postcard packs), print, tv, radio, digital advertising (social media marketing, search engine marketing, influencer famils, blogs) and content partnerships. 161 listings from Warrnambool businesses on Australian Tourism Data Warehouse (ATDW) which is a significance increase on previous listings. The function of the ATDW is to support tourism businesses and events with their digital marketing, by connecting them with the audiences of multiple tourism platforms through a single, self-managed listing. The ATDW collects, stores and distributes tourism product listings to key tourism and event websites including visitvictoria.com, australia.com and many more. Strategic plans for regional indigenous product, visitor servicing, signage and workforce planning all at advanced stages of development.
4.3.5	Support and advocate for the implementation of initiatives in the Shipwreck Coast Master Plan.	Director City Growth	25%		Over $700 million in private sector investment is in planning. Victorian and Commonwealth funding of $108 million has been secured for implementation of Stage 2 of the Shipwreck Coast Master Plan. $153 million for Great Ocean road maintenance. Parks Victoria has commenced Stage 1 works which will deliver new lookout structures at the Saddle and the Blowhole, Port Campbell National Park; a new pedestrian bridge over Port Campbell

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Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
					Creek in Port Campbell; better telecommunications; and a wi-fi and digital interpretation platform to enhance the experience for visitors. Further announcements regarding funding of the Shipwreck Coast Master Plan are expected as part of the State Government budget 2020/21 budget announcements in November 2020.
4.3.6	Continue to implement actions of the 2018-2022 Events Strategy.	Service Manager, Events & Promotion	25%	●	Significant disruption to events calendar programming occurring due to COVID-19 restrictions. Events team offering support and advice to affected events organisers. Community Development Fund completed with 11 events funded to a total amount of $25,000

All event related applications have been shifted to an online based format, including event applications, resource bookings and event permits.

12 fitness businesses took part in FitFest which saw more than 2500 views over the course of fitness businesses being unable to operate in the latest lock down. All businesses were paid and inclusion of free advertising. Welcoming events was launched to ensure events consider accessibility when planning events with the "Welcoming Events" endorsement. |

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.4.1	Provide advocacy support material and report on advocacy outcomes.	Manager Communications	25%	●	Developed advocacy document seeking funding for Edwards Bridge. This outlined the importance of the bridge to Warrnambool, the engineering requirements and future needs.
4.4.2	Participate in regional leadership groups and alliances to advocate for improved transport, services and digital infrastructure.	Director City Growth	25%	●	The Australian Government has added the Princes Highway from Colac to the South Australian border to the National Land Transport Network, recognising the critical importance of the key freight link to the Victorian and national economies. The Australian Governments $300 million 2019/20 budget commitment to the Princes Highway in Victoria includes the $60 million investment in upgrades between Warrnambool and Port Fairy.

Warrnambool City Council Activities & Initiatives	Q1, 2020

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
4.5.1	Continue to partner on projects and initiatives with Deakin University Warrnambool and South West TAFE.	Coordinator Economic Development	25%	●	The Economic Development Team continue to collaborate with these partners across a range of projects. The Hycel Hydrogen project at Deakin Warrnambool campus is progressing well with External Advisory Board appointed (with Council representation), employee recruitment occurring, and the Hydrogen Training Testbed 'turning of the sod' expected late November 2020. Funding has also recently been received from State Government to implement the Connecting with Asia program (the next iteration of the China Host Program) in partnership with Deakin University.
4.5.2	Deliver education and advisory services to business and industry to raise awareness of building regulation requirements.	Coordinator City Development	70%	●	Changes to the swimming pool regulations have been communicated to the community via Council's website, media and direct mail to affected residents. The information provided includes an overview of the swimming pool regulation changes and associated responsibilities. The 'Better Business Approvals' project initiated by Small Business Victoria has created efficiencies within Council by bringing together teams including planning and building, to assist small businesses navigate their way through the various permit requirements. The planning and building department are also speaking with many local businesses during this time (COVID-19) as they adapt to the various state-wide restrictions and look to facilitate outdoor dining.

Warrnambool City Council
Activities & Initiatives

Q1, 2020

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

5.1: Provision of opportunities for the community to actively participate in Councils decision-making through effective promotion, communication and engagement.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.1.1	Prepare for the 2020 Council elections.	Director Corporate Strategies	100%	(green)	Council work extremely well to deliver on the 2020 Council election working with our delivery partner the Victoria Electoral Commission to deliver the election. Special conditions and time frames were implemented as a result of COVID 19 restrictions.
5.1.2	Review the approach to Council meeting procedures to improve the accessibility and transparency of meetings.	Director Corporate Strategies	75%	(blue)	A new set of Governance rules were drafted, a period of exhibition and a call for feedback and submissions were made. Some feedback was received and incorporated into the final draft presented to Council for adoption. Council has its new set of Governance rules adopted and in place. With the advent of a new Council an option exists for a second phase of review and consideration. if the new Council were to pursue changes Council would follow a further process of engagement to seek additional feedback. Council will at a later date look at expunging the existing local Law number 1 (meeting Procedures which has been superseded by the current governance rules.
5.1.3	Report on the extent and engagement with Councils communications measures.	Manager Communications	50%	(blue)	The 2020 Community Satisfaction Survey contained feedback around Council's overall performance and included components related to communications. The survey findings have been published in full on Council's website.
5.1.4	Provide community engagement opportunities relating to Council projects as required and funded.	Travel Smart Officer	0%	(blue)	Applied for 16 days of Activism from MAV.- will provide opportunity for community engagement into violence against Women and equality

Applied for Lets Stay Connect funding from RDV

Successfully applied for funding Beyond the Bell- $10,000 which enabled the community to be consulted on the impact of COVID on their mental health- allowing Council and other organisations insight into directions for recovery. |

Warrnambool City Council
Activities & Initiatives

Q1, 2020

5.2: Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.2.1	Identify and report on changes to Council operations, policies and procedures in line with the new Local Government Act.	Director Corporate Strategies	80%	●	Council has met all the time frames with all aspect of the adoption of the implementation items for the new Local government act. The next critical component is Councils consideration of its community consultation policy. This document is scheduled for public consideration from December 2020.
5.2.2	Support reviews of Councils Governance Framework (systems and policies)	Director Corporate Strategies	60%	●	The refreshing of Councils suite of policies is progressing with a focus on those that were requiring update as a part of the introduction of the 2020 local government act.
5.2.3	Undertake human resource function process mapping exercise in order to identify opportunities to enhance current HR practices.	Manager Organisation Development	15%	●	Work has commenced in identifying key Human Resource processes for enhancement. The end to end recruitment process is the first area of focus and the introduction of an electronic Request to Recruit Form is about to be launched.
5.2.4	Demonstrate efficiencies via enhanced business processes and the improved utilisation of IT resources.	Manager Financial Services	70%	●	A number of initiatives that will drive efficiencies are progressing including the introduction of a rostering system to enable more efficient rostering of staff and time savings for the business areas and payroll. The migration of payroll to CiAnywhere will allow additional functionality including the Business Process Automation (BPA) tools to increase the efficiency of the current processes.
5.2.5	Drive the evolution of the Health and Safety Management System to meet the requirements of the MAV Self-Insurance Scheme via improved return-to-work processes, OHS training calendar implementation and increased organisation engagement.	Health & Safety Project Officer	55%	●	The OHS management system continues to mature through the systematic review and adoption of existing and new procedures. These actions are in line with the requirements of the MAV Self Insurance conditions.
5.2.6	Embed and align Warrnambool 2040 (W2040) goals within Councils strategic planning and reporting processes.	Travel Smart Officer	10%	●	Unable to further develop due to the position being placed on hold for the past 12 months recruitment to the Manager Strategic Community Policy and Planning is currently underway and we hope to have a staff member in place by early New Year 2021.
5.2.7	Develop a Municipal Early Years Strategy.	Manager Children & Family Services	0%	●	Project was unable to progress due to lack of funding.

Warrnambool City Council
Activities & Initiatives

Q1, 2020

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.2.8	Lead the delivery of the organisational structure review in order to remain a contemporary employer and provide the community best value service delivery	Manager Organisation Development	25%	●	Corporate Strategies has realigned a number of positions and reporting lines within the Directorate and also created a new position of General Legal Counsel to further strengthen the ability to provide the required support to other areas of Council.
5.2.9	Refresh the IT Strategy.	Manager Information Services	10%	●	Refresh of WCC IT Strategy has been deferred to be part of the Shared Service with Moyne and Corangamite Shires.
5.2.10	Improve the resilience of IT Systems.	Manager Information Services	30%	●	This is an ongoing piece of work. Network switches are currently being replaced. Data Centre equipment; servers, storage, backup and core switching will be replaced before the end of 2020.
5.2.11	Participate in shared services project - TechnologyOne - with Moyne and Corangamite shires.	Director Corporate Strategies	35%	●	The partnership of Council continue to work collaboratively to a high level. Delays with resourcing within Local Government Victoria have meant extended delays in the launch of the project. It is expected the progression past the final board approval for the project will be concluded early in the new year.
5.2.12	Partner with the community implement the W2040 Community Plan.	Travel Smart Officer	30%	●	Partnered with Better Buds to implement -Zero Waste Goal

Partnered with Beyond the Bell ,Raglan Presents, Headspace and Youth Council- Warrnambool's people are Healthy (mental health week Mental Health Checkin)

Partnered with Merrivale Community Association- Warrnambool is a city which encourages sustainable transport (Merrivale Drive STiLS project)

Partnered with Saputo, Warrnambool Athletics Club, Warrnambool Tri Club, South west sports- Warrnambool people are healthy (This Girl Can)

Partnering with WEPS, Women's Health Barwon South West, South West Health, Let's Talk and Brophy- Warrnambool is a safe and connected community (16 Days of activism) |
| 5.2.13 | Review and embed staff training, development and wellbeing programs in order to drive enhanced employee engagement and culture | Manager Organisation Development | 40% | ● | Organisational training calendars have been developed. Wellbeing sessions have commenced. |

Warrnambool City Council
Activities & Initiatives
Q1, 2020

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.2.14	Implement workplace actions to educate and build capacity of Council staff regarding gender and diversity equity and family violence issues.	Manager Organisation Development	10%		A review of the Gender Equality act has commenced in order to ensure any actions in regards to gender and diversity align with regulatory requirements.
5.2.15	Improve record-keeping compliance by improving the use of Council's Electronic Content Management (ECM) system.	Manager Information Services	10%		Additional performance reports are being developed for us by TechnologyOne under the AMS program.
5.2.16	Undertake community engagement to inform a new Municipal Public Health and Wellbeing Plan 2021-2025.	Travel Smart Officer	0%		Unable to commence as the designated position was placed on hold for the past year. The position is currently advertised and we hope to have an officer in place by early 2021 to undertake both the development of the next Health and Wellbeing Plan and W2040.
5.2.17	Undertake community engagement to inform a new four-year Council Plan.	Manager Communications	0%		This task will begin following the 2020 Council election. As per the Local Government Act 2020, the community engagement effort will be largely driven by the Mayor.

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

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.3.1	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 the value for money for the community.	Director Corporate Strategies	10%		Focus continues to be on the consolidation of the current shared service proposal. Consideration of extended shared processes will continue concurrent to the evolution of the shared Information Communication's Technology ICT framework.
5.3.2	Ensure effective Business Continuity Planning (BCP) is in place.	Manager Organisation Development	50%		BCP plans are being reviewed and updated as necessary, current plans were tested during 2019 and actually enacted as a part of Councils COVID-19 response.
5.3.3	Embed risk management within Council to influence key strategic and operational decision-making.	Manager Organisation Development	20%		New monthly Risk reports are now being circulated throughout each Directorate providing updates as to activity surrounding closure as controls related to operational risk.
5.3.4	Review and update the Long Term Financial Plan to ensure Council remains	Manager Financial Services	30%		Recently installed a new Long Term Financial Plan model from LG Solutions. We are progressing with

Warrnambool City Council
Activities & Initiatives

Q1, 2020

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
	financially sustainable into the future.				the model and will use it as part of the Councillor induction training.
5.3.5	Coordinate, prepare and have adopted Councils Annual Budget.	Manager Financial Services	20%	⬤	Initial preparation occurring as part of the Councillor induction training.
5.3.6	Review Council-owned property with consideration of rental agreements, property valuations and disposal of surplus land.	Senior Revenue Officer	20%	⬤	Currently providing ongoing assistance to Council tenants requesting rent assistance/deferrals due to Covid.
5.3.7	Coordinate, prepare and have adopted Councils Strategic Resource Plan.	Manager Financial Services	20%	⬤	Initial preparation occurring as part of the Councillor induction training.

5.4: Deliver customer-focused, responsive services.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.4.1	Review Councils complaint handling processes in line the Local Government Act changes and Ombudsman's guidelines.	Director Corporate Strategies	0%	⬤	Action to commence after bedding down of Council induction program.
5.4.2	Enhance organisational awareness of Victoria's Child Safe Standards.	Director Corporate Strategies	15%	⬤	Program has been reviewed through and internal Audit. Child Safe strategic Working group key players have reconvened to as a response to the internal audit on adherence and organisational understanding of Child safe standards. The audit is being finalised and an action plan is being developed for implementation across the organisation to focus on compliance and improvement.
5.4.3	Undertake a review of the Customer Service Strategy 2019-2020 to establish timeframes and responsibilities against the actions identified within the plan.	Customer Service Team Leader	25%	⬤	The Customer Service Strategy 2019-2022 is under way. Of the 95 Actions - 56 are progressing, 20 have been completed, seven are on hold, eight are not progressing and a four require updates in the reporting system. A report will be sent to the Executive Management Team for review. These reports will be sent bi-annually.
5.4.4	Conduct a review of community housing assets as they become vacant and undertake a broader review of Councils community housing program.	Manager City Amenity	60%	⬤	An update of the service review and next steps will be reported to the new Council.

Warrnambool City Council
Activities & Initiatives
Q1, 2020

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.4.5	Maintain and implement the Home Support Program continuous improvement plan and self-assessment tool.	Manager Financial Services	80%	●	Software is developed is currently being tested by the Home Support team. It is anticipated that it will be in production by the end of the 2020 calendar year.

5.5: Foster an encouraging and positive staff culture.

Action Code	Action Name	Responsible Officer	Progress	Traffic Lights	Comments
5.5.1	Continue implementation of priority actions arising from the staff survey.	Manager Organisation Development	40%	●	Executive Management Team have completed action plans for each priority action.

5.5. AUDIT AND RISK COMMITTEE BIANNUAL REPORT

PURPOSE:

To present the Audit and Risk Committee biannual report.

EXECUTIVE SUMMARY

- The Audit and Risk Committee (the Committee) is an independent advisory committee to Council established under section 54 of the Local Government Act 2020 (the Act).

- The purpose of the Committee is to advise Council on the effectiveness of the organisation's systems, processes and culture for complying with its legal and financial obligations and the management of risk.

- The Committee is accountable to and reports directly to Council

- The Committee's work is to be informed by the requirements of the Act and best practice in audit, risk and governance principles and processes.

- A requirement under the Act and through the Committee's Charter is to present a biannual report to Council.

MOVED: CR BEN BLAIN
SECONDED: CR DEBBIE ARNOTT

That the Audit & Risk Committee biannual report be received.

CARRIED - 7:0

BACKGROUND

The Audit and Risk Committee (the Committee) is an independent advisory committee to Council established under section 54 of the Local Government Act 2020.

The purpose of the Committee is to advise Council on the effectiveness of the organisation's systems, processes and culture for complying with its legal and financial obligations and the management of risk. In fulfilling this role, the Committee is to aid in the implementation of the Council Plan.

The Committee is accountable to and reports directly to Council.

The Committee's work is to be informed by the requirements of the Act and best practice in audit, risk and governance principles and processes.

Following the implementation of the new Act, Council adopted an updated Audit and Risk Committee Charter on the 6 July 2020. The updated Charter reflects the new requirements under the Act and includes the requirement to present a biannual Audit and Risk Committee report to Council.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

5 Practice good governance through openness and accountability while balancing aspirations with sound financial management
5.2 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness

LEGAL RISK / IMPACT

The report is presented to meet the requirements of the Act and the Committee's Charter.

OFFICERS' DECLARATION OF INTEREST

No conflicts noted.

CONCLUSION

That the report received.

ATTACHMENTS
　　1. Audit Risk Committee Report 2020 [GOJM] [**5.5.1** - 4 pages]

Warrnambool City Council
Audit & Risk Committee Report 2020

The Audit and Risk Committee is an advisory Committee to Council and its primary objective "*… is to assist Council in the effective conduct of its responsibilities for financial reporting, management of risk, maintaining a reliable system of internal controls and facilitating the organisation's ethics development.*"

Committee membership for 2020 was as follows:
- Mr Rob Wallis (Chairman)
- Ms Karyn Cook – resigning in December 2020
- Mr Denis Farley
- Cr Mike Neoh – to October 2020
- Cr Sue Cassidy – to October 2020
- New Councillor representative (TBD) – from November 2020
- New Councillor representative (TBD) – from November 2020

Crowe are completing their second of a new three year contract (with options to extend) for internal audit services. The original partner for Crowe, John Gavens, has retired and we have had a smooth transition to the highly experienced partner Martin Thompson from Crowe who was previously the Internal Auditor for Warrnambool City Council. The senior audit manager from Crowe, Gabrielle Castree will continue to work the Council and has developed very strong relationships with the key staff. The annual program was agreed following a meeting with key Council staff and presented to the Audit and Risk Committee for consideration in March 2020. The program allowed for flexibility and we were able to adapt the reviews to consider the impact of COVID19, which was particularly relevant to the Financial Controls review around portable and attractive goods.

With the restrictions placed upon us by COVID19, we have moved to more online auditing tools with meetings being conducted via Microsoft Teams and increasing the use of data analytics. This has proved to be a positive experience with the internal auditors and Council staff both providing feedback that indicates it is a more efficient use of time whilst still achieving the objectives of the audit. This will likely influence the future delivery of the internal audit program with on-site visits only necessary for specific types of audits (i.e. Tree audits).

The External Audit function is carried out by an agent on behalf of the Victorian Auditor General. The Auditor General has appointed Mr Chris Kol from McLaren Hunt and this was the third year of the current contract at Warrnambool City Council. Mr Chris Kol provided feedback to the Audit & Risk Committee on the internal controls and the good working relationship that was established with Council officers. This audit was also mainly conducted remotely due to the COVID19 restrictions and this didn't present any major obstacles.

The two audit functions have been conducted in a professional manner and have added value to the operations of Council.

The Committee has met on three occasions (including remotely via Zoom) and plans to meet for a fourth time in December 2020. The following is a summary of the Committee's activities during this period:

- Internal Audit reviews conducted and presented to the committee in accordance with the Strategic Internal Audit Plan:
  - Various Financial Controls (Purchase Cards, Fuel Cards & Expense Reimbursements)
  - Developer Contributions
  - Follow up Review of Higher Risk Matters
  - Various Financial Controls (Accounts Receivable and Sale of Land)
  - Climate Change Adaptation
  - Various Financial Controls (Gifts, Benefits & Hospitality and Portable & Attractive Goods)
  - Child Safe Standards
- Reviewed and accepted the recommendations from the independent audit from HLB Mann Judd into the financial controls of corporate credit cards at Council.
- Received a presentation on the benefits of the Commbank Card Manager, which Council implemented

to manage the lifecycle process of its corporate credit cards. The online system replaces a paper based process to issue new cards, change limits, suspend cards and cancel cards. The Council also uses the data analytics to help manage spend and unusual transactions on the corporate credit cards through various exception reports.

- Reviewed the CEO corporate credit card expenditure in line with the recommendation from the Victorian Auditor General's Office and the recommendations in the HLB Mann Judd independent review.
- Review and approval of the annual external Audit Strategy provided by the Agent of the Auditor General identifying the audit approach, deliverables and audit plan.
- Received updates on Council's Workplace Health and Safety throughout the year, including specific reports on relevant issues as they arose, including the Energy Safe Victoria inspection update at Aquazone.
- Performed a self-assessment of the Audit & Risk Committee which provided positive feedback along with suggestions for future improvements.
- Review of the Annual Risk Management Report analysing claims and premium history for all classes of insurance including Workcover as part of the regular Risk Adherence Report.
- Updates on Council's Defined Benefits position were provided throughout the year.
- Received and reviewed the VAGO Report on Local Government Audit Results paying particular attention to the financial sustainability indicators which placed Warrnambool City Council in the "Low" risk rating category.
- Reviewed and endorsed the asset valuation methodology which was used to revalue assets as part of the 2019/20 financial statements.
- Reviewed the 2019/20 Financial Statements and Local Government Performance Statement with a recommendation that Council pass a resolution for in-principle approval.
- These were signed off on the 18 September 2020 by the Auditor General ensuring compliance with the statutory lodgement requirements.
- Received all recommendations contained in the Interim and Final Audit Management Letters issued by the Victorian Auditor-General in relation to the conduct of the external audit function.
- Tabled and noted quarterly financial reports in accordance with statutory requirements.
- Received an overview of Councils planned implementation of the new Local Government Act requirements.
- A review and update of the Audit & Risk Committee charter to comply with the new Local Government Act.
- The status of all recommendations from completed Internal Audit Reviews and External Management Letters were assessed to ensure follow-up and compliance. These items are now reported through the Pulse corporate reporting system.
- Reviewed Council's Draft Budget 2020/21 including the Strategic Resource Plan and Standard Statements and noted statutory compliance.
- Adopted updated annual Audit and Risk Committee work plan.
- Reviewed a number of new or updated policies and procedures, including:
    - Chief Executive Employment and Remuneration Policy (note that the new Local Government Act requires the Audit and Risk Committee to have oversight of the Chief Executive employment policy and its adherence by Council)
    - Gifts Policy (Councillors)
    - Fraud and Corruption Policy and Procedure
    - Public Interest Disclosure Procedure
- Review of various agency reports including VAGO's Emerging Risks & Audit Challenges, VAGO's The Importance of Financial Reporting During Times of Uncertainty & Change and IBAC's Building Public Sector Integrity During Emergencies.
- "In-camera" sessions with the Internal and External Auditor and Committee members only continued.

The Audit and Risk Committee sets an annual work plan. The draft 2021 work plan will be presented to the December 2020 meeting. In addition to the activities and reviews identified in the work plan we are certainly prepared to review any other particular matters that Council may choose to formally refer to us during the year to come.

In closing I am satisfied that the Audit and Risk Committee has met its obligations in line with its charter of assisting Council through independent review of financial, risk and system controls that facilitate the organisation's maintenance of management controls and further ethics development. The high level of co-operative and detailed support from Council officers and our Internal Auditors, Crowe, in assisting the independent members and the Councillors on this Committee to complete their important task is noteworthy and very much appreciated. The Committee is satisfied that the systems and processes in place, do and will ensure ongoing compliance with accepted quality business practices that are expected of local government.

Rob Wallis
Chairman
Warrnambool City Council Audit & Risk Committee
DATE: 16 November 2020

5.6. APPOINTMENT OF INDEPENDENT AUDIT & RISK COMMITTEE MEMBER

PURPOSE:

This report recommends the appointment of an independent member to Council's Audit & Risk Committee to fill a recent vacancy.

EXECUTIVE SUMMARY

- The Audit & Risk Committee (the Committee) is an independent advisory committee established under section 54 of the Local Government Act 2020.

- A vacancy for an independent Committee member has arisen due to the resignation of an existing independent Committee member.

- An expression of interest (EOI) process for the vacant position has been conducted including advertisements in the Warrnambool Standard and on Council's website.

- Candidates were reviewed and interviewed based on the skills, experience and expertise of their applications.

MOVED: **CR BEN BLAIN**
SECONDED: **CR ANGIE PASPALIARIS**

That Mr Aswin Kumar be appointed to the independent member vacancy on Council's Audit & Risk Committee from December 2020 to December 2024.

CARRIED - 7:0

BACKGROUND

The Audit & Risk Committee (the Committee) is an independent advisory committee established under section 54 of the Local Government Act 2020.

The purpose of the Committee is to advise Council on the effectiveness of the organisation's systems, processes and culture for complying with its legal and financial obligations and the management of risk. In fulfilling this role, the Committee is to aid in the implementation of the Council Plan.

The Committee is accountable to and reports directly to Council.

The Committee's work is to be informed by the requirements of the Act and best practice in audit, risk and governance principles and processes.

The Committee is made up of 3 independent members and 2 Councillor members. One of the independent members, Kayrn Cook, has relocated to Melbourne due to work and will be resigning after the December 2020 meeting. This has created a vacancy for an independent committee member.

ISSUES

An expression of interest (EOI) process for the vacant position has been conducted including advertisements in the Warrnambool Standard and on Council's website.

Applications were reviewed based on the specialist skills, experience and expertise of the applicants. Consideration was also given to ensure that the applicants would contribute to the ideal balance of skills, experience and background for the Committee.

A panel consisting of Chair of the Audit & Committee, the Manager of Governance and the Manager of Financial Services interviewed the applicants to gain an understanding of their suitability to add value to the Committee.

Based on the review, interview and subsequent reference checks, it was determined that Aswin Kumar be recommended to the vacant Audit & Risk Committee member position.

FINANCIAL IMPACT

No financial impact.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

5 Practice good governance through openness and accountability while balancing aspirations with sound financial management
5.3 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk

TIMING

The next Committee meeting is 15th December 2020.

OFFICERS' DECLARATION OF INTEREST

No conflicts of interest declared.

CONCLUSION

It is recommended that Aswin Kumar be appointed to the vacant Audit & Risk Committee member position.

ATTACHMENTS
Nil

5.7. DRAFT COMMUNITY ENGAGEMENT POLICY

PURPOSE:

This report provides information on the Draft Community Engagement Policy.

EXECUTIVE SUMMARY

- Under the Local Government Act 2020 all Victorian councils are required to have a Community Engagement Policy.

- Council's existing Community Engagement Policy has been reviewed to include the requirements of the new Act.

- Councils are required to adopt a new Community Engagement Policy before March 1, 2021.

MOVED: CR BEN BLAIN
SECONDED: CR RICHARD ZIEGELER

That Council endorses the release of the Draft Community Engagement Policy to enable community feedback on the draft.

CARRIED - 7:0

BACKGROUND

The Act states that Council must adopt and maintain a community engagement policy.

The Act also states the policy must:

(a)   be developed in consultation with the municipal community; and
(b)   give effect to the community engagement principles; and
(c)   be capable of being applied to the making of the Council's local laws; and
(d)   be capable of being applied in relation to the Council's budget and policy development; and
(e)   describe the type and form of community engagement proposed, having regard to the significance and complexity of the matter and the level of resourcing required; and
(f)   specify a process for informing the municipal community of the outcome of the community engagement; and
(g)   include deliberative engagement practices which must include and address any matters prescribed by the regulations for the purposes of this paragraph and be capable of being applied to the development of the Community Vision, Council Plan, Financial Plan and Asset Plan and
(h)   include any other matters prescribed by the regulations.

FINANCIAL IMPACT

Depending on the issue or project, the process of community engagement will have a financial impact on Council. This could involve advertising costs or costs associated with hiring skilled facilitators to host or deliver rigorous, independent consultation processes.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

The aims of the Draft Community Engagement Policy align with the existing Council Plan 2017-2021 objective to "Practice good governance through openness and accountability while balancing aspirations with sound financial management".

TIMING

Council must adopt a Community Engagement Plan on or before March 1, 2021.

COMMUNITY IMPACT / CONSULTATION

Council must seek community input into the policy.

ATTACHMENTS
1. WCC community engagement template [**5.7.1** - 5 pages]
2. Community Engagement Policy 2021 draft [**5.7.2** - 10 pages]

Engaging the community

A planning template

1. Project and engagement overview

1.1 Project details			
Project name			
Branch		**Last edited**	
Project Lead		**Phone number**	

1.2 Council Plan objectives	
☐ Goal 1: TBD	☐ Goal 5: TBD
☐ Goal 2: TBD	☐ Goal 6: TBD
☐ Goal 3: TBD	☐
☐ Goal 4: TBD	☐

1.3 Additional details		
Engagement budget allocated	$	
Associated documents	Project Brief	
	Consultant Brief	

1.4 Community engagement delivered by	
Mayor	
Council officers	

1.5 Community engagement advice/ support	
Community Engagement Partner	

2. Community engagement details

2.1 Community engagement goal and objectives	
Community engagement goal What is the purpose of this engagement?	
Community engagement history Has there been previous community engagement on this project and how is it relevant for the community you will engage?	
2.2 Negotiable and non-negotiable aspects of the project	
Negotiable (what the public can influence)	
Non-negotiable (what the public cannot influence)	
Reasons for non-negotiable aspects of project	
Project questions Based on the project statement and negotiable aspects of your project, what are the questions you need answered.	
2.3 Level of community engagement	

Which level of engagement is required for this project?

IAP2 Level	Your promise to the public	Commitment
Inform	We will keep you informed.	☐
Consult	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	☐
Involve	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how your input influenced the decision.	☐
Collaborate	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.	☐
Empower	We will implement what you decide.	☐

3. Stakeholder details

3.1 Stakeholder analysis								
Stakeholder (group as required)	**Level of impact**	**Level of Interest**	**Their interests and concerns**	**IAP2 Level**	**What do they need to know or understand / what question are they being asked?**	**At what points do they need to be engaged / communicated with?**	**Known barriers to engagement**	**Best method to reach / involve them**
Internal								
External								

4. Engagement program

4.1 Engagement activity planning							
Use the information above to develop your engagement program below and to record your evidence to enable evaluation.							
Timing (public delivery date)	**Lead in time** (weeks required for prep, drafting, approvals)	**Activity**	**Engagement** or **Communication**	**Target audience**	**Source material to be used / data to be captured**	**Resources required** (time, $, materials)	**Responsibility**

Community Engagement Policy

POLICY TYPE: Warrnambool City Council

APPROVAL DATE: Month Year
REVIEW DATE:

DOCUMENT CONTROL

Document Title:	*Community Engagement Policy*
Policy Type:	*Warrnambool City Council*
Responsible Branch:	*Communications Department*
Responsible Officer:	*Manager Communications*
Document Status:	*Draft*
Adopted By:	*Yet to be adopted*
Adopted Date:	
Review Date:	

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1. INTRODUCTION

1.1. Purpose

This policy details Council's approach to community engagement, including Council's commitment to the community engagement principles set out under section 56 of the Local Government Act 2020. This Policy aims to create stronger links between the council and the community; provide opportunities for the community to contribute to and inform identified strategic plans; build new relationships and/or improve relationships with the community; and to educate the community and Council on specific issues to increase knowledge and inform decision-making.

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.

The Local Government Act 2020 requires that the following activities are undertaken in accordance with this Community Engagement Policy:

- development of the Council Plan;
- development or amendment of Governance Rules;
- making or altering a Local Law, after 1 July 2021;
- development of a Community Vision;
- development of a Financial Plan; and
- development of an Asset Plan;
- developing the annual Budget;
- making changes to an adopted Budget that the Council considers should be subject of community engagement;
- The purchase or compulsory acquisition of land by Council in accordance with section 112 of the Local Government Act 2020;
- Sale or exchange of Council land in accordance with section 114 of the Local Government Act 2020; and
- Any lease of land where the lease is $100,000 or more, the market rental value of the land is $100,000 or more, or the lease is proposed to be for 10 or more years, in accordance with section 115 of the Local Government Act 2020.

Community engagement must follow the principles as defined under the Act, which are:

a. a community engagement process must have a clearly defined objective and scope;
b. participants in community engagement must have access to objective, relevant and timely information to inform their participation;
c. participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement;
d. participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement;
e. participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making.

Following the principles will help ensure the community engagement becomes a deliberative process where issues are given in-depth consideration from multiple perspectives.

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.

There are occasions when community engagement may not be possible.
These include:
- When a decision must be made immediately;
- When decisions relate to Council's regular business operations; or
- When legal or commercial restrictions prevent it.

Community engagement can occur through a range of techniques and approaches in order to maximise community participation.

This policy provides a framework for community engagement 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 policy articulates Council's commitment to thorough, consistent and genuine community engagement that will inform responsible decision-making for the benefit of the community.

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.

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
Guidelines	Community Engagement Guidelines and Toolkit
Warrnambool City Council	Warrnambool City Council Plan
Warrnambool community	Warrnambool 2040 (long-term community vision)

2. POLICY

The intention of this policy is to improve decision-making through the involvement of the community; to strengthen the sense of community; to use resources more effectively and to gain greater insight into community needs and aspirations.

2.1. Policy statement

Core activities and values

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

- community engagement includes the promise that the public's contribution will be included in the decision-making process;

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

2.2. Deliberative Engagement

Deliberative engagement is where Council will seek help from the community to frame plans prescribed under the Local Government Act and its regulations and where Council resolves that this is the most appropriate from of engagement for any other matter or initiative.

The deliberative engagement process will provide an opportunity for participants to listen to and learn about each other's views, discuss similarities and differences, weigh evidence, and to deliberate in pursuit of a balance between competing values and interests. It is.

Deliberative engagement will seek to involve individuals, groups and/or the broader community, being scaled to fit the size and impact of the individual project.

Deliberative engagement takes place at the highest three levels on the IAP2 spectrum, 'Involve', 'Collaborate' or 'Empower'. The deliberative engagement process to be undertaken for each individual engagement will be outlined in the community engagement plan for that matter. Some projects may require skilled facilitators to ensure a fair and equitable process. The need for and feasibility of facilitators will be considered on a case-by-case basis.

As part of Council's commitment to effective deliberative engagement practices, Council will:

- ensure that it includes any prescribed matters required by any of the Local Government Act 2020 Regulations;
- ensure participants have access to objective, relevant and timely information;
- ensure the process is representative, including those groups and individuals who are directly affected by the matter; and,
- Provide appropriate time to deliberate on complex information and ideas, and, where possible, seek to find consensus.

2.3. Legislative Requirements

Where Council is making a local law or policy of key significance to the community, community engagement processes listed in this policy are capable of being applied.

Where a community engagement process is undertaken, a plan for that engagement will be

developed and will include a clearly defined objective and scope.

All community engagement processes will include providing participants with access to objective, relevant and timely information.

Each community engagement plan will include information about how that community engagement process will inform and influence any subsequent decision of Council.

2.4. Informing the community of engagement outcomes
Council will utilise a variety of methods to inform the community of the outcome of engagement processes.

How engagement outcomes are shared with the community will be outlined in each community engagement plan, and will include one or more of the following:
- publication on Council's website
- posts on Council's social media
- print and digital media releases and/or advertisements
- direct communication with participants in the process
- direct communication with those that have requested to be notified of the outcome (e.g. phone, email or post)
- formal in-person announcements (e.g. community meeting).

In determining the methods for informing the community of the outcome of engagement processes Council will consider the stakeholders involved, and the relevance to, and interest levels of the broader community.

3. PROCEDURE

3.1 Procedure statement

To help guide decisions around engagement choices Council recognises the 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).

	Inform	Consult	Involve	Collaborate	Empower
Increasing level of public impact					
Goal	Provide the public with balanced and objective information to enable them to understand the challenges, alternatives, opportunities or solutions.	Obtain feedback form the public on analysis, alternatives and/or decisions.	Work directly with the public throughout the process to ensure that public concerns and aspirations are considered and understood.	Partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	Place final decision-making in the hands of the public.
Commitment	Council will keep the public informed.	Council will keep the public informed, listen and acknowledge concerns and provide feedback on how public input influenced the decision.	Council will work with the public to ensure concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	Council will look to the public for direct advice and innovation in formulating solutions and will incorporate that advice and recommendations into the decisions to the maximum extent possible.	Council will implement what the public decides.
Techniques, approaches	• Fact sheets • Websites • Open houses	• Public comment • Focus groups • Surveys • Public meetings	• Workshops • Deliberate polling	• Citizen advisory • Committees • Consensus building • Participatory decision-making	• Citizen juries • Ballots • Delegated decisions

Above: Community Engagement Model based on the IAP2 public participation spectrum.

3. FURTHER INFORMATION AND ADVICE

To help staff undertake community engagement activities the Community Engagement Planning Template has been developed.

4. GOVERNANCE

4.1. Owner

The responsible officer for this policy is the Manager Communications, who will ensure the policy is implemented and 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. *Executive Management Team (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.

5.8. DRAINAGE ASSET MANAGEMENT PLAN - POST CONSULTATION

PURPOSE:

For adoption of the Drainage Asset Management Plan (AMP).

EXECUTIVE SUMMARY

- It is a requirement of the Local Government Act 2020 that councils have Asset Management Plans (AMP) in place to strategically manage their assets.

- Council does not currently have a Drainage Asset Management Plan

- This AMP has been developed in accordance with industry best practice and principles, informed by the Drainage Strategy, known condition information and existing operational and maintenance practices.

- The plan outlines what it costs to deliver the current level of service, if this is being met and what the risks are of not meeting these requirements.

- As this is the first Drainage AMP to go through this process, some assumptions are made. These will be refined along with completing other Improvement Actions on future iterations of the Plan.

- The draft AMP was out for community consultation via Your Say Warrnambool from 1st of July to 31st of July - There were eight (8) responses.

- There is a general alignment between Council's assumptions of what the community what and what the community actually want.

- There is a gap between Council's investment and what the community deems an acceptable level of service.

- The AMP will be reviewed annually and adopted every 4 years.

MOVED: **CR RICHARD ZIEGELER**
SECONDED: CR DEBBIE ARNOTT

That Council adopts this Drainage Asset Management Plan.

CARRIED - 7:0

BACKGROUND

Until recently it has been best practice for councils to have Asset Management Plans (AMP) which guide infrastructure investment in a sustainable way that also meets the community's needs. However, this has now become a legislated requirement with the Local Government Act 2020.

Due to some lack of data, a Drainage AMP was drafted with some assumptions. These are noted throughout the plan where applicable and improvement actions included to fill these gaps going forward.

The aim of the Plan is to combines risk management, financial, engineering and technical practices to ensure that the required levels of services are met by the most efficient means with consideration for Council's financial limitation. The AMP defines the services to be provided and to what standard, and what funds are required to provide the services over a 15-year planning period.

The AMP was put out for public comment so that the community could have a say on which aspects of drainage are important to them. It also allows Council to gauge how appropriate its level of investment is.

A fact sheet was developed to give the overview of our Drainage Assets and a set of questions was designed for getting pubic view on our Drainage Assets and to know how satisfied they are with the Level of Service.

This Community consultation was promoted via Council's Facebook page, Promenade magazine and adverts on the standard. It was promoted within the internal stakeholders via intranet.

ISSUES

1. Based on council's assumptions of community expectations and the existing budget, there is an investment gap which has been communicated to Council and the community through the draft Plan.
2. These assumptions were put to the community which indicated generally acceptance, but a desire to see more done in the way of litter in waterways and catching rubbish at the source.
3. The draft plan identifies an annual average investment gap of $1.1M
4. Improvements to waterway protection will further increase the required investment.

Figure 5.4.2b: Projected Operating and Capital Expenditure
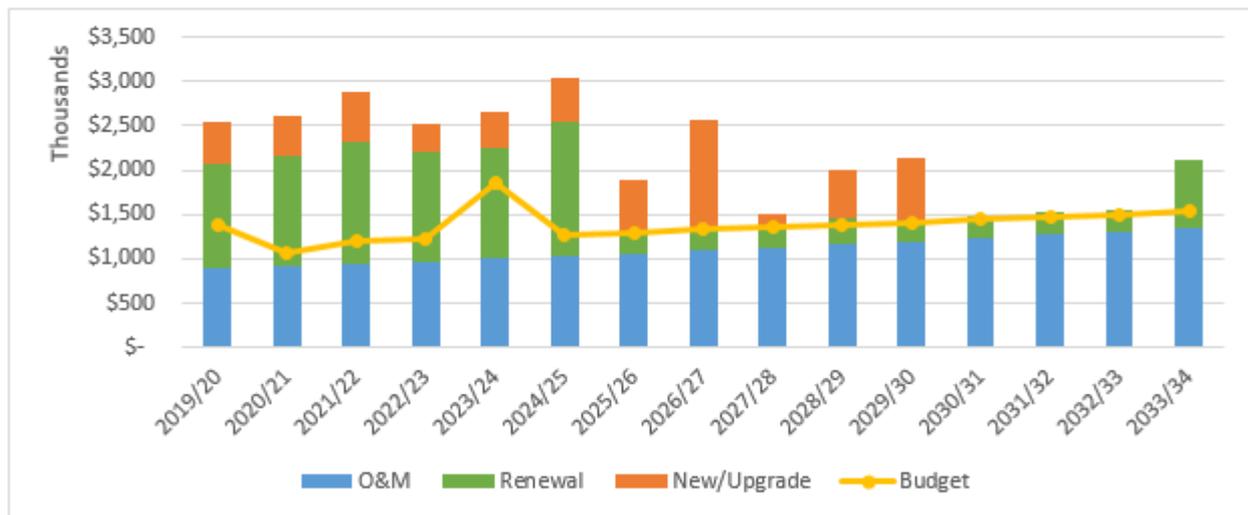
Council will either need to invest more in drainage lifecycle activities, particularly Renewal and Upgrades, to meet expectations. Or accept that this isn't a possibility and choose which areas of the drainage service should be reduced. Note that Renewal (Green) is the activity currently not funded.

FINANCIAL IMPACT

In adopting this plan, Council is setting the future service levels for this asset class. This may result in an increase, decrease or no change in investment depending on these service level decisions.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This Plan is a legislated requirement under the LGA2020, and responds to following Council Plan initiatives:

2 Foster a healthy, welcoming city that is socially and culturally rich
2.2 Increase participation, connection, equity, access and inclusion.

3 Maintain and improve the physical places and visual appeal of the City
3.3 Build Infrastructure that best meets current and future community needs.
3.4 Maintain and enhance existing Council infrastructure

5 Practice good governance through openness and accountability while balancing aspirations with sound financial management
5.2 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness
5.3 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk

TIMING

All Asset Management Plans are to be adopted by 30 June 2022.

COMMUNITY IMPACT / CONSULTATION

Responses for the community consultation have been summarised below. The main concern is around litter in waterways and the effectiveness of gross pollutant traps and litter traps.

How often does flooding occur in your locality?			How important do you think Water Sensitive Urban Design (WSUD) is for environmental protection?		How quickly does Council respond to your drainage complaints?		How satisfied are you with Drainage Level of Service?
About once a year	Once every few year	Not that I'm aware of	Important	Somewhat Important	They meet my expectations	They should resolve them faster	The level of service is inadequate, more needs to be done.
2	4	2	7	1	3	4	7

Additional Community Comments
- The Hopkins River and Merri River Estuaries are polluted with plastic litter and rubbish that has escaped through the Warrnambool drainage system into the rivers. Community members who regularly walk in these areas see the impacts. Volunteer groups such as Sea Shepard and Beach Patrol clean up large amounts of stormwater related rubbish from these river areas. The rivers carry the rubbish to the ocean. Plastic litter is one of the oceans biggest threats.
- Reduce litter entering waterways; Better litter traps need to be installed
- Litter should be monitored and data used for a better targeted education of the community and local businesses.
- Focus should be at prevention, not cleaning.
- Allansford has had Drainage issues for 30 years
- Drains around Allansford don't appear to run water fast enough in big showers
- Need to maintain rain gardens, reduce flooding of Japan St and Wanstead St

LEGAL RISK / IMPACT

The plan is the requirement of the Local Government Act 2020.

OFFICERS' DECLARATION OF INTEREST

No relevant declarations.

CONCLUSION

Investment in drainage infrastructure is directly related to service levels. Council should consider both sides of this equation and the consequences before adopting this AMP. This AMP will be reviewed annually to reflect changes in service level decisions, renewal Technologies and costs, and identification of works.

ATTACHMENTS

1. ECM 11033759 v 1 2766 Stormwater fact sheet [**5.8.1** - 1 page]
2. ECM 10864958 v23 Drainage Asset Management Plan draft [**5.8.2** - 61 pages]

Where does stormwater go?

Rooftops, driveways and roads are hard surfaces that stop water from being absorbed into the ground. This water is called stormwater runoff.

Because it's not absorbed into the ground, this water has to go somewhere. Most of it ends up in stormwater drains before going into one of Warrnambool's major waterways including the Merri River, Hopkins River and eventually to the Southern Ocean.

All of the infrastructure involved in this process is referred to collectively as a stormwater network. Council's stormwater network is valued at over $90 million.

Councils play the lead role to collect, convey, retain and improve water quality and flood risk management for local communities.

Stormwater runoff can negatively impact our local water quality if it goes untreated. Gross pollutant traps which catch litter before it enters a waterway and rain gardens which attempt to remove smaller pollutants and chemicals as the water leaves the road and enters the pipes are two examples of Water Sensitive Urban Design (WSUD), an important way of keeping our waterways as clean as possible.

On average 115 tonnes of waste is removed annually from the stormwater network.

What do we manage?

Warrnambool City Council manages following assets

- 11,000 Pits
- 275km of Pipes
- 25km of Open drains / Surface drains
- 3kms of tunnels
- 28ha of Basins
- Stormwater quality improvement devices: GPTs, Litter Traps, rainwater tanks, Raingardens, Swales.

On average, each year 5km of pipe and 200 pits are added to our stormwater network from developer contributions which are managed by Council.

Condition of Stormwater Network

Each year Council Conducts CCTV inspection of 3% of its overall stormwater network.

It is a difficult and costly activity and so far Council has inspected 12% of its entire pipe network.

The majority of the inspected assets (70%) are in very good to average condition, while the remainder is in poor or very poor condition and will need to be replaced soon.

Condition of Stormwater Network

Very Good		**58%**
Good		**3%**
Average		**8%**
Poor		**4%**
Very Poor		**27%**
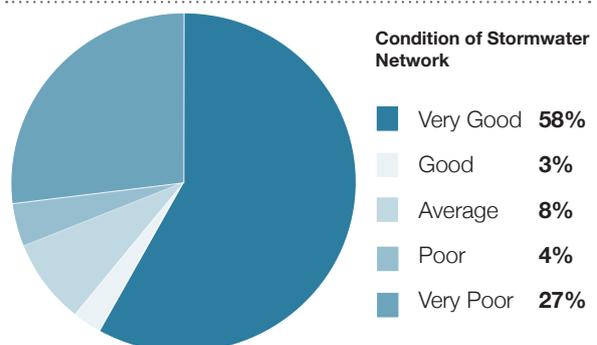
The total cost of the maintenance, renewal of poor assets and upgrade of existing assets across the municipality in next 10 years is approximately $2.4 million on average per year.

Drainage Asset Management Plan

A Drainage Asset Management Plan has been drafted to ensure that Council provides infrastructure that meets the community's needs while also being financially sustainable in the long-term.

We seek feedback on this document which will support future decisions around investment and service levels.

Drainage Asset Management Plan

Document Control
Warrnambool City Council
PO BOX 198
WARRNAMBOOL VIC 3280

Document: Drainage Asset Management Plan 2020
Responsible Branch: Infrastructure Services
Responsible Directorate: City Infrastructure
Responsible Officer: Director of City Infrastructure

Distribution Schedule

Rev No	Date	Revision Details	Author	Reviewer	Approver
V1.0	2008	Version 1 was initiated in 2005 and completed during 2008. It was adopted by Council.			
V2.0	June 2014	Redraft to align with MAV STEP Brief AMP template	B. McDonald		
V3.0	Sept 2015	Updated asset quantities and values	B. McDonald		
V4.0	Nov 2019	Updated all sections	T. Mathew		
V5.0	May 2020	Draft Drainage Asset Management Plan	A. Pradhan		

Schedule of Adoption

Acknowledgements:
Disclaimer:

This publication may be of assistance to you, but Warrnambool City Council, its employees, consultants and contractors do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on the information in this publication.

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1   EXECUTIVE SUMMARY

1.1   The Purpose of the Plan

Drainage Asset management planning is a comprehensive process to ensure delivery of services from Council's Drainage infrastructure is provided in a financially sustainable manner. The plan combines management, financial, engineering and technical practises to ensure that the required services levels of stormwater drainage are met by the most efficient means with consideration for Council's fiscal and resource limitation.

This asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner while outlining associated risks.   The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 15-year planning period.

Stormwater drainage is intended to manage the quality and quantity of the stormwater generated from developed areas. The primary aim for managing stormwater drainage is to ensure stormwater runoff from the impermeable areas causes minimum nuisance, danger and damage to community, property, and environment.

This plan covers drainage infrastructure serving to collect and convey, retain and improve water quality. Water flows are mainly collected via run-off from hard surfaced, impervious areas (roads, roof tops, paved areas etc.) in open drains, pits, pipes and other designed features to retard and direct water flows, improve and manage water quality, store and discharge water.

1.2   Asset Description

The Warrnambool City council stormwater drainage network is primarily comprised of following assets:

- 10,954 Pits
- 270,950 m Pipes
- 24,017 m Open drains / Surface drains
- 2,879 m Tunnels
- 270,239 m2 Basins
- 25,000 L (5 tanks) Rainwater Tanks
- 40 Stormwater quality improvement devices (GPTs and Litter Traps)
- 13,720 m2 Swales
- 1,331 m2 Rain gardens

These infrastructure assets have significant value estimated at **$89,380,798**

1.3   Levels of Service

The current levels of service have been formulated with regard for legislative requirements, Australian standards, Infrastructure Design Manual, results from the community satisfaction survey and through analysis of customer requests. Service level performance will be monitored in accordance with this plan over the 15 year period, which will provide guidance on the required funding to ensure these service levels. Our present funding levels are insufficient to continue to provide existing services at current levels in the medium term.

If funding levels are reduced this would impact on Council's ability to maintain current levels of service and performance.

The main service consequences would result in:

- Reduced levels of service leading to a decrease in overall performance of the drainage network.
- Increased risk of flooding and property impact.
- Increased risk of public hazards due to failure of critical drainage infrastructure.

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1.4   Future Demand

Understanding the future demand for Drainage within the municipality is essential in ensuring an ongoing appropriate service is provided to the community. Council recognises and plans for many factors which are predicted to influence the future service requirements of drainage.

The main demands for new services are created by:

- Demographics-Residential and commercial land development due to population growth.
- Climate change-Storm intensity and severity due to climate change impacts.
- Finance and economics-Changes in material and resource cost, technology, design regulations and legislative standards.

These will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

- Using emerging and new technologies to ensure cost effective management of repairs and asset renewal works.
- Targeted renewal, upgrade and new infrastructure to focus and address where capacity issues have been identified.

1.5   Lifecycle Management Plan

What does it Cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal, upgrade and new assets over the 10-year planning period is **$ 2.4 million** on average per year. This includes modelled numbers in lieu of full condition data. All costs in this plan are in current (real) dollars at the time of publication.

1.6   Financial Summary

What we will do

Estimated available funding for this period **$1.36 million** on average per year as per the long term financial plan or budget forecast. This is **55%** of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long term financial plan can be provided. The emphasis of the Asset Management Plan is to communicate the consequences that this will have on the service provided and risks, so that decision making is "informed".

The allocated funding leaves a shortfall of **$1.1 million** on average per year of the projected expenditure required to provide services in the AM Plan compared with planned expenditure currently included in the Long Term Financial Plan. This is shown in the figure below.

Warrnambool City Council – Drainage Asset Management Plan

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Projected Operating and Capital Expenditure
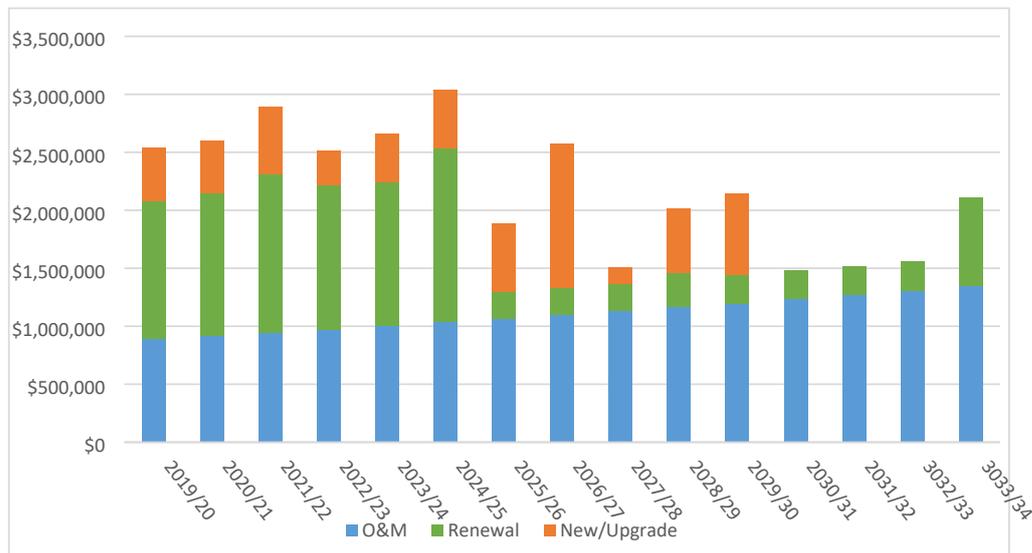
We plan to provide stormwater drainage services for the following:
- Operation, maintenance, renewal and upgrade of drainage infrastructure assets as detailed in Table 2.1a to meet service levels set by in annual budgets.
- Major renewal and improvements works as identified in Appendix A and Appendix B within the 10-year planning period.
- Maintain critical drainage assets as a high priority.

What we cannot do

We currently do **not** allocate enough funding to sustain these services at the desired standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Reduction of water soluble pollutants of stormwater discharged to natural water bodies.
- Mitigation and resilience to climate change impacts.
- Mitigation and reduction of impact to flooding hotspots within the municipality.
- Increase in drainage infrastructure condition assessment investigations.
- Assessment of capacity and renewal requirements for all stormwater basins.
- Daily residential street cleaning.

Managing the Risks

The risk management section identifies risks that may affect the ongoing delivery of services from drainage infrastructure. During the process of identifying significant risks, assets which present a high consequence of failure were highlighted as "critical assets" such that they may potentially receive greater consideration during the formulation of works programs, with respect to their overall risk rating. Our present funding levels are insufficient to continue to manage risks in the medium term.

The main risk consequences are:
- Further deterioration of critical drainage assets increasing risk of failure.
- Further exposure to risk and liability as a result of flooding.

We will endeavour to manage these risks within the available funding by:

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- Undertaking further investigations of the identified flooding hotspots to determine the best value for money treatment outcomes.
- Undertake a regular review of this Asset Management Plan to ensure alignment with Council's strategic planning cycle and to inform the investment need through the Long Term Financial Plan.

1.7   Asset Management Practices

Council is using a systemised approach to monitor and manage the Council's Drainage Infrastructure which has helped to improve the productivity and efficiency in Asset Management and are as follows:

- **Technology One**: Council's Financial management/information system.

- **Conquest**: Council's Asset register that contains Asset data, description and hierarchy, condition inspection and defects.

1.8   Monitoring and Improvement Program

The next steps resulting from this asset management plan is to improve asset management practices. The items listed below are the priority improvement actions identified during the development of the plan. Refer to the action plan (Table 8.1) for the full lists of actions and further details.

- We currently have no targeted research on customer expectation data relating to service level needs and requirements for drainage infrastructure. The Victorian Community Satisfaction Survey 2019 that relates to the sentiment towards Council's local streets and footpath is used to gain overall perspective on drainage assets. Thus, undertaking community consultation to determine and confirm community levels of service for drainage infrastructure is necessary in the future.
- There are 83km of pipes with an unknown age, for depreciation purpose these were assumed to be halfway through their life. Improvement in asset data confidence for condition and attributes (i.e. age) is necessary.
- Prepare an annual renewal works program that is fully funded. The annual renewal work program would be based on CCTV condition inspection and would be prioritised based on the criticality of the assets.
- Continue to analyse drainage capacity modelling. This would identify the deficiencies in the Council drainage system, identify the areas that may be subject to overland flow and determine best value for money upgrade project.

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2.   INTRODUCTION

2.1   Background

This asset management plan communicates the actions required for the responsive management of assets, compliance with regulatory requirements, and funding needed to provide the required levels of service over a 15-year planning period. The plan combines management, financial, engineering and technical practises to ensure that the required service levels of drainage infrastructures are met by the most efficient means with consideration for Council's fiscal and resource limitations.

The Drainage Asset Management Plan is to be read in conjunction with relevant planning documents including the Asset Management Policy and Asset Management Strategy as well as all documents and references identified within this document.

Stormwater drainage is intended to manage the quality and quantity of the stormwater generated from developed areas. The primary aim for managing stormwater drainage is to ensure stormwater runoff from the impermeable areas causes minimum nuisance, danger and damage to community, property, and environment.

Drainage networks can functionally be grouped into three sections, namely;

- Collection and Conveyance – The infrastructure responsible for the collection and conveyance of runoff from impervious surfaces belong in this category. These are the drainage infrastructure used for conveyance including pits, pipes, surface drains, tunnels and minor culverts. The primary responsibility of the infrastructure is to protect the community and assets from the flooding.

- Retention - This is a hold point for stormwater. The conveyance infrastructures leaves the water to this phase where stormwater is retained to enable some level of treatment and groundwater recharge or reuse. The infrastructure elements included in the retention phase are stormwater basins, aquifer recharge bores, water harvesting tanks and other machinery related to this infrastructure such as pumps in basins and backflow prevention devices.

- Water quality – The infrastructure, which helps in enhancing stormwater quality such as Stormwater Quality Improvement Devices (SQID) and Water Sensitive Urban Devices elements (WSUD). SQIDs include litter traps, gross pollution traps, and water sensitive urban devices including swales, rain gardens, etc.

The infrastructure assets covered by this asset management plan are shown in Table 2.1a.

Table 2.1a: Assets covered by this Plan

Functional type	Asset components
Collection and Conveyance	Pits (Side entry pits, Junction Pits, Grate pits, End walls, Headwalls, Outfalls, etc.)
	Pipes (Includes concrete pipes, PVC pipes, Black Max pipes, HDPE pipes, minor culverts, and earthen pipes)
	Surface drains (Agricultural drains, natural open drain, open drains, grated drainage channel)
	Tunnels
Retention	Basins
	Soak pits
	Rainwater harvesting tanks
	Aquifer recharge bores
	Drainage pumps
	Backflow prevention devices
	Retention cells
Water Quality	Swales and rain gardens,
	Stormwater Quality Improvement Devices (GPT, Litter trap)
Flood Plain	Flood Walls

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Management	Boom Gates
	Level Sensors
	Indicator Signs

Note: Major Culverts are considered within the Bridge and Major Culvert Asset Management Plan

The key stakeholders in this Stormwater Drainage Asset Management Plan include:

Table 2.1b: Key Stakeholders involved in this plan

KEY STAKEHOLDER	ROLE IN ASSET MANAGEMENT PLAN
Asset Custodian	Regulatory authority responsible for the care and control of the drainage network to service community service needs.
Asset management	Responsible for development of the Drainage Asset Management Plan and renewal modelling
Executive Management Team	Management – responsible for corporate review, resourcing and ensuring implementation of the Drainage Asset Management Plan.
Councillors	Council authority – Approval of the Drainage Asset Management Plan and approval of annual budgets and long term financial planning.
Community	General public – Service level recipients.

Roles and Responsibilities for asset management within Warrnambool City Council is described as follows;

Service Managers, who are responsible for planning, controlling, and directing Council services.
The primary service manager for drainage assets is the Manager Infrastructure Services, who is responsible for planning, operation, maintenance and renewal/ upgrade works. The table below details the breakup of drainage related responsibilities vested with each service manager.

DESIGNATION	RESPONSIBILITY
Coordinator Infrastructure Management	Responsible for the planning of drainage infrastructure. Improve/enhance the capacity and function of the drainage network. Providing input for required service levels such as performance and safety. Responsible for delivery of renewal and upgrade programs. Respond to customer requests.
Coordinator Municipal Operations	Ensure the performance of drainage systems with periodic maintenance and operational activities. Providing reports and metrics concerning the drainage performance. Monitoring the risks associated with the respective assets.
Manager Infrastructure Services	Emergency Management.

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Asset Managers, who are responsible for planning the delivery and longevity of assets required for Council services. The asset manager for drainage is Coordinator Strategic Asset Management, who is responsible for the following:

- Collecting and managing asset data to keep the asset register updated and complete.
- Conducting condition assessments.
- Ensuring the timely maintenance of drainage.
- Monitoring and development of the service levels for drainage.
- Assist the service managers in predicting future demand.
- Develop the asset renewal and upgrade programs.

Improvement Action:
Split roles and responsibilities matrix by each drainage asset types for clarity

2.2   Goals and Objectives of Asset Ownership

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meets the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Life cycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:
- International Infrastructure Management Manual 2015
- ISO 55000

2.3   Core and Advanced Asset Management

This plan is prepared as a 'core to intermediate' asset management plan over a 15 year planning period in accordance with the International Infrastructure Management Manual. The plan contains more than the minimum requirements of a basic plan, with legislative and organisational requirements for sustainable service delivery along with long-term financial planning and reporting.

Further revisions of this plan will move towards advanced asset management using a 'bottom up' approach, with additional information on individual assets and programs to meet agreed service levels.

3.   LEVELS OF SERVICE

3.1   Customer Research and Expectations

We currently have no targeted research on customer expectation data relating to service level needs and requirements for drainage infrastructure, however there are a number of other surveys and community engagement processes that have been undertaken that provides guidance as to the community expectations including the Victorian Community Satisfaction Survey (2019), the Warrnambool Flood Plain Management Plan, and council's customer request system. Council acknowledges the

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need to undertake targeted community engagement to understand the community needs and expectations with respect to service levels and will investigated for future updates of the asset management plan.

Warrnambool City Council participates in the Victorian Local Government Customer Satisfaction survey which benchmarks the performance of most councils across Victoria. This extensive telephone survey polls residents to determine the importance of a service and the council's performance of that service.

The survey below relates to the sentiment towards Council's local streets and footpaths, and is not specific to Council's drainage assets, however it is believed an overall perspective can be gained on the general performance of drainage assets as they form a critical part of the road network.

Table 3.1: Victorian Community Satisfaction Survey 2019

Local Streets and footpaths	Importance Level	Performance
Warrnambool City Council	**78**	**64**
Regional Average	77	61
State Average	77	59

It is considered reasonable to extrapolate the results from the community satisfaction survey relating to the road network to reflect the satisfaction for drainage and drainage related infrastructure especially as this forms a critical component of a functioning road network. The results of the Victorian Community Satisfaction Survey 2019 show Warrnambool City Council is performing well compared to the average regional and state performance index with regard to drainage infrastructure management.

Council acknowledges that in future, community satisfaction should be assessed specifically against drainage infrastructure as a standalone service.

In addition to the above survey, Council's customer request system is used for tracking and actioning requests from the public with respect to drainage related enquiries. Typically it is expected the requests associated with drainage infrastructure will fluctuate and align with rain events and storm intensity. It is generally considered there is a strong correlation between recorded rainfall and the number of requests received which gives high level insight to the network performance and capacity of the drainage network. It is acknowledged the relationship between customer requests received, and alignment with rain events would provide greater clarity and therefore service delivery understanding if the customer requests could be interrogated with respect to location clusters, timing of rain event and rain intensity.

Figure 3.1 shows the customer requests relating to drainage and the annual reported rainfall over the last 10 years. As previously outlined, it is unclear what impact rain intensity had on customer requests. There were wide spread regional flooding events during 2011 and 2016 however the total rainfall for these years was not out of the ordinary. This may explain why these two years showed customer requests significantly higher when compared to other years.

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Figure 3.1: Customer Requests and Annual Rainfall
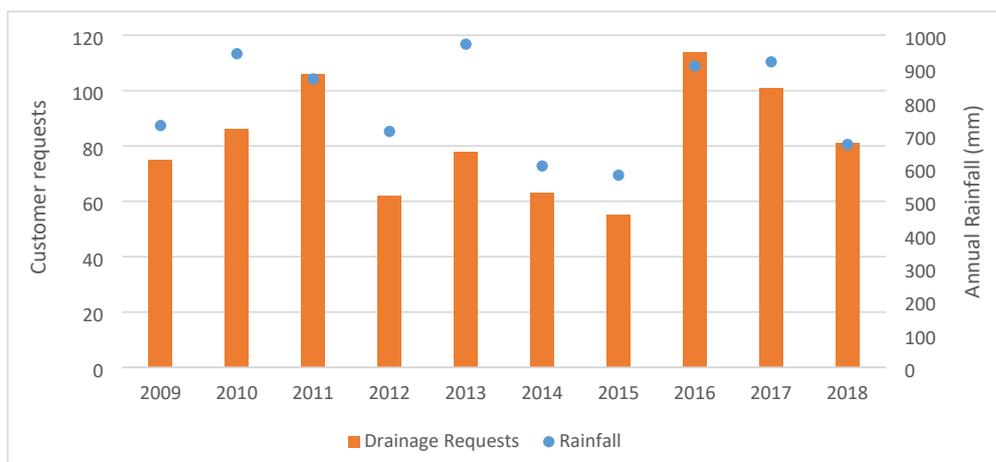
A significant number of customer requests relate to flooding, which indicates the drainage capacity is not meeting the needs and expectations of the community. Council has undertaken flood modelling and analysis which confirms there are areas across the network that are under capacity and do not deliver the community or technical service levels. This has been incorporated into Council's drainage upgrade program for consideration in future capital investment, and is included within the financial modelling within this management plan.

Improvement Action
- *Introduce drainage satisfaction questions to the Victorian Local Government Satisfaction Survey*
- *Ensure the AMP review focuses on community levels of service*

3.2   Strategic and Corporate Goals

This asset management plan is prepared under the direction of the Warrnambool City Council's vision, mission, goals and objectives.

Our vision for Warrnambool is: **A *cosmopolitan city by the sea***

Our mission is: ***To make Warrnambool Australia's most liveable regional city***

Relevant goals and objectives and how these are addressed in this asset management plan are:

Table 3.2a: Council Plan Goals and how these are addressed in this Plan

Goal	Action	How Goals and Actions are addressed in this AM Plan
Objective 2. Foster a healthy, welcoming city that is socially and culturally rich		
2.2 Increase participation, connection, equity, access and inclusion.	Support the collection and sharing of consistent data and evidence to inform strategic and service planning.	Identifies current technical and community levels of service for drainage. Documents the upgrade and improvement works required to meet the current service levels for drainage.
Objective 3. Maintain and improve the physical places and visual appeal of the city.		
3.4 Maintain and enhance existing Council infrastructure	Identify and regularly monitor condition of asset classes.	Utilise asset condition modelling to determine renewal funding requirements. Highlights the benefits of improved data confidence and knowledge in refining future funding requirements.
	Update asset management plans for asset classes including drainage, roads, open space, IT, buildings and monuments.	The preparation and adoption of this asset management plan will achieve this action.

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	Complete service level reviews for parks and gardens, roads and drainage services.	Identify asset maintenance requirements to continue to provide current levels of service and maintain safe infrastructure. Investigate service demands to determine drainage upgrades necessary to meet future community needs.
Objective 5. Practice good governance through openness and accountability while balancing aspirations with sound financial management.		
5.3 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk	Review and update the Long Term Financial Plan to ensure Council remains financially sustainable into the future.	Identifies poor condition, aged and unserviceable assets requiring renewal or disposal to be included within Council's Long Term Financial Plan.

Table 3.2b: Blue Warrnambool and Warrnambool 2040 goals and how these are   addressed in this Plan

2040 Goal	Action	How Goals and Actions are addressed in this AMP
Water Sensitive Urban Design principles are used in all infrastructure and open space developments and upgrades.	Develop a Green-Blue City Plan for Warrnambool to provide a framework for integrated water management and incorporate Water Sensitive Urban Design into residential and commercial development	Alignment of new developments and gifted assets with IDM guidelines that set out the requirement in relation to a range of WSUD options from large scale detention systems to small scale detention systems.
All new developments incorporate roof water harvesting infrastructure.	Neighbourhood scale solutions for stormwater treatment and reuse.	Investigation of the most efficient policy change to achieve this Goal as improvement plan.
No stormwater enters our waterways and coast without treatment.	Contribute to management and protection of groundwater systems.	All hazards identified by risk assessment to be addressed appropriately. Targeted 100% performance of the SQIDs.

The Warrnambool City Council will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AM Plan. Management of infrastructure risks is covered in Section 6.

Improvement Action:
Investigation of most efficient policy to incorporate roof water harvesting infrastructure in all new developments.
Determine the costs to ensure the SQIDs to perform at 100%.

3.3   Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 2020	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by infrastructure and asset management plans for sustainable service delivery.
Road Management Act 2004	Enables the council to set out its own specific Road Management Plan and intervention levels. This enables councils to manage their network to provide a safe and responsive network for the public, in order to manage their civil liability. Road authorities lost their immunity through the removal

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	of nonfeasance which gave rise to the 2004 legislation in Victoria.
Road Management (General) Regulations 2005	Sets out additional matters for the review and amendment of a Road Management Plan not contained in the 2004 Road Management Act for consultation with the community. The regulation also prescribes certain matters that must be recorded on a register of public roads and provides for the protection of roads and property. Provides for a coordinated management system for public roads including use of the road reserves for other legitimate purposes such as the provision of utility services and drainage. It defines the responsible authorities , and makes Council the controlling authority for public local roads, boundary roads and parts of declared roads within the municipal area, which also makes Council responsible for managing the infrastructure assets within them.
Transport Act 1983	Relates to the operation of the road network and regulation or prohibition of drainage discharge onto any road.
Water Act 1989	Management of the use of water resources including conservation, protection, and discharge requirements.
Environmental Protection Act 1970	Relates to the discharge, emissions, or deposits especially within drainage systems and at the point of discharge to water ways.
Wrongs Act 1958	The Act imposes several thresholds for the recovery of damages for economic and non-economic loss from personal injury and death in Victoria, as a result of negligence or fault. It defines Duty of Care and establishes the principles for determining negligence.
Integrated Water Management Framework for Victoria	A framework to deliver greater community value through consistent and strategic collaboration within the water sector – including water corporations, local governments, catchment management authorities, and links with organisations involved in land use planning.
Applicable Standards, Codes of Practice, Design Guidelines, Local Laws and Council policy and governance	Used to determine minimum standards for road construction and maintenance including drainage, basins and any drainage related infrastructure.

3.4   Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

Quality   How good is the service … *what is the condition or quality of the service? This is the condition score with C1 being Very good and C5 being Very poor*

Function   Is it suitable for its intended purpose …. *Is it the right service?*

Capacity/Use Is the service over or under used … *do we need more or less of these assets?* O*ne indication of the capacity is the serviceability score with SER1 being Very good and SER5 being Very poor*

The current and expected customer service levels are detailed in Tables 3.4 and 3.5. Table 3.4 shows the expected levels of service based on resource levels in the current long-term financial plan.

Organisational measures are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition percent of Very Poor, Poor/Average/Good, Very good.

These Organisational measures provide a balance in comparison to the customer perception that may be more subjective.

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Table 3.4: Customer Level of Service

Key Performance Indicator	Level of Service	Performance Measure	Target Performance	Current Performance
Community levels of service				
Health and safety	Drainage system is safe and hazard free	Absence of significant health and safety hazards	All hazards identified by risk assessment should be addressed appropriately	No hazards identified to date for 2019/2020 financial year.
Environmental Standards	Gross pollutants are removed from Stormwater prior to entering waterways	Performance of GPTs	100% of SQIDs are functioning as designed	< 100% functioning as designed
Responsiveness	Registered drainage complaints are timely responded	Response time for the complaints registered	100% of the customer complaints to close in time	87% of the customer complaints are closed in time

Improvement Action:
- *Determine effectiveness of GPTs*
- *Develop water quality monitoring of stormwater discharge at outfalls*

3.5   Technical Levels of Service

Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired customer outcomes and demonstrate effective organisational performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Operations** – the regular activities to provide services (e.g. opening hours, cleansing, street sweeping, mowing grass, inspections, etc.)

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. cleaning of refuse/rubble, removing tree roots, replacing cracked pit lids)
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally (e.g. frequency and cost of pipeline replacement),
- **Upgrade/New** – the activities to provide a higher level of service (e.g. replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. drainage augmentation projects).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.

Table 3.5 shows the technical levels of service expected to be provided under this AM Plan. The 'Desired' position in the table documents the position being recommended in this AM Plan.

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Table 3.5: Technical Levels of Service

Key Performance Indicator	Level of Service	Performance Measure	Desired Performance	Current Performance
Technical levels of service				
Design	Capacity in accordance with land use and IDM	Pipe capacity as per flood model	No pipes over capacity in accordance with IDM	45% of drains are under the desired level of capacity
	Serviceability	Pipe capacity not reduced by blockages, lack of maintenance or intrusions	100% of pipes with a serviceability score better than 5(SER5)	79% of pipes with a serviceability score better than SER5 (Appendix E)
	New developments and gifted assets meet current-day IDM design guidelines	Amount of infrastructure meeting current-day IDM design requirements at handover	100% alignment	TBD
Condition	Drainage maintained in good condition and fit for purpose.	Condition Score	95% of assets better than Condition Score 5(C5)	96.6% better than C5
		Renewal Planning	100% of C5 assets covered by the 15-year capital works program	15-year capital works program currently in development stage.
		Amount of network inspected each year	5% of pipe network per year	3%
Operations	Street sweeping	Frequency of Street sweeping	CBD-Daily Residential Street-Annually	CBD-Daily Residential Street-Annually

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

Improvement Action:
- *Develop condition inspection and inventory collection programs for all drainage asset types.*
- *Develop a 15-year works program*
- *The Current Performance of New developments and gifted assets meet current-day IDM design guidelines*

4. FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population and demographic changes, environmental factors influencing infrastructure capacity and design requirements, and technological change and improvements in maintenance and management of infrastructure. The main drivers are discussed as follows;

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Natural Environment

It is expected climate change will influence demand for new and upgraded drainage infrastructure to address changes in rainfall intensity and storm frequency. A study of climate change impacts show Warrnambool might experience a sea-level rise of 0.49m and increased rainfall intensity by 2070. Given the cities topography and close proximity to the ocean, climate change impacts are likely to increase flooding vulnerability, frequency and impact.

Population and Demographic Changes

Population forecasts predict Warrnambool will be home to approximately 46,210 people by 2036, which is a significant increase of 28% of the current population. Significant development of current broad acre allotments will be required to meet the housing development required to house the significant population growth. It is also anticipated infill development type will change to more consolidated high density development, which will place further demand on the ageing existing stormwater system.

Finance and Economics

Factors include changes to regulations and design standards, technology advancements, material and resource cost increases. When these factors are combined it provides opportunities of increased life expectancy for new technology assets, reduced maintenance resources/costs and alternative renewal methods to prolong asset life. This also provides for improved service levels and reduction of impact from asset failure, flooding severity and social impact.

4.2   Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.3. Warrnambool's current population is expected to grow from 36,000 in 2019 to 46,000 in 2036. This is an increase of 28% over 17 years. This growth will require the expansion of the existing stormwater network to these new growth areas as well as potential upgrade to brownfield development sites.

4.3   Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Table 4.3: Demand Drivers, Projections and Impact on Services

Demand drivers	Present position	Projection	Impact on services
Natural Environment			
Climate Change	A study on climate change impact on Warrnambool's drainage was carried out. This stated that a notable risk is posed by climate change through increasing storm surges, sea-level rise, ground-level movement, groundwater changes, temperature, and solar radiation and frequency and intensity of extreme rainfall events.	Warrnambool might experience a sea-level rise of 0.49m and increased rainfall intensity with climate change.	City more vulnerable to flooding, especially in areas like Koroit Street, Japan Street and Koroit Street intersection, Harrington Road, Morriss Road and Anthony Street.
Demographics and Land use			
New growth areas (North of Merri, West Dennington, East Warrnambool, and	Drainage infrastructure will be constructed in growth areas as per the Council's adopted growth area	It is anticipated to have an additional 8.5km of pipes, 325 pits, minimum of 25 soak pits, 15 GPT's, 7km of	Significant increase in impervious area.

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Logans)	structure plans.	swales and five basins in next 10 year as per planned development.	
Increased infill developments within the urban areas	One of the recommendations of the Warrnambool City-Wide Housing Strategy is that housing densities should be expected to increase in many parts of Warrnambool.	Increase in demand for capacity on existing network or need for onsite retention	Increase in impervious areas.
Finance and Economics			
Technology improvement and utilisation	Increase in available technology for the construction, management, maintenance, and renewal of drainage infrastructure.	Further analysis is required.	Opportunity of cost savings in service delivery as well as improvement in structural integrity resulting in more life span for the assets.
Unit rate changes	Unit rate cost might increase larger than the expected rate of increase or vice versa	Further analysis is required, however consideration given in ongoing maintenance costs within LTFP.	Changes in unit cost will affect in Council's utilisation of maintenance, renewal, and capital expenses.

4.4   Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this asset management plan.

Table 4.4: Demand Management Plan Summary

Demand Driver	Impact on Services	Demand Management Plan
Climate Change	City more vulnerable to flooding, especially in areas like Koroit Street, Japan Street and Koroit Street intersection, Harrington Road, Morriss Road and Anthony Street.	Warrnambool Climate Change Drainage Impact Study details the impact of Climate change and suggests the flood mitigation measures associated with it.
New growth areas	Significant increase in impervious area.	The planning and construction of drainage in new subdivisions is managed through the planning process, which includes a detailed drainage study and design for the area.
Increased infill developments	Increase in impervious areas.	All the infill developments are guided through the planning process, which should satisfy various amendments, including amendment VC154 on stormwater management.
Inadequate controls of private retention	Increased run-off beyond design capacity	No management plan in place

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Technology improvement and utilisation	Opportunity of cost savings in service delivery as well as improvement in structural integrity resulting in more life span for the assets.	Continue to monitor and be updated with the new developments in this space.
Unit rate changes	Changes in unit cost will affect Council's utilisation of maintenance, renewal, and capital expenses.	Conduct an annual review on unit rates.

Improvement Action: Create controls relating to private retention systems

4.5   Asset Programs to meet Demand

New drainage assets are typically received through the development of land and are then gifted to Council. They can also be acquired or constructed. Additional assets are discussed in Section 5.4. The summary of the value of additional asset is shown in Figure 4.5. Although there are cycles of peaks and troughs, on average the stormwater asset base grows by $2.5M (or 3%) annually.

Figure 4.5: Annual additions to Council's stormwater network from developments and capital projects.
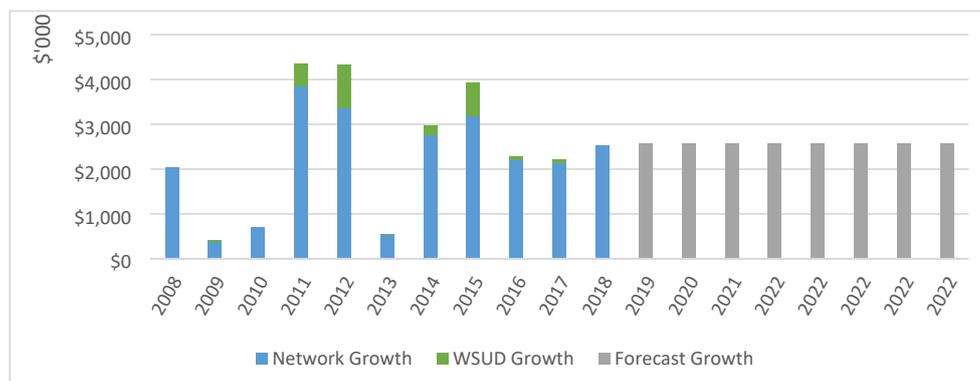
All subsequent values in this document are in current (real) dollars and not discounted for inflation. Acquiring these new assets will commit ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long term financial plan further in Section 5.

These figures are only based on asset expansion to provide the existing level of service to new catchment areas in line with population growth. Refer to Section 5.4 which identifies upgrade and improvement projects to expand the capacity of the existing network to reduce the impact of flood events on current customers in line with community accepted levels of service.

Improvement Action: Assess the impact of Victorian Planning Provision VC154 on drainage requirements

5.   LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Warrnambool City Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

## 5.1   Background Data

5.1.1   Physical parameters

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Table 5.1a: The assets covered by this asset management plan

Asset Type	Quantity	Asset Replacement Value ($)	Asset Current Value ($)	Annual deterioration rate ($)
Pits	10,954	$17,983,421	$12,538,321	$180,298
Pipes	270,950 m	$50,921,138	$37,533,324	$505,195
Surface drains	24,017.29 m	$761,970	$698,636	$7,262
Tunnels	2,879 m	$8,211,870	$4,745,109	$53,280
Basins	18 (270,239 m2)	$4,730,487	$4,601,471	$27,215
Soak pits	300	$478,963	$355,304	$4,801
Rainwater harvesting tanks	5 (5,000 L each)	$387,839	$345,183	$3,876
Aquifer recharge bores	1	$40,020	$38,620	$200
Drainage pumps	5	$702,500	$409,666	$61,983
Backflow prevention devices	4	$41,589	$41,589	$2,310
Flood Walls	1180 m	$1,563,778	$1,518,132	$15,659
Retention cells	1	$21,240	$20,805	$435
Stormwater Quality Improvement Devices	40	$2,798,680	$2,586,223	$27,881
Swales	13,720 m2	$0	$0	$0
Rain Gardens	1,331.2 m2	$671,685	$613,724	$9,157

The age profile of the assets included in this AM Plan are shown in Figure 5.1a. There is more confidence in construction dates from 2010 onwards. Prior to this time, ages were taken from archived records and design plans which would have unlikely been constructed in the same year as being drafted.

There are 83km of pipes with an unknown age, for depreciation purposes these were assumed to be halfway through their life and given the construction date of 1975. Investigation should be done to apply appropriate ages to these assets. They are included in all graphs and models going forward.

Figure 5.1a: Asset Age Profile
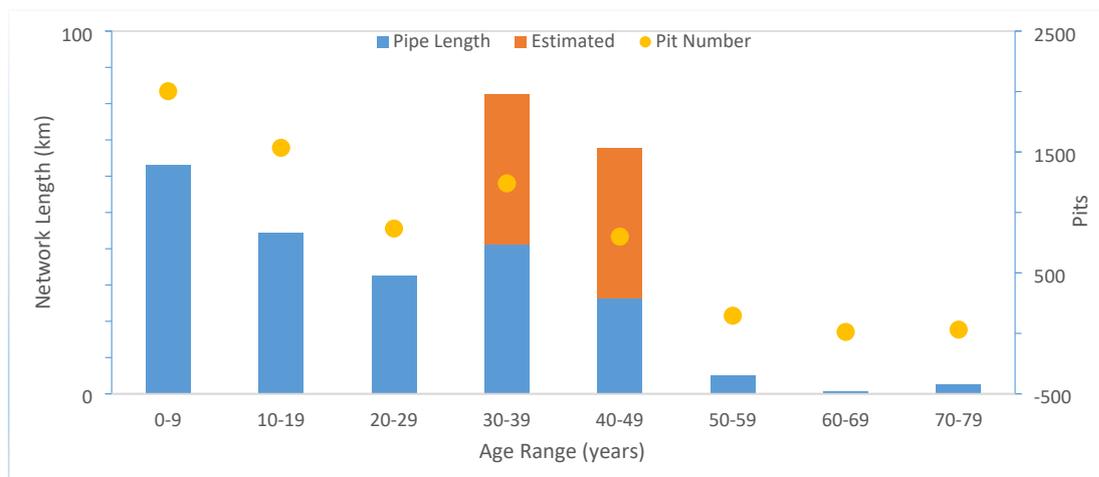
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Figure 5.1b shows that most of Council's stormwater network is small in diameter, with 66% of the network being 300mm or less in diameter, these are the lines which primarily service properties and are likely to block due to their reduced capacity. Two percent of the network is 1200mm or greater. Note only significant groups are shown.

Figure 5.1b: Length of Network by Diameter
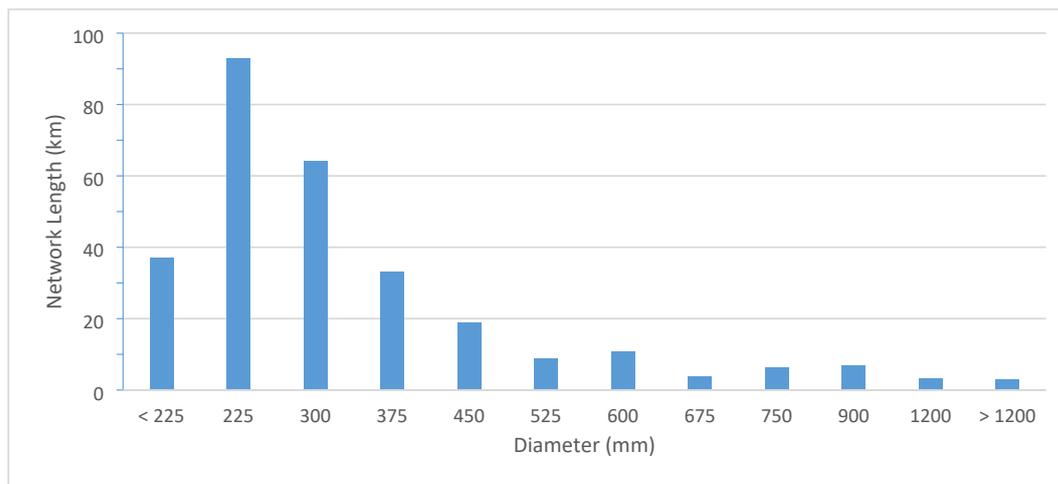
Improvement Action: Investigate best method to record accurate construction dates on all drainage assets.

5.1.2   Expected Useful Lives

Extracts of expected useful lives of different asset types are given in table 5.1.2a.

Table 5.1.2a: Expected useful lives

Asset Type	Expected useful life
Pipes	100
Pits	100
Surface drains	100
Tunnels	100
Basins	200
Soak pits	100
Rainwater harvesting tanks	50
Aquifer recharge bores	200
Drainage pumps	20
Backflow prevention devices	20
Flood Walls	100
Retention cells	50
Stormwater Quality Improvement Devices	100
Swales	150
Rain Gardens	60

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Improvement Action: Founded on industry benchmarks, investigation to be confirmed for Warrnambool environment

5.1.3 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. Locations where deficiencies in service performance are identified in Appendix E.

The capacity of pipes were assessed against their prescribed IDM standard for their designated land use. Drains in or around commercial areas, essential utilities, institutions and hospitals should have a capacity for a 5% AEP, drains in the industrial area should have a capacity to take 10% AEP and drains in residential areas should have a capacity for an 18% AEP flood event (Table 5.1.3b)

Pipes under capacity are given a score of 1 in the AMS indicating great performance. Those at capacities are given a score of 2, indicating they are meeting current demand without issue but that there is no potential for increasing the future demand under the current condition. Assets over capacity are given a score of 5 indicating a failure in their levels of service.

Table 5.1.3a: IDM drainage capacities by land use

Zone	Capacity Score		
	Under Capacity	At Capacity	Over Capacity
Commercial	1% AEP	5% AEP	10% AEP
Essential utilities/ Institutions/ Hospitals	1% AEP	5% AEP	10% AEP
Industrial	5% AEP	10% AEP	18% AEP
Residential	10% AEP	18% AEP	>20% AEP

Following an assessment of existing infrastructure under current IDM standards, about 45% of Council's drains are under capacity according to these IDM standards. Table 5.1b details the current capacity of the drainage network for various planning zones. A TUFLOW flood model calculated the maximum amount of stormwater which can flow through corresponding pipes. This model assumes no blockages, root intrusions or debris are reducing the capacity of these pipes.

Table 5.1.3b: Percentage of pipe length with corresponding capacity limits

Zone	Pipe capacity					
	1%AEP (1 in 100 year event)	5% AEP (1 in 20 year event)	10% AEP (1 in 10 year event)	18% AEP (1 in 5 year event)	>20% AEP	Percentage of pipe with capacity lower than suggested flood immunity
Commercial	0.66%	14.07%	**14.73%**	**17.05%**	**53.49%**	85% (16.3km) of drainage pipes along commercial areas are lower than flood immunity as per IDM
Essential utilities/ Institutions/ Hospitals	1.40%	17.55%	**14.08%**	**9.37%**	**57.60%**	81% (13.2km) of drainage pipes along essential utility areas are lower than flood immunity as per IDM
Industrial	2.90%	21.36%	6.24%	**10.41%**	**59.09%**	69% (9.8km)of drainage pipes along Industrial areas are lower than flood immunity as per IDM
Residential	4.74%	24.46%	16.65%	14.19%	**39.86%**	39.8% (82km) of drainage pipes along residential areas are lower than flood immunity as per IDM

Flooding hotspots- Flooding hotspots are identified and prioritised under the Drainage Strategy. Twenty prioritised hotspots are considered for upgrade projects to increase the capacity of drainage.

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5.1.4   Asset condition

Condition of the pipe network is determined via CCTV inspections which apply WSAA defect codes to each asset and provide an overall condition (structural) and serviceability score. An annual budget of $50,000 allows for approximately 3% of the underground drainage network to be done each year. Reinspections to determine deterioration over time have not yet been planned.

Condition is measured using a 1 – 5 grading system as detailed in Table 5.1.4a.

Table 5.1.4a: Simple Condition Grading Model

Condition Grading	Description of Condition
1	**Very Good**: only planned maintenance required
2	**Good**: minor maintenance required plus planned maintenance
3	**Fair**: significant maintenance required
4	**Poor**: significant renewal/rehabilitation required
5	**Very Poor**: physically unsound and/or beyond rehabilitation

The condition profile of our each method is shown below. There appears to be a trend that the smaller the diameter of pipe, the worse the condition it will be, this may be due to the location in road reserves and how they are impacted by other works, excavation and property connections.

Figure 5.1.4a: Asset Condition Profile from Inspected Pipes by Diameter
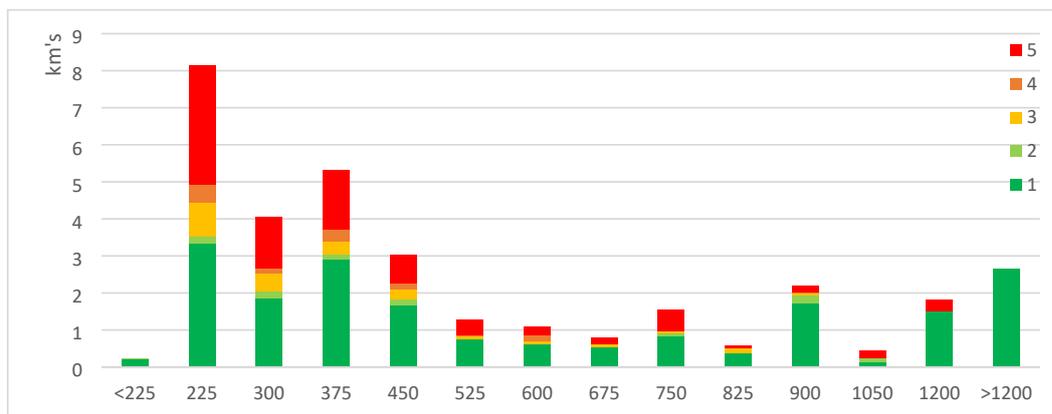
A decision tree model using age, material, diameter, and soil salinity as inputs was created to predict condition scores for the remainder of the network which has not yet been inspected based on how these inputs affect the known sample areas. This Coarse Condition Score (CCS) was applied to all non-inspected pipes, asset-by-asset, and provides an indicative condition score for financial and renewal planning. This is believed to be a robust assessment with enough confidence for predictive renewal modelling, the confidence can be improved with ongoing condition assessments to refine the model and these scores can also be updated as actually condition information becomes available.

Fig 5.1.4b: Asset Condition Profile from Desktop Assessment by Diameter

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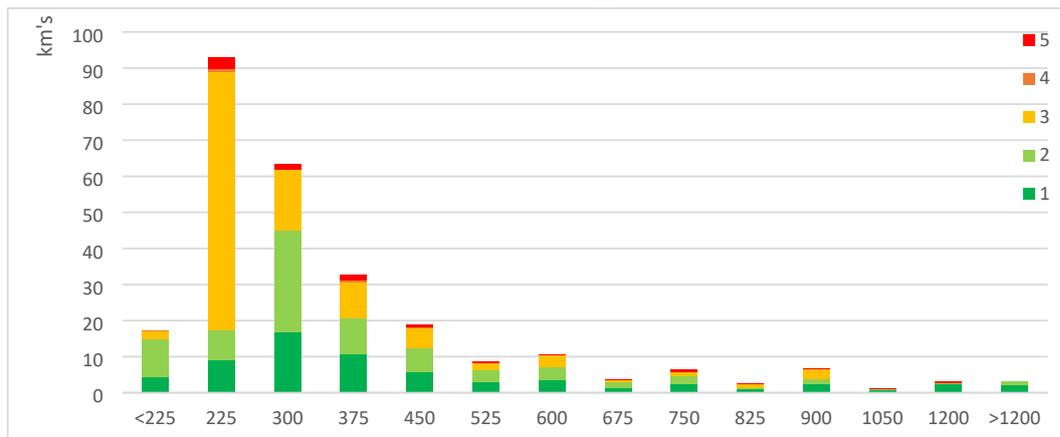
Serviceability of drains- This score indicates the degree to which root intrusions or debris are causing blockages or reducing the capacity of the drainage system, reducing the performance of the drainage. Figure 5.1a summarises the serviceability of pipes which have been visually condition assessed. 21% of pipes have a serviceability score of 5, which suggests blockages in these pipes are greatly preventing stormwater conveyance and potentially causing flooding upstream. It is recommended to jet or root-cut these lines where the pipes are structurally sound enough to withstand the impact of these activities (Table 5.1c).

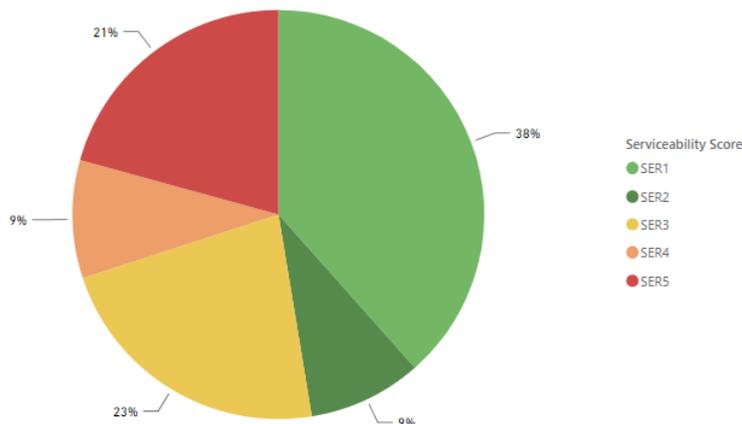**Figure 5.1.4c: Summary of network serviceability**

Table 5.1.4b: Length of pipe by serviceability cross referenced by structural score

	SER1	SER2	SER3	SER4	SER5	Total
C1	8,458m	1,775m	3,722m	97m	3,979m	10,452m
C2	362m	24m	256m	46m	405m	1,093m
C3	1,192m	64m	516m	368m	708m	2,848m
C4	653m	6m	276m	112m	188m	1,235m
C5	2,123m	1,098m	2,729m	1,595m	1,602m	9,147m
Total	**4,330m**	**2,967m**	**7,499m**	**3,097m**	**6,882m**	**24,775m**

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5.2   Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. Condition assessments and inspections, pit cleaning, pipe jetting, street sweeping, including all labour, plant and overhead costs. This also includes staff training and development.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. Pipe patching, pit repairs or pit cover replacements and minor repairs under the capital threshold and doesn't extend the life of the asset.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Maintenance expenditure is shown in Table 5.2.

Table 5.2: Operations and Maintenance Expenditure Trends

Year	Operations(Actuals) ,000	Maintenance(Actuals) ,000	Modelled operations(3% of Asset Value),000	Modelled maintenance(1.9%of Asset Value),000	Asset value
2016/17	$935	$258	$2,37	$1,50	$79,152,436
2017/18	$892	$314	$2,42	$1,53	$80,745,376
2018/19	$873	$250	$2,68	$1,70	$89,380,798

Fig 5.2a: Operations and Maintenance Expenditure Trends
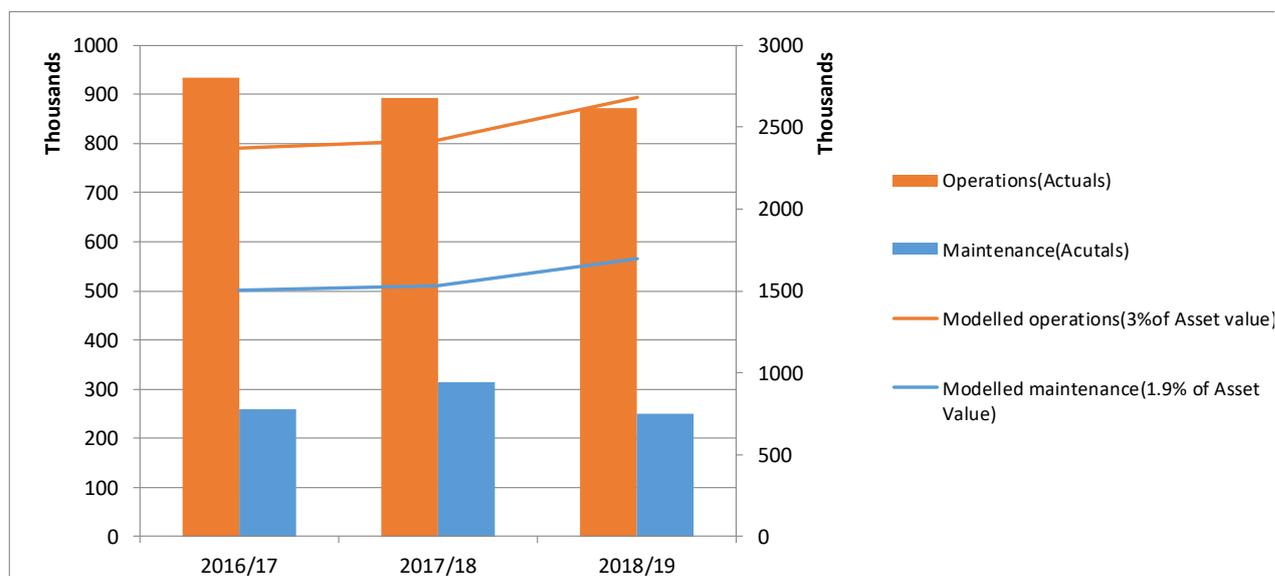
Note: The assumptions in table 5.2 have been included within the above section of the AMP. Considering this, Council should carefully review these assumptions and resulting forecasts and update accordingly with a more accurate set of data as required. It is recommended that these forecasts should be reviewed prior to the adoption of the final 10-year budgets.

Operations and Mmaintenance expenditure levels are considered to be inadequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been identified and highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

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IA: Test the assumptions used to model operational and maintenance expenditure to determine if rates are appropriate
Refine actual O&M expenditure to ensure all appropriate drainage activities are covered

Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 5.2b.

Figure 5.2b: Projected Operations and Maintenance Expenditure
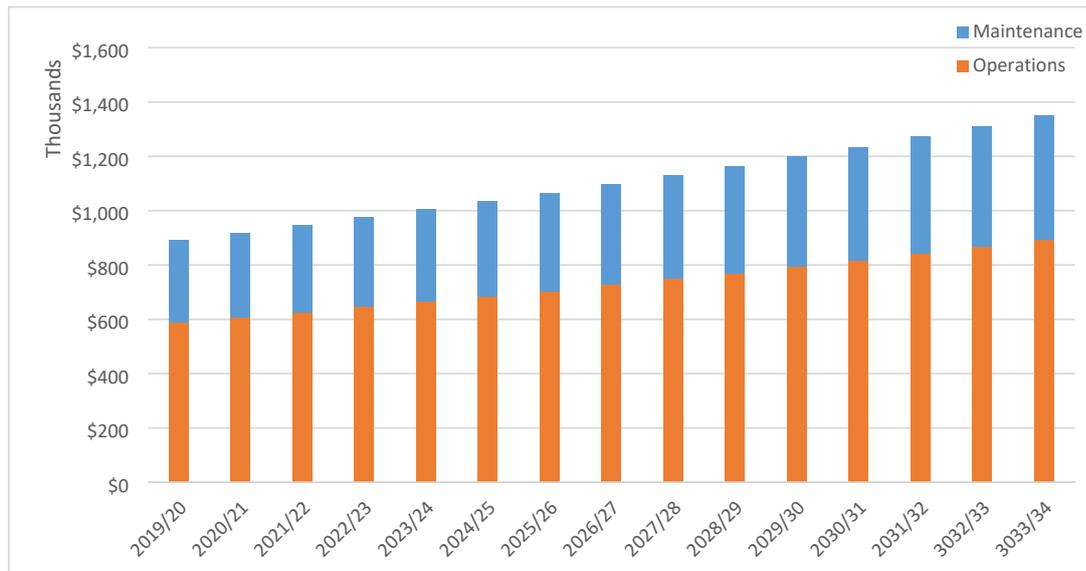
This expenditure is in line with the drafted levels of service agreed upon by the Drainage Working Group. It allows for extremely high priority assets to be done every two years, and low priority assets only once in 15 years. These are set to also increase by 3% annually in line with the growth of the asset base. As this is the first time we are defining levels of service for maintenance, as opposed to being reactive driven by customer requests, this level of service should be reviewed annually in line with community and budget expectations.

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

5.3   Renewal/Replacement Plan

Renewal and replacement expenditure is major work which restores, rehabilitates, replaces or renews an existing asset to its original service potential without increasing the asset's design capacity. Work over and above restoring an asset to original service potential is considered to be an upgrade or new work expenditure resulting in additional future operations and maintenance costs.

5.3.1 Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a pipe that has partially collapsed), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. Drains water to reduce pooling and ponding).

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

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- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AM Plan as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 5.3.

**Table 5.3: Renewal and Replacement Priority Ranking Criteria**

Criteria	Priority level
Assets with an alarming defect and zero or no remaining life, criticality score 4 & 5 and extremely high risk	1 (Extreme high)
Assets with an alarming defect and up to 10-year remaining life with criticality score 3 and high risk	2 (High)
Assets with a significant defect and up to 15-year remaining life with criticality score 2 and medium risk	3 (Medium)
Assets with a significant defect and more than 15-year remaining life with criticality score 1 and low risk	4 (Low)

5.3.2   Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure is required is shown in Figure 5.3.

The projected capital renewal and replacement program is shown in Appendix A.

Figure 5.3: Projected Capital Renewal and Replacement Expenditure
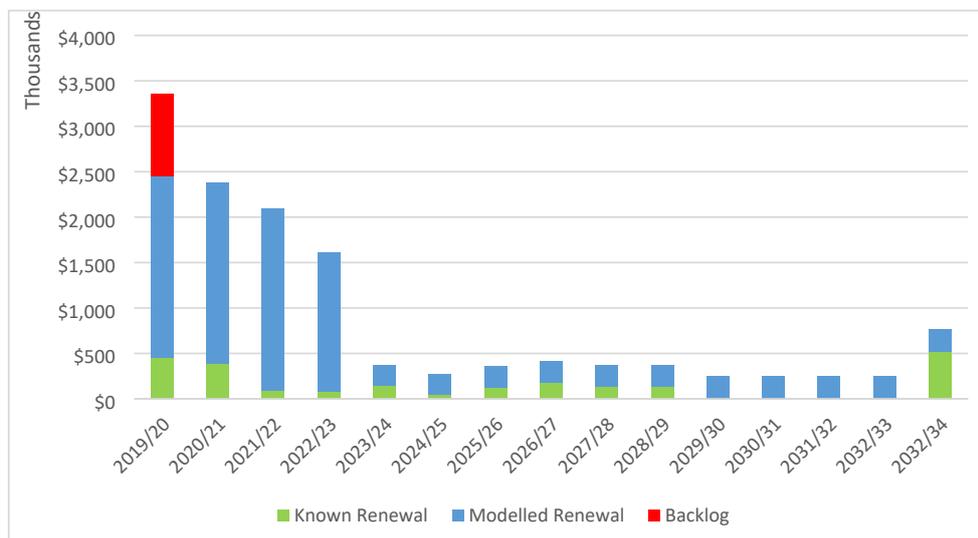
It is not deemed appropriate to use age alone as a measure for future renewal requirement as there are no assets which have reached the standard useful life, and no significant renewal expenditure to determine the appropriateness of this life - it is merely an industry benchmarked average.Estimates of remaining useful life for those assets in condition 5 tend to be conservative due to the fact they may fail at any time. However they may also last years beyond this estimate. This also makes it is difficult to determine the remaining useful lives accurately in the mid to long-term period.

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Pipes

There are varying levels of confidence in sources of renewal requirement. There is high confidence in the cost and treatment requirement identified from CCTV inspections over the years. These have been reviewed, treatments proposed, and costed. All pipes known to be in condition 5 total $1.7M in replacement cost. As these audits cover 12% of the network and assumed to be a representative sample, this suggests 77km of the network is in condition 5 and due for renewal in the near future at a potential cost of $6.9M, however relining or patching may offer cheaper alternatives.

Pits

Various components of pits are given condition scores, with walls acting as the indicator of overall condition. Of the assessed pits, 274 (9%) are condition 5. It is likely to cost $411k to replace all of these. If this is applied to all pits, 1030 may require replacing at a cost of $1.5M.

Basins

Condition of basins, swales and rain gardens are unknown and not identified in the renewal requirement above. It could be argued that these can be maintained without capital renewal investment. Investigation is required to determine if Lake Pertobe requires renewal works and to what extent.

Deferred renewal and replacement (those assets identified for renewal and/or replacement and not scheduled in capital works programs) are to be included in the risk analysis process in the risk management plan.

Renewal expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.

5.4   Creation/Acquisition/Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost. These additional assets are considered in Section 4.4.

5.4.1   Selection criteria

New and upgrade projects are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary project estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria detailed below was developed by Water Tech during their drafting of the Drainage Strategy .

Table 5.4.1a: Prioritisation of Flood Study Projects

Weighting	Properties Flooded	Depth >150mm	Depth >300mm	Depth >500mm
	0.25	1	2	3

The flooding hotspots identified in the flood study were assessed using maximum depth results for the 1% AEP flood event. The number of properties and building footprints within the flood extent were identified for each area as well as the maximum depth of flooding within building footprints classified into flooding above 150mm, 300mm & 500mm depth. The parcels within each category were then counted and a weighting (Table 5.4.1a) was used to develop the criteria assessment for current flood risk.

A multi-criteria assessment was then used to select the 20 flooding hotspots where further investigation would be undertaken. This utilised the above flood risk assessment weighting as well as four additional criteria. These included the likely number of properties to have a reduced flood risk, an estimate of the overall cost, likely interest/support from Council (based on meetings with WCC) and constructability. Public Safety was also included in the analysis by assessing the maximum velocity or flood hazard (product of depth and velocity) for each of the flooding hotspots (Table 5.4b).

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Table 5.4.1b Multi-Criteria Assessment Weighting

Criteria	Weighting	Classification		
Reduction in Flood Risk (Properties)	1.5	N/A (Number of properties)		
Cost	20	Low 1 (<$50,000)	Medium 2 ($50,000-$1,000,000)	High 3 (>$1,000,000)
Public Safety	5	Low 1 (Velocity < 2 m/s or Flood Hazard < $0.2m^2/s$)	Medium 2 (Velocity 2-3 m/s or Flood Hazard $0.2 - 0.3m^2/s$)	High 3 (Velocity > 3 m/s or Flood Hazard > $0.3m^2/s$)
Interest / Support	5	Low -5 (Not Wanted)	Medium 1	High 5 (Priority)
Constructability Difficulty (Including disruption/ consultation/ technical design	10	Low 3 (minor works)	Medium 1 (Consultation Required)	High -10 (eg. major disruption, new tunnel outlet)

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Table 5.4.1c Cost benefit analysis of top 20 Flooding Hotspots

Please refer to Drainage Strategy and Appendix B for and the description of Area of Interest (AOI)

Mitigation Option	Average Annual Damages	Annual Maintenance Cost	Actual Cost Saving(Reduction in AAD)	Net Present Value (6%)	Project Capital Cost	Cost-Benefit Ratio
AOI 2: Additional pipe capacity / raised kerb	$248,236	$6,346	$198,672	$2,842,307	$345,054	8.10
AOI3: New Pipe alignment along Banyan St	$20,850	$5,066	$297	$4,173	$264,439	0.02
AOI 7&10: Mitigation / ongoing Racecourse project. Re-orientated retention basin.	$2,620 $3,733	$2,584	$10,842	$152,461	$141,397	1.08
AOI 12: Mitigation pipe	$ 7,742	$2,131	$3,492	$49,107	$113,759	0.43
AOI 14: Raise kerb & new retarding basin	$3,149	$754	$902	$12,686	$43,070	0.29
AOI 19 & 35: Install new retarding basin & pipe upgrade	$4,006	$8,670	$-5,225	$-73,475	$462,534	-0.16
AOI 21: Increase pipe size & new pits	$28,854	$441	$16,069	$225,966	$27,019	8.36
AOI 23: Stormwater harvesting	$1,838	$8,011	$-7,091	$-99,721	$415,619	-0.24
AOI 24: Diversion pipe along Timor St	$43,590	$3,048	$19,288	$271,234	$165,210	1.64
AOI 30: Additional Pits & Raised Kerb	$268,201	$13,716	$-7,951	$-111,810	$730,308	-0.15
AOI 33&48: Pipe upgrade	$3,501	$2,719	$16,382	$230,377	$148,290	1.55
AOI39: Mitigation pipe & regrading road	$207	$8,670	$-5225	$73,475	$462,534	-0.16
AOI 40&44: New retarding basin and pipe	$20,883	$10,500	$-9,426	$-135,556	$552,124	-0.24
AOI 42: Divert north to Racecourse	$5,393	$5,151	$-4,026	$-56,508	$268,763	-0.21
Kelp Street Diversion Pipe	$1,464,425	$10,913	$51,556	$725,002	$591,498	1.23
AOI 40 only: New retarding basin and pipe	$20,874	$6,750	$-5685	$-65,238	$356,869	-0.22

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5.4.2   Summary of future upgrade/new assets expenditure

Projected upgrade/new asset expenditures are summarised in Figure 5.4a. The projected upgrade/new capital works program is shown in Appendix B.

Figure 5.4.2a: Projected Capital Upgrade/New Asset Expenditure

Expenditure on new assets and services in the capital works program will be accommodated in the long term financial plan but only to the extent of the available funds
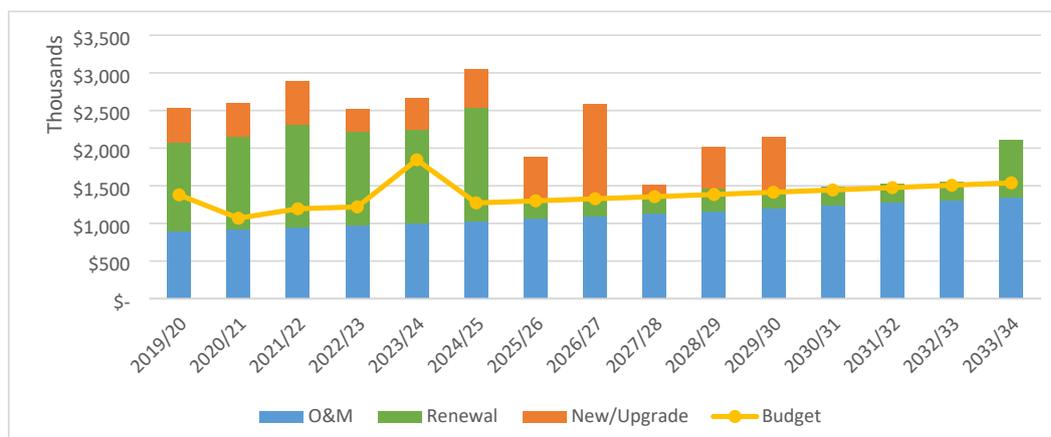
Raising the levels of service results in an increase in future renewal liability, whether pipes are duplicated, enlarged, or retention basins installed, these will all add to the renewal requirement in years to come. Acquiring these new assets will also commit the funding of ongoing operations and maintenance costs for the period that the service is provided, which is typically indefinitely.

5.5   Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Figure 5.4.2b for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates what is currently available. The gap between these informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

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Figure 5.4.2b: Projected Operating and Capital Expenditure

Operational costs will steadily grow as the asset base continues to increase in line with land development, the recurrent generally increases in line with this growth. We are currently funding to meet the Operations and Maintenance and slight renewal. The majority of renewal is not funded and will increase in future years. Identified new and upgrade works are not funded.

5.6   Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.5, together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Disposal of drainage infrastructure may occur under the following conditions:

A request made by the community which is approved by Council.
Following the study of demand, it is demonstrated that an asset receives low or no usage and thus continual expenditure on maintaining the asset is not justified.
An asset handed over to private interest or other authority.

Table 5.5: Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Disposal Expenditure	Operations & Maintenance Annual Savings
Asbestos pipes	Phasing out of dangerous substances	Subject to failure and identification of maintenance issues.	To be determined on case by case basis	To be determined.
Flood prone sites	Pipes of inadequate capacity.	Subject to 15 year capital plan	To be determined on case by case basis	To be determined.
Japan Street tunnel (abandoned section)	Asset no longer in service	Subject to 15 year capital plan	To be determined.	To be determined.

Council uses approved contractors with respect to the removal of asbestos pipes for the correct OHS and disposal requirements.

IA: To determine cost to dispose assets.

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6.   RISK MANAGEMENT PLAN

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2009 as: 'coordinated activities to direct and control with regard to risk.

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.
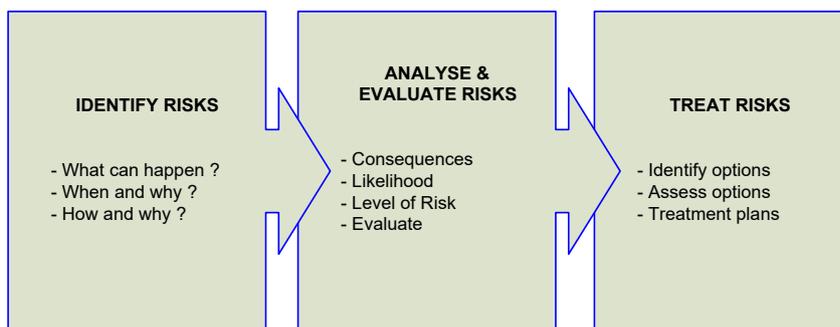
6.1   Risk Assessment

The risk management process used in this project is shown in Figure 6.2 below.

It is an analysis and problem solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2009.

Fig 6.2 Risk Management Process – Abridged

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, 'financial shock 'or a reduction in service.

An assessment of overall asset risk classification was undertaken to determine what the percentage of drainage network (underground pits and pipes) was that sat within each category of the risk matrix. The summary is provided in Table 6.2.1 and Table 6.2.2.

Council has developed a criticality and risk model derived from a variety of factors as detailed below:

- **Consequence of failure:**

  o   Location of infrastructure (at road reserve, under road or rail, below the building) - to assess the extent of impacts like road closure and economic impacts.

  o   Flood depth as per flood model - to assess the impact due to the depth of flooding

  o   Density of the areas, to assess the impact due to loss of service

  o   Critical facilities - If the infrastructure is servicing critical facilities like hospitals, schools, etc.

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- o Cause of pollution

- o Catchment area

- **Likelihood of failure:**

    - o Material

    - o Age

    - o Asset Condition

    - o Soil profile

    - o Coarse condition of the soil, including the salinity of the soil.

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Table 6.2.1: Risk matrix

Probability	Consequence(Percentage of the network)			
	Low (Minor)	Medium (Moderate)	High (Significant)	Extreme high (Catastrophic)
0-5 (Rare)	0.18%	9.12%	1.01%	0.02%
6-10 (Unlikely)	0.88%	24.47%	19.61%	0.56%
11-15 (Moderate chance)	0.27%	20.66%	18.07%	1.17%
16-21 (Likely)	0.14%	1.57%	1.36%	0.91%

Table 6.2.2: Drainage Network Risk Analysis

Risk Hazard Level	Percentage of network	Description
Extreme High Risk	3.44%	Extreme high-risk assets are the ones who have high consequence and probability. Risks are more associated with flooding of the depth of more than 500mm and failure of tunnels/ raising mains.
High Risk	20.21%	High-risk ones are the assets with a significant consequence of failure, and events have a moderate chance to happen. In case of drainage, it is more about flooding.
Medium Risk	40.43%	Medium risk assets are the assets have medium consequence and probability.
Low Risk	35.92%	Low-risk assets are the ones with low consequence and probability.

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The risk register in Appendix D of the document identifies 2 "unacceptable risks" in the delivery and management of drainage infrastructure.

Potential failure modes and impacts are shown as follows;

Failure Mode	Impact
Urban/ built-in areas with experiencing flooding of depth more than 500mm	Public safety and amenity Property damage Financial Loss
Sinkholes due to failure of tunnels	Public safety and amenity Property damage Financial Loss

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

6.2   Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences. These are thought to be assets which demonstrate attributes like >900mm diameter, have backflow prevention, have litter traps, or pits >5m deep, are considered critical assets.

Critical assets have been identified and their potential failure mode and the impact on community and service delivery. The critical assessment maps are shown in Appendix G.

Following factors were considered in determining critical assets:

Consequence of failure	
Location of infrastructure	At regionally significant Lifelines Facility(Hospitals), Schools, Arterial roads, Buildings, City Centre, Under Train track, Industrial zones.
Flooding Factor	Flood depth as per flood model to assess the impact due to the depth of flooding
Density of the areas	To assess the impact due to loss of service
Critical facilities	If the infrastructure is servicing critical facilities like hospitals, schools, etc.
Cause of pollution	Asset with no GPT/Swales/Raingardens or leading to or near to pollution prone areas.
Catchment area	Basins with catchment Area with area >500,000,000 sq. metre

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

Critical risks are assessed with 'Extreme High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk after the selected treatment plan is implemented is shown in Appendix H. These risks and costs are reported to management.

IA:
Determine if risks are acceptable or additional controls are needed.
Calculate costs associated with mitigating risks

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6.3   Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

Our current measure of resilience is shown in Table 6.4 which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

Table 6.4: Resilience

Threat / Hazard	Resilience LMH	Improvements / Interventions
Infill Development - Increased demand for capacity on existing networks	Low	Understanding capacity issues of existing network and impacts to that. Model infill development impacts Preparation of a drainage strategy using the current data, modelling and investigations that have been completed. Have drainage fund available for large capacity projects via drainage reserve. Funding capacity is available
Climate Change impacts – Rising sea levels	Low	Model sea level rise to identify impact areas Consideration to infrastructure treatments i.e. backflow prevention
Climate Change impacts – high intensity storm events	Low	Flood modelling Modelling network capacity issues Retention and diversion infrastructure
Climate Change impacts – rise in riverine flooding	Low	Flood modelling Modelling network capacity issues Retention and diversion infrastructure
Environmental impact – gross pollutants within waterways and drainage points.	Low	Formalise inspection program for current GPT's installed Carry out routine maintenance for GPT repair and operational upkeep. Carry out routine operational maintenance (i.e. cleaning)

6.4   Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1   What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Provide a fully compliant drainage network to meet the capacity requirements of the Infrastructure Design Manual.
- Complete condition assessments for all drainage assets.
- Address and mitigate all flood hot spot areas as identified in the Drainage Study.
- Address and mitigate impacts of climate change on Council drainage infrastructure (i.e. outfall management impact due to sea level rise).
- Improve stormwater discharge quality to align with the performance targets within the CSIRO guidelines.

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6.4.2   Service trade-off

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Property owners will continue to be impacted by overland flooding during heavy storm events.
- Stormwater discharge water quality may continue to impact on water body quality.
- Delayed renewal and replacement of existing drainage infrastructure assets.
- Reduction of investment and provision of new and upgraded drainage infrastructure.

6.4.3   Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Reduction in serviceability or failure of critical drainage infrastructure
- Stormwater drainage failure risk remains due to gaps in asset condition assessment data.
- Property owners will continue to be impacted by overland flooding during heavy storm events.
- Stormwater discharge water quality may continue to impact on water body quality.

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

7.   FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

7.1   Financial Statements and Projections

7.1.1   Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below.   Assets are valued at fair value, using greenfield construction rates, condition and age as inputs to determine depreciated replacement cost and considerate of any impairment

Gross Replacement Cost	$89,380,798
Depreciable Amount	$89,380,798
Depreciated Replacement Cost	$66,109,536
Annual Average Asset Consumption	$897,765
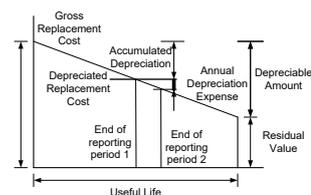
7.1.1   Sustainability of service delivery

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- asset renewal funding ratio
- medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

Asset Renewal Funding Ratio

The 5-year average of the Asset Renewal Funding Ratio is currently 60% (Table 7.1a). This Ratio indicates that we are only funding 60% of Council's renewal requirement on average, this shortfall adds to the renewal gap which has been growing over

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time. The peak in asset renewal in 2018-19 was due to the Simpson Street tunnel relining project. Although this project was fully funded, minor pipe networks were still neglected.

Table 7.1a: Asset Renewal Funding Ratio

Year	17/18**($000)**	18/19**($000)**	19/20**($000)**	20/21**($000)**	21/22**($000)**	5-year average
Actual(Budget)	$102	$3,109	$175	$216	$325	$785
Renewal Requirement	$550	$4,221	$530	$596	$616	$1,303
Renewal Ratio	19%	74%	33%	36%	53%	60%

*Values shown in $'000

Medium term – 10 year financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is $1.9 Million on average per year. Estimated (budget) operations, maintenance and capital renewal funding is $941,538 on average per year giving a 10 year funding shortfall of $958,312 per year. As most of the new assets comes from new development of which Council has a little control in timing, upgrade/new assets have been excluded from this chapter.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve a financial indicator of approximately 1.0 for the first years of the asset management plan and ideally over the 10-year life of the Long Term Financial Plan.

7.1.2   Projected expenditures for long term financial plan

Table 7.1b shows the projected expenditures for the 10 year long term financial plan as of 2019.

Table 7.1b: Projected Expenditures for Long Term Financial Plan

Year	Operations & Maintenance ($000)	Projected Capital Renewal ($000)	Capital Upgrade/ New ($000)	Disposals ($000)
2019/20	$892	$1,185	$460	-
2020/21	$919	$1,233	$450	-
2021/22	$946	$1,367	$578	-
2022/23	$975	$1,241	$297	-
2023/24	$1,004	$1,242	$416	-
2024/25	$1,034	$1,503	$505	-
2025/26	$1,065	$1,185	$592	-
2026/27	$1,097	$236	$1,246	-
2027/28	$1,130	$238	$141	-
2028/29	$1,164	$1,185	$552	-

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7.2 Funding Strategy

Funding for assets is provided from the budget and long term financial plan.

Council may, as a result of this plan, consider the funding or treatment arrangements over the coming years to manage the discrepancies between available and required renewal funding amounts to ensure the existing service levels are maintained. If this cannot be achieved, Council may alternatively decide to achieve a lower level of service for drainage infrastructure and manage the associated additional risk.

7.3   Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the service, as well as the increased construction costs in line with CPI.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts.

Determination of future renewal demand in today's dollars is also likely to underestimate Council's future liability.

7.4   Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

Table 7.4: Key Assumptions made in AM Plan and Risks of Change

- All figures are in current day dollars and do not account for inflation
- Budgets increase by 2% annually
- Growth of the asset base will continue with the previous 10-year average

7.5   Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale in accordance with Table 7.5.

Table 7.5: Data Confidence Grading System

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy ± 40%
E Unknown	None or very little data held.

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The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.1.

Table 7.5.1: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Population Growth and Demand drivers	A	Derived from Census report.
Acquisition forecast	C	Averages of past acquisitions, this is largely dependent on developers of which Council has little control. The Drainage Strategy identifies additional asset requirements.
Operation forecast	C	Opex is budget driven, not service driven, compare against 3% of asset base value.
Maintenance forecast	D	Limited maintenance records, budget driven, compare against 1.9% of asset base value.
Renewal forecast	D	Renewal estimates only, no CW to test assumptions
Asset values	C	Based on tender rates, but no actual invoices, some asset types have never been reconstructed
Asset useful lives	C	Founded on industry benchmarks, have not been confirmed for Warrnambool environment
Condition modelling	C	Only 12% of network condition assessed, drivers have been extrapolated to rest of network in a desktop exercise (coarse condition rating)
Disposal forecast	C	Identified disposals have not been confirmed or costed

IA: To improve the Confidence Level from Uncertain/Very Uncertain(C, D) to Reliable (B) as a minimum

8.   PLAN IMPROVEMENT AND MONITORING

8.1   Status of Asset Management Practices

8.1.1   Accounting and financial data sources

All financial processes including budgets, forecasts, profiling and transactions are recorded in Council's corporate financial system Technology One. Asset valuation, depreciation and capitalisation occur in excel.

8.1.2   Asset management data sources

Council's drainage asset data is stored in Conquest. The accuracy and extent of data across the various asset categories varies significantly, however the asset register attribute data includes the structure location, description, dimension, condition, function, replacement cost, written down value, useful life, construction date and more.

Drainage assets are also represented spatially using Council's geographic information system (GIS) MapInfo and QGIS. As the GIS platforms integrate with Conquest, all data is stored and maintained solely within Conquest providing confidence in having a single point of truth for asset data.

8.2   Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 8.1.

Table 8.1: Improvement Plan

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Action No	Section / Reference	Task	Responsibility	Timeline
1.	2.1	Split roles and responsibilities matrix by each drainage asset types for clarity	Coordinator Strategic Asset Management	Short term
2.	3.1	Ensure the AMP review focuses on community levels of service	Coordinator Strategic Asset Management	Immediate
3.	3.1	Introduce drainage satisfaction questions to the Victorian Local Government Satisfaction Survey	Coordinator Strategic Asset Management	Medium term
4.	3.2	Investigation of most efficient policy to incorporate roof water harvesting infrastructure in all new developments.	Coordinator Infrastructure Management	Medium term
5.	3.2	Determine the costs to ensure the SQIDs to perform at 100%.	Coordinator Infrastructure Management	Medium term
6.	3.4	Determine effectiveness of GPTs	Coordinator Infrastructure Management	Medium term
7.	3.4	Develop water quality monitoring of stormwater discharge at outfalls	Coordinator Natural Environment	Medium term
8.	3.5	Develop condition inspection and inventory collection programs for all drainage asset types.	Coordinator Strategic Asset Management	Immediate
9.	3.5	Develop a 15-year works program	Coordinator Strategic Asset Management	Short term
10.	3.5	The Current Performance of New developments and gifted assets meet current-day IDM design guidelines	Coordinator Infrastructure Management	Medium term
11.	4.4	Create controls relating to private retention systems	Coordinator Infrastructure Management	Medium term
12.	4.5	Assess the impact of Victorian Planning Provision VC154 on drainage requirements	Coordinator Infrastructure Management	Short term
13.	5.1	Investigate best method to record accurate construction dates on all drainage assets.	Coordinator Infrastructure Management	Short term
14.	5.1.2	Useful lives of assets based on industry benchmarks, investigation to be confirmed for Warrnambool environment	Coordinator Strategic Asset Management	Long term
15.	5.2	Test the assumptions used to model operational and maintenance expenditure to determine if rates are appropriate	Coordinator Strategic Asset Management	Medium term
16.	5.2	Refine actual O&M expenditure to ensure all appropriate drainage activities are covered	Coordinator Strategic Asset Management	Medium term
17.	5.6	To determine cost to dispose assets.	Coordinator Infrastructure	Short term

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			Management	
18.	6.2	Determine if risks are acceptable or additional controls are needed.	Coordinator Infrastructure Management	Medium
19.	6.2	Revision of Criticality Inputs	Coordinator Strategic Asset Management	Long term
20.	6.2	Calculate costs associated with mitigating risks	Coordinator Strategic Asset Management	Medium term
21.	7.5	To improve the Confidence Level from Uncertain/Very Uncertain(C,D) to Reliable(B) as a minimum	Coordinator Strategic Asset Management	Medium term

8.3   Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The AM Plan has a life of 4 years and is due for complete revision and updating within 12 months of each Council election of Warrnambool City Council.

The progress of the implementation of the improvement plan will be monitored by the Asset Management Steering Committee.

8.4   Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- Progress with the implementation of the Improvement Actions as identified in Table 8.1.
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

9.   REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.

- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.

- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney

- Warrnambool City Council

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- o   Council Plan (2017-2021)
- o   Warrnambool 2040
- o   Asset Management Policy 2019
- o   Asset Management Strategy 2019
- o   Drainage Strategy Action Plan 2019

10.   APPENDICES

Appendix A   Projected 10 year Capital Renewal and Replacement Works Program

Appendix B   Projected 10 year Capital Upgrade/New Works Program

Appendix C   LTFP Budgeted Expenditures Accommodated in AM Plan

Appendix D   Drainage Infrastructure Risk Register

Appendix E   Network by Serviceability Score

Appendix F   Drainage Capacity

Appendix G   Critical Assets Identified from Drainage Criticality Model

Appendix H   Critical Risks and Treatments

Appendix I   Pit and Pipe Condition Rating

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Appendix A. Projected 10-year Capital Renewal and Replacement Works Program

This is subject to our annual review as new works are identified or as budgets and priority change.

Year	Asset ID	Description	Asset Location	Length (m)	Treatment	Cost
1	151466	RCP - 225	Garden St	42	Replacement	$93,641.60
	134129	RCP - 225	Morriss Rd: Archibald St (Intersection)	18	Replacement	$39,625.31
	64012	RCP - 375	Pecten Ave: From Mannix - Beamish	5	Relining	$1,786.08
	132980	RCP - 225	Banyan St: Timor St (Intersection)	7	Patching	$1,605.15
	153070	PVC - 225	Coles Carpark	66	Relining	$24,192.60
	124609	RCP - 300	Dennington Rise	39	Relining	$14,274.00
	124611	RCP - 300	Dennington Rise	43	Relining	$15,738.00
	168137	HDPE - 375	Warburton Way: Wiltshire - Toleman	22	Patching	$5,376.00
		Pits-C5	Various Locations		Replacement	$260,300.00
					Total Renewal	**$456,538.74**
2	133291	RCP - 225	Mortlake Rd Service Rd (East side): Russells Creek - Moore	27	Patching	$2,472.00
	133296	RCP - 225	Mortlake Rd Service Rd (West side): Russells Creek - Botanic	76	Relining	$3,550.20
	139634	RCP - 375	Drummond St: Russell St (Intersection)	10	Patching	$2,472.00
	139727	RCP - 225	Drummond St: Preston St (Intersection)	10	Relining	$3,550.20
	139731	RCP - 225	Drummond St: Bath Ave (Intersection)	8	Relining	$2,780.87
	64202	RCP - 300	Saltau St: From Laverock - Patterson	40	Patching	$9,600.00
	64203	RCP - 375	Saltau St: From Laverock - Patterson	42	Patching	$10,185.60
	134180	RCP - 225	Morriss Rd: Helpman - Archibald	70	Relining	$25,565.42
	63914	RCP - 225	Newry Ct: From Breton - Bowl	23	Replacement	$52,853.48
	63915	RCP - 450	Newry Ct: From Breton - Bowl	13	Patching	$3,096.00
	132348	RCP - 375	Laverock Gr: Fitzroy - Clancey	21	Relining	$7,847.02
	133160	RCP - 225	Mortlake Rd: Moore - Allan	18	Patching	$4,391.07
		Pits-C5	Various Locations		Replacement	$260,300.00
					Total Renewal	***$388,663.86***
3	133170	RCP - 225	Mortlake Rd Service Rd (East side): Russells Creek - Moore	3	Replacement	$7,799.63
	133228	RCP - 225	Moore St: Rogers Ave (Intersection)	5	Patching	$1,245.38

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	133240	RCP - 225	Moore St: Kiama Ave (Intersection)	22	Patching	$5,373.14
	133260	RCP - 225	Cramer St: Wildwood - Monash	15	Patching	$3,642.77
	133261	RCP - 225	Cramer St: Birdwood - Wildwood	15	Patching	$3,543.67
	133278	RCP - 225	Moore St: Cramer - Garden	10	Patching	$2,411.34
	133291	RCP - 225	Mortlake Rd Service Rd (East side): Russells Creek - Moore	27	Relining	$9,873.59
	133296	RCP - 225	Mortlake Rd Service Rd (West side): Russells Creek - Botanic	76	Patching	$18,317.33
	133309	RCP - 225	Wildwood Cres: Birdwood - Cramer	7	Relining	$2,536.31
	133331	RCP - 225	Moore St: Kiama - Rogers	40	Patching	$9,672.01
	145926	RCP - 225	Somers Rd: Raglan - Canterbury	47	Patching	$11,376.00
	61267	RCP - 375	Beamish St: From Pecten - Ross	57	Patching	$13,658.40
					Total Renewal	***$89,449.58***
4	142983	RCP - 300	Drummond St: Russell - Dennington Underpass	45	Relining	$16,579.80
	162870	RCP - 450	Laverock Rd: From Angela - Saltau	11	Patching	$2,529.60
	162841	PVC - 600	Laverock Rd: From Carolyn - Woodend	24	Patching	$5,877.60
	140094	RCP - 300	The Esplanade: Raglan - Drummond	34	Patching	$8,136.00
	139261	RCP - 450	Mortlake Rd Service Rd (East side)	29	Patching	$6,864.00
	134241	RCP - 225	Drainpipe 225mm: : 44.0m	44	Relining	$16,117.56
	133099	RCP - 225	Nicholson St: Foster - Ocean (West)	31	Patching	$7,539.87
	161874	RCP - 375	Merriviews Stage 1	54	Patching	$13,032.00
					Total Renewal	***$76,676.43***
5	133270	RCP - 225	Cramer St: Officer Ct (Intersection)	11	Patching	$14,421.60
	61217	RCP - 375	Beamish St: From Pecten - Ross	60	Patching	$52,853.48
	141991	RCP - 375	Morack Ave: Birdwood - Bowl	20	Patching	$4,680.00
	132872	RCP - 225	Koroit St: Japan - Foster	60	Relining	$21,819.31
	132872	RCP - 225	Koroit St: Japan - Foster	60	Relining	$21,819.31
	133059	RCP - 225	Koroit St: Japan - Foster	12	Relining	$4,390.43
	132385	RCP - 450	Drainpipe 450mm: : 52.2m	52	Patching	$12,530.55
	64021	PVC - 600	Pecten Ave: From Carolyn - Pecten	37	Patching	$8,880.00
					Total Renewal	***$141,394.67***

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6	61217	RCP - 375	Beamish St: From Pecten - Ross	60	Patching	$14,421.60
	64286	RCP - 225	Warroon Ct: From Balmoral - Bowl	11	Relining	$4,172.40
	61567	RCP - 225	Edwin Ct: From Janlor - Bowl	34	Patching	$8,068.80
	64118	RCP - 225	Roslyn Cl: From Mortlake - Bowl	25	Patching	$6,028.80
	61553	RCP - 375	Dooley St: From St James (East) - Mortlake	17	Patching	$3,988.80
	63961	RCP - 300	Mortlake Rd: From Moore - Roslyn (Vicroads)	10	Patching	$2,419.20
	133214	RCP - 225	Cramer St: McConnell - Birdwood	13	Patching	$3,215.04
					Total Renewal	$42,314.64
7	133312	RCP - 225	Nelson St: Banyan - Cramer: 36.0m	36	Patching	$8,646.55
	133315	RCP - 225	Nelson St: Banyan - Cramer: 4.8m	5	Patching	$1,147.92
	133335	RCP - 225	Cramer St: Monash - Grafton: 55.3m	55	Patching	$13,276.05
	134126	RCP - 225	Morriss Rd: Lipook Ct (Intersection): 42.2m	42	Relining	$15,438.81
	141389	RCP - 525	Queens Rd: St Josephs Schoolyard	113	Patching	$27,216.00
	132271	RCP - 375	Pertobe Rd: Stanley St (Intersection): 8.8m	9	Patching	$2,115.49
	135069	RCP - 750	Lava St: Kelp - Japan: 48.2m	98	Relining	$35,868.00
	135069	RCP - 750	Lava St: Kelp - Japan: 48.2m	98	Relining	$35,868.00
	132178	RCP - 375	Moore St: Rowley St (Intersection): 16.9m	17	Patching	$4,044.41
	133980	RCP - 225	Merrivale Dr: Duirs - Wellington: 49.9m	50	Relining	$18,270.92
					Total Renewal	$126,024.15
8	142982	RCP - 375	Drummond St: Russell - Dennington Underpass: 44.8m	45	Patching	$10,752.00
	153086	RCP - 750	From Kingsway - Ilex	186	Relining	$68,149.20
	61499	RCP - 225	Carramar Cres: From Lineda - Kagoola	32	Patching	$7,766.40
	62246	RCP - 375	Moonah St: From Dunlea - Medinah	29	Patching	$6,890.40
	133265	RCP - 225	Fenton St: Cramer - Lafferty	46	Patching	$11,001.61
	133348	RCP - 225	Fenton St: Cramer - Lafferty	25	Patching	$6,023.42
	132902	RCP - 225	Foster St: Margarets La (Intersection)	15	Relining	5,516.13
	61725	RCP - 375	Fotheringham St: From Chester - Saywell	29	Relining	$10,705.50
	139293	RCP - 1200	Donovans Rd: Lutana - Mortlake	63	Patching	$15,192.00
	133100	RCP - 225	Nicholson St: Ocean Gr (West) (Intersection)	90	Relining	$32,992.93

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					Total Renewal	$174,989.60
9	61177	RCP - 300	Balmoral Rd: From Warroon - Whites	9	Patching	$2,220.00
	63912	RCP - 450	Newry Ct: From Breton - Bowl	8	Patching	$1,944.00
	162852	RCP - 450	Flaxman St	63	Patching	$15,120.00
	132876	RCP - 225	Patricks La	29	Patching	$7,043.16
	132967	RCP - 225	Nicholson St: Ocean (West) - Harper	35	Patching	$8,517.44
	132138	RCP - 450	Road-089: Fletcher - Road	160	Patching	$38,393.29
	132138	RCP - 450	Road-089: Fletcher - Road	160	Patching	$38,393.29
	134160	RCP - 225	Osburne Ct: Bradley - Bowl	77	Patching	$18,523.72
	145721	RCP - 300	Dooley St: St James Cres (West) (Intersection)	10	Patching	$2,352.00
					Total Renewal	$132,506.91
10	61321	RCP - 300	Breton St: From Moonah (East) - Garden	9	Relining	$3,473.34
	64072	RCP - 375	Pecten Ave: From Mannix - Beamish	22	Patching	$5,208.00
	61910	RCP - 300	Janlor Dr: From Edwin - Curtin	34	Patching	$8,052.00
	61908	RCP - 375	Janlor Dr: From Edwin - Curtin	9	Patching	$2,212.80
	61739	RCP - 300	Garden St: From Breton - Mott	179	Patching	$42,960.00
	132177	RCP - 375	Birdwood Ave: Banyan - Kiama	32	Patching	$7,757.84
	132180	RCP - 375	Mortlake Rd Service Rd (West side): Allan - Russells Creek	50	Patching	$12,106.67
	132471	RCP - 225	Botanic Rd: Bromfield - Queens	73	Patching	$17,424.00
	133153	RCP - 225	Mortlake Rd Service Rd (East side): Breton - Roslyn	19	Patching	$4,608.73
	133213	RCP - 225	Cramer St: McConnell St (Intersection):	29	Patching	$6,949.35
	133215	RCP - 225	McConnell St: Banyan - Cramer	7	Patching	$1,709.87
	134277	RCP - 225	Fitzroy Rd: Clyde East - Westmore	63	Patching	$15,209.46
					Total Renewal	$127,672.07

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Appendix B. Projected New/Upgrade/Expansion 10-year Capital Works Program

This is subject to funding and priority change. Refer to Drainage Strategy for further details of the project.

Year	Area	Description	Cost
2019/20	AOI 3	Timor St West/ Gibson St	$295,000
	AOI 24	Margaret St/ Latrobe St	$165,000
2020/21	AOI 14	Hopetoun Rd/ Chisholm St/ Crawley St	$120,000
	AOI 21	Georges Av/Skiddaw Cr	$27,000
	AOI 39	McKiernan Rd	$303,000.
2021/22	AOI 12	Hyland St/ Timor St	$114,000
	AOI 19 & 35	Laverock Rd/ Saltau St	$464,200
2022/23	AOI 42	Waikato Ct	$297,000
2023/24	AOI 23	Birdwood Rd /McConnell St	$416,000
2024/25	AOI 33 & 48	Henry St	$148,000
	AOI 40	McKeller Ct	$357,000
2025/26	AOI 2	Japan St and Kelp St	$592,000
2026/27	AOI 3	Banyan St	$1,246,000
2027/28	AOI 7 & 10	Wanstead St, Fleetwood Ct / Armstrong Gr	$141,400
2028/29	AOI 44	McKeller Ct/ White St	$552,000
2029/30	AOI 22	Braithwaite St	$705,000

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Appendix C. Budgeted Expenditures Accommodated in LTFP

																% of Asset Value
Current Replacement Cost	$89,380,798															
Depreciable Amount	$89,380,798													Annual Operation		3.0%
Depreciated Replacement Cost	$66,109,536													Annual Maintenance		1.9%
Annual Depreciation	$897,765													Annual Depreciation		1.36%
Financial Year	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034
Expenditure															
O&M	$891,907	$918,664	$946,224	$974,610	$1,003,849	$1,033,964	$1,064,983	$1,096,933	$1,129,841	$1,163,736	$1,198,648	$1,234,607	$1,271,645	$1,309,795	$1,349,089
Renewal	$1,184,627	$1,232,874	$1,366,840	$1,241,156	$1,242,304	$1,503,225	$232,373	$235,534	$238,034	$296,823	$243,381	$246,062	$248,749	$251,442	$765,212
New/Upgrade	$460,000	$450,000	$578,200	$297,000	$416,000	$505,000	$592,000	$1,246,000	$141,400	$552,000	$705,000	$-	$-	$-	$-
Total Expenditure	$2,536,534	$2,601,538	$2,891,264	$2,512,766	$2,662,153	$3,042,189	$1,889,356	$2,578,467	$1,509,275	$2,012,559	$2,147,029	$1,480,669	$1,520,394	$1,561,237	$2,114,301
Budget															
Drainage Capital from LTFP 2019	$543,610	$216,429	$325,000	$332,500	$940,813	$349,333	$358,066	$367,018	$376,193	$385,598	$395,238	$405,119	$415,247	$425,628	$436,269
Drainage Maintenance - Index from TechOne Recu	$835,829	$852,546	$869,596	$886,988	$904,728	$922,823	$941,279	$960,105	$979,307	$998,893	$1,018,871	$1,039,248	$1,060,033	$1,081,234	$1,102,859
Drainage - priority works(Renewal)	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,562.50	$ 26,201.56	$ 26,856.60	$ 27,528.02	$ 28,216.22	$ 28,921.62	$ 29,644.66	$ 30,385.78	$ 31,145.42	$ 31,924.06	$ 32,722.16
Asset Disposals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Budget	$1,404,439	$1,093,975	$1,219,596	$1,244,488	$1,871,104	$1,298,358	$1,326,202	$1,354,651	$1,383,716	$1,413,413	$1,443,754	$1,474,753	$1,506,425	$1,538,786	$1,571,850

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Appendix D. Drainage Infrastructure Risks Register

Risk Identification				Risk Analysis			Risk Management
Risk Description	Risk type	Causes	Existing controls	Consequence	Likelihood	Risk rating	Management options
Sink holes due to tunnel failure	Safety , Image and reputation	Structurally condition 5 tunnel sections	Relined Simpson Street tunnel	Extreme high	Possible	Extreme high	Reline structurally bad sections of tunnel
Flooding (areas where flood depth above 500mm)	Environment /Image and reputation	Inadequate drainage capacity	Improve network via priority back works	High	Possible	Extreme High	Adopt drainage strategy and consider utility map for the drainage work in respective areas
Flooding (areas where flood depth 300mm- 500mm)	Environment /Image and reputation	Inadequate drainage capacity	Improve network via priority back works	High	Possible	High	Adopt drainage strategy and consider utility map for the drainage work in respective areas
Flooding in highly dense, commercial areas, CBD and near critical facilities	Loss of service	Blockages - due to lack of proactive maintenance	Reactive maintenance and limited proactive maintenance	High	Possible	High	Pro-active maintenance
Environmental contamination - poor storm water quality discharges to waterways	Environment	Lack of proactive maintenance	Reactive maintenance and limited proactive maintenance	High	Possible	High	Proactive maintenance required
Environmental contamination - poor storm water quality discharges to waterways	Environment	Lack of GPT's and stormwater treatment measures	Periodic GPT cleaning	High	Possible	High	More GPT's and stormwater treatment measures
Environmental contamination - poor storm water quality discharges to waterways	Environment	Inadequate stormwater treatment measures	No stormwater quality benchmarks	High	Possible	High	Planned action required

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Sink holes due to pipe failure of above 900mm diameter and raising main	Safety , Image and reputation	Structurally condition 5 pipe sections	N/A	High	Possible	High	Reline structurally bad sections of pipe
Flooding (areas where flood depth 150mm to 300mm)	Environment /Image and reputation	Inadequate drainage capacity	Improve network via priority back works	Medium	Possible	Medium	Adopt drainage strategy and consider utility map for the drainage work in respective areas
Flooding in medium dense and residential areas	Loss of service	Blockages - due to lack of proactive maintenance	Reactive maintenance and limited proactive maintenance	Medium	Possible	Medium	Pro-active maintenance
Sink holes due to pipe failure of 450mm diameter to 900mm diameter	Safety , Image and reputation	Structurally condition 5 pipe sections	N/A	Medium	Possible	Medium	Reline structurally bad sections of pipe
Sink holes due to pipe failure of pipe till 450mm diameter	Safety , Image and reputation	Structurally condition 5 pipe sections	N/A	Medium	Possible	Medium	Reline structurally bad sections of pipe
Flooding (areas where flood depth 150mm)	Environment /Image and reputation	Inadequate drainage capacity	Improve network via priority back works	Low	Possible	Low	Adopt drainage strategy and consider utility map for the drainage work in respective areas
Flooding in low dense and recreational areas including open space	Loss of service	Blockages- due to lack of proactive maintenance	Reactive maintenance and limited proactive maintenance	Low	Possible	Low	Pro-active maintenance
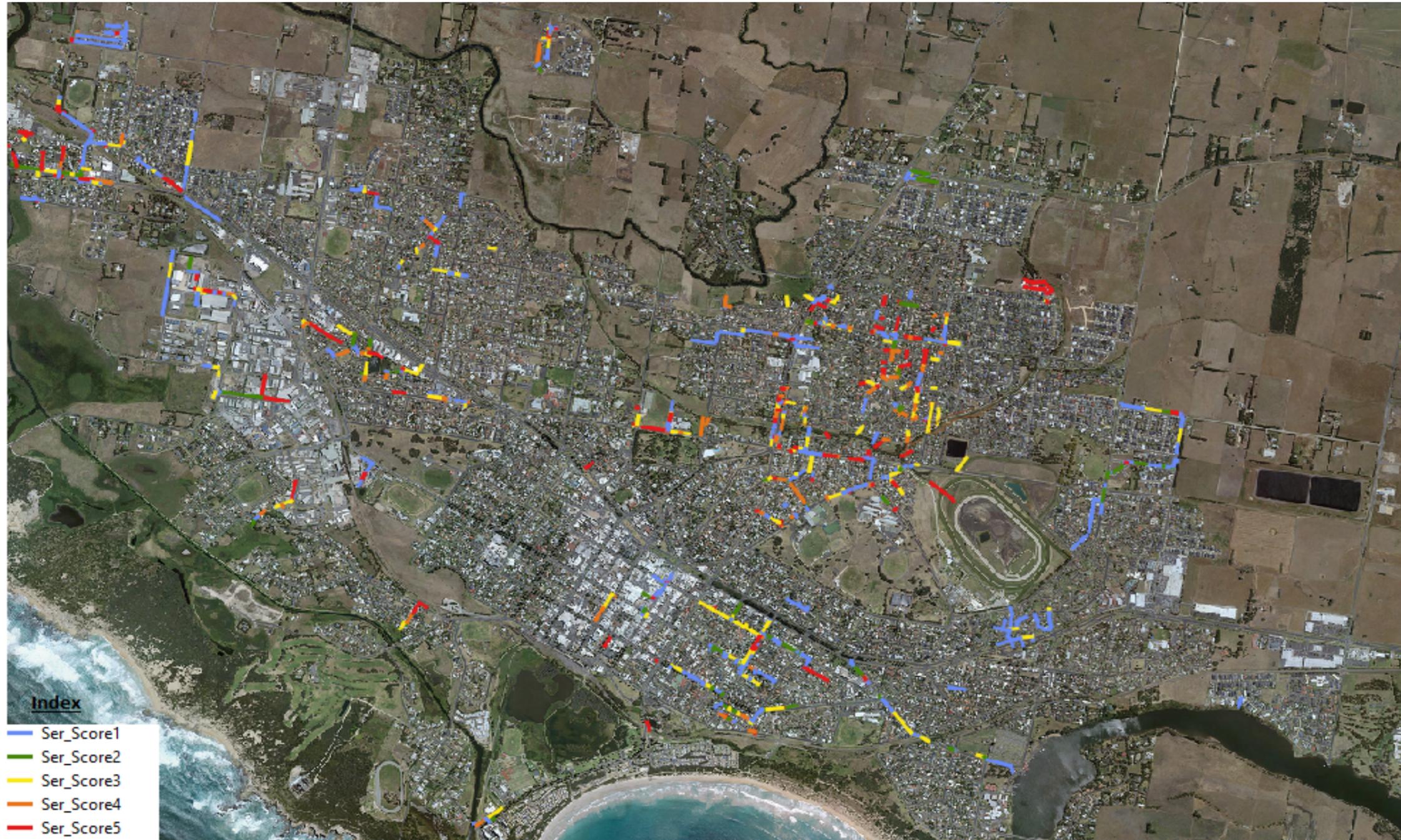
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Appendix E. Network by Serviceability Score

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Appendix F. Drainage Capacity

Index
— Under Capacity
— At Capacity
— Over Capacity
— Unknown

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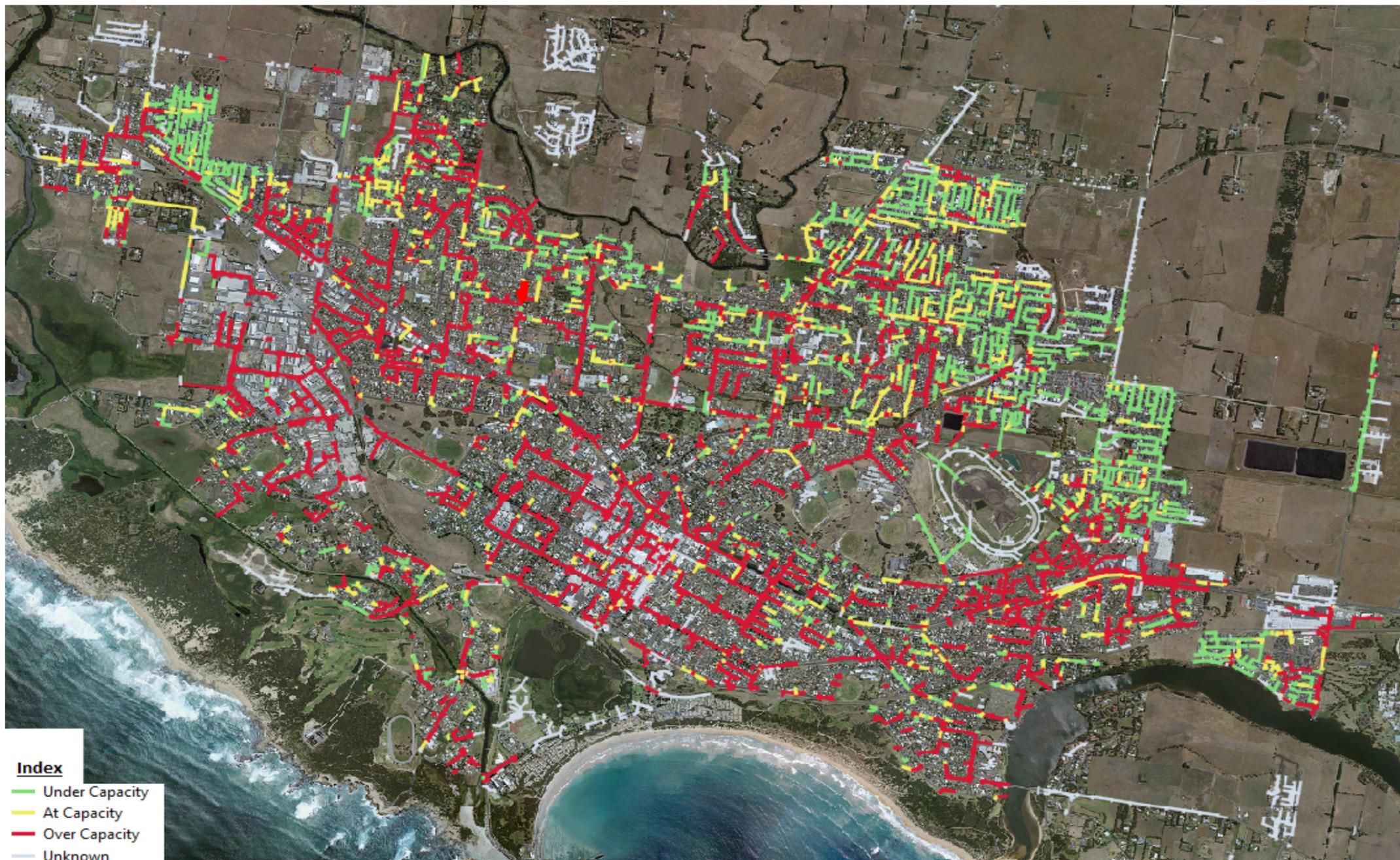
Appendix G. Critical Assets identified from Drainage Criticality Model.

Critical Pipes

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Critical Pits

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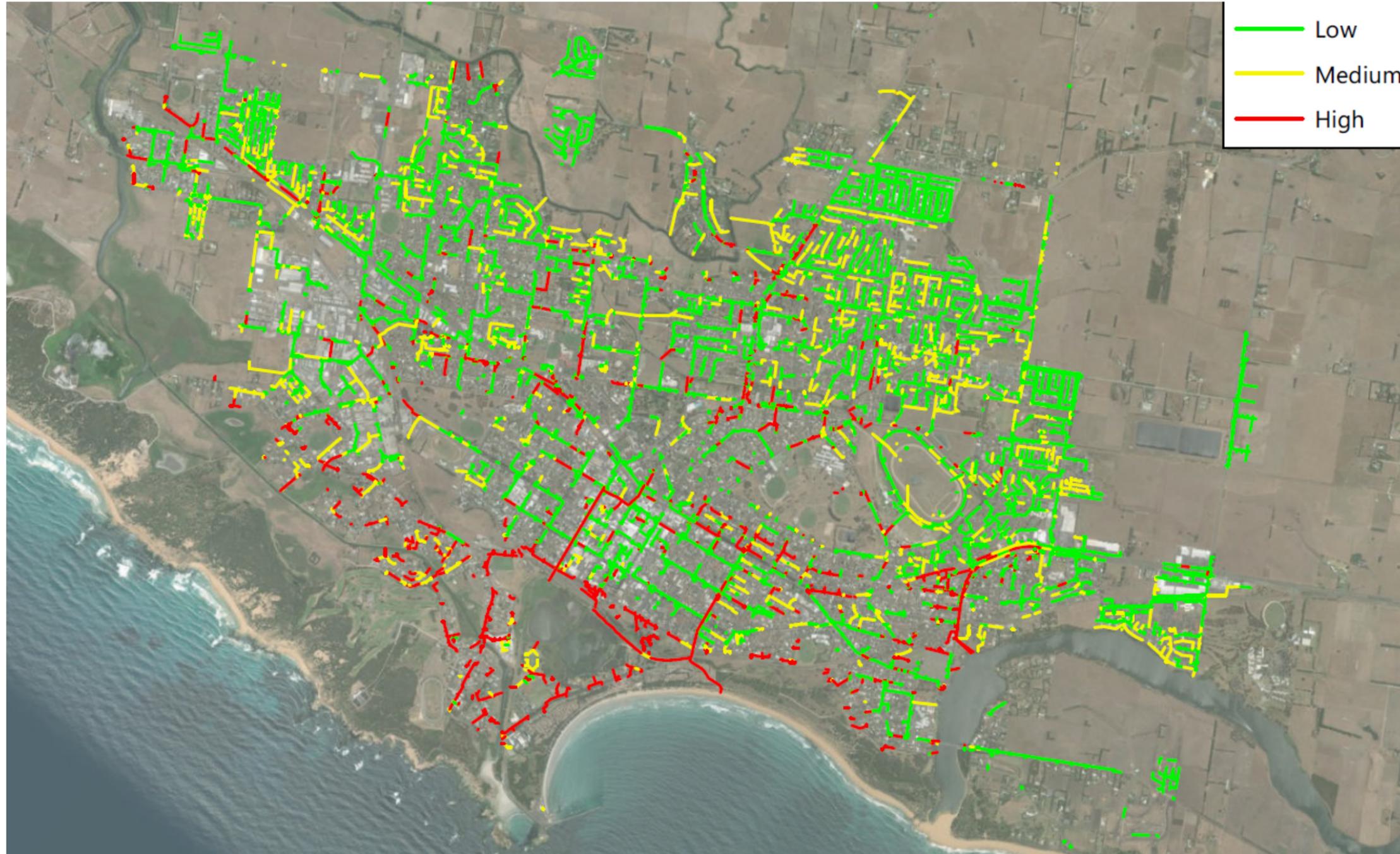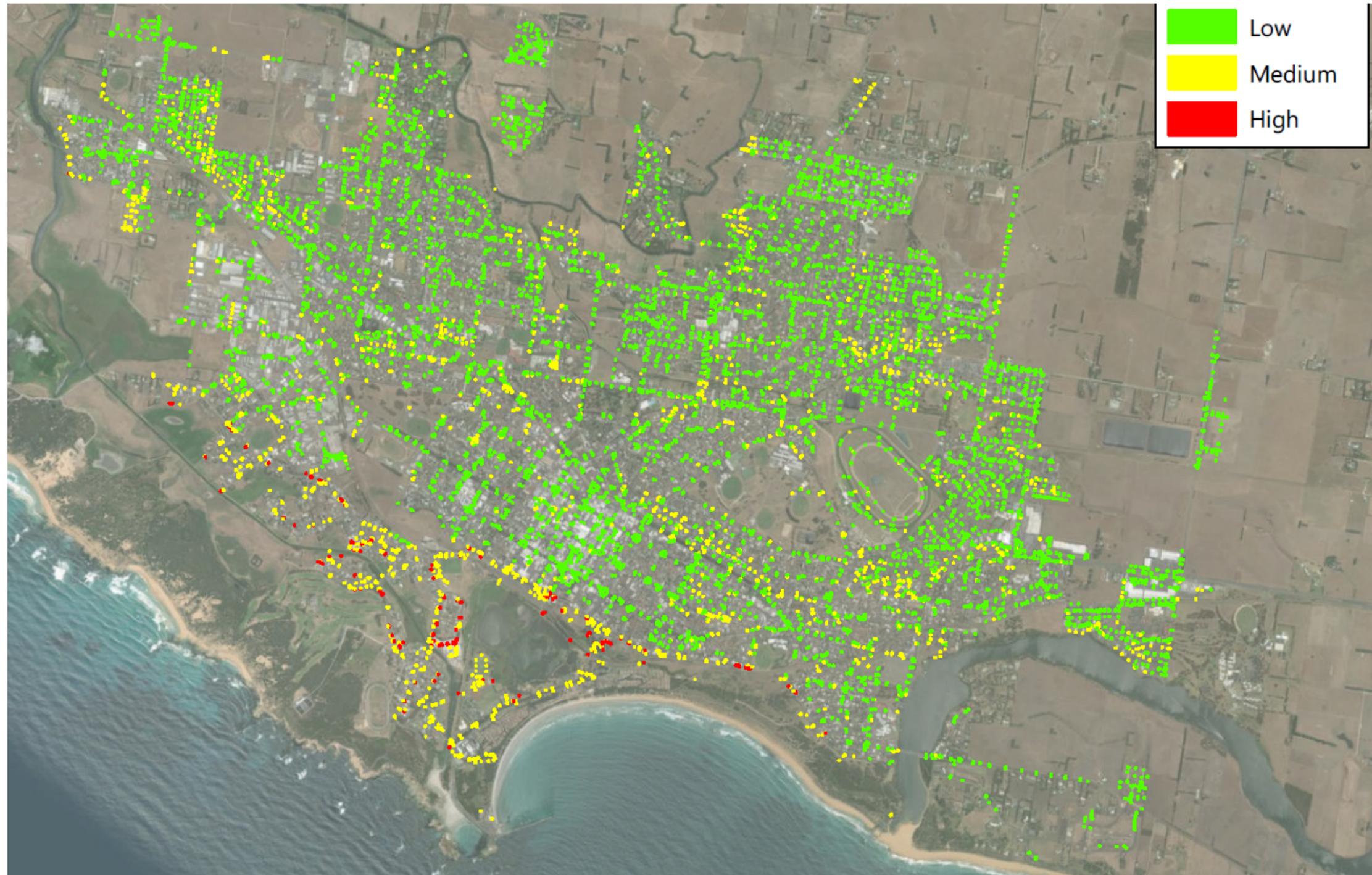
Critical GPT and litter Traps

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Critical Basins

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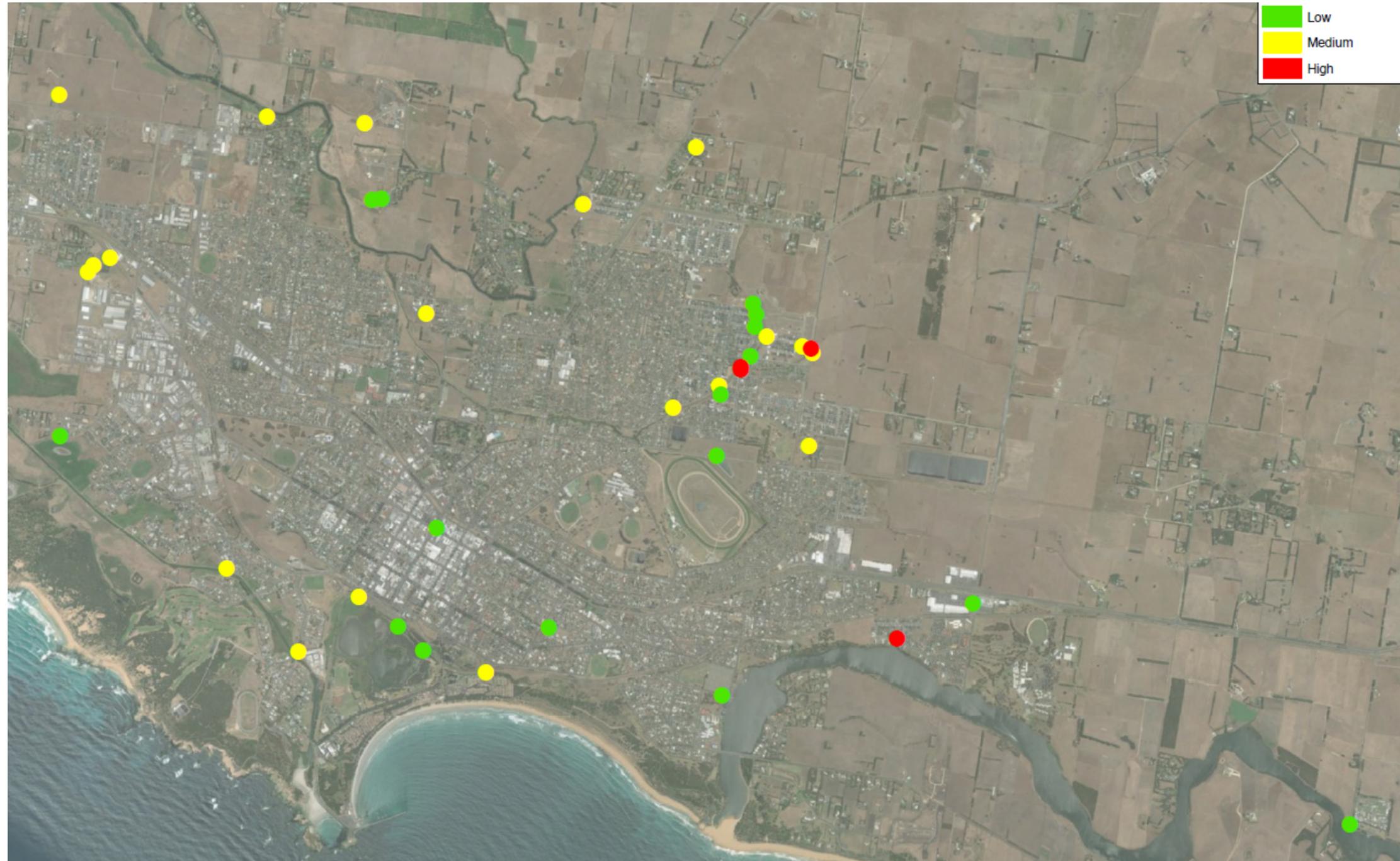
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Appendix H. Critical Risks and Treatment Plans

Risk Description	The Cause (How can it happen)	Issue (What can happen)	Assessment Without Controls		Risk Rating (VH, H,M,L)	Proposed Controls	Re-Assessment with Controls in Place		Residual Risk Rating(VH, H,M,L)	Residual Risk Level Acceptable?
			Probability	Consequence			Probability	Consequence		
Structural failure of critical pipes.	Presence of significant cracks	Loss of service	Likely	Significant	VH	CCTV inspections of pipes in most critical area identified from Drainage Criticality Study High consideration in renewal and maintenance programs for critical assets identified. Early intervention	Unlikely	Minor	L	YES
	Missing pieces Corroded reinforcement bars Major displacement of joints	Negative Financial impact	Likely	Significant	VH		Unlikely	Minor		YES
		Adverse impact on Council's image and reputation.	Likely	Significant	VH		Unlikely	Minor	L	YES
		Can induce failure of other Council assets; for instance road failure, sink holes.	Moderate	Catastrophic	VH		Unlikely	Minor	L	YES
Structural failure of critical pits.	Broken Pit Lids	Loss of service	Likely	Moderate	H	Inspections of pits in most critical area identified from Drainage Criticality Study High consideration in renewal and maintenance programs for critical assets identified. Early intervention	Unlikely	Minor	L	YES
	Significant Cracks	Negative Financial impact	Likely	Significant	VH		Unlikely	Minor		YES
	Corroded Reinforcement bars	Adverse impact on Council's image and reputation	Likely	Significant	VH		Unlikely	Minor	L	
		Hazard in relation to Public Safety.	Likely	Catastrophic	VH		Unlikely	Minor	L	
Environmental Contamination	GPT/Litter Traps Not Functioning 100%	Poor quality stormwater discharges to waterways	Likely	Significant	VH	Periodic GPT cleaning Reactive and proactive maintenance programs. Water Quality Study.	Unlikely	Minor	L	YES
		Degrades the water ecosystem	Likely	Significant	VH		Unlikely	Minor	L	YES

Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.

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Appendix I. Pipe and Pit Condition Rating

Rating	Condition	Example of Pipes	Example of Pits	Description
1	Excellent			Recently installed or in as-new condition
2	Good			As-new, sound physical condition. Assets likely to perform adequately without major works.
3	Average			Wear and tear could be evident but no failures in structural integrity. Potentially half way through its useful life. Some minor slipping at joints or exposed lifting points.
4	Poor			Evidence of minor structural failures and/or maintenance required.
5	Very poor			Failed or failure imminent. Poor condition which would have the structure in need of intervention in the short term.
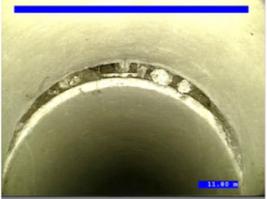
Warrnambool City Council – Drainage Asset Management Plan

5.9. CCTV SYSTEMS - POLICY, STEERING COMMITTEE AND ANNUAL REPORTING

PURPOSE:

To submit a draft overarching Policy to provide direction and guidance on Council's management and use of CCTV systems in public places and at Council facilities and matters associated with the implementation of the management arrangements.

EXECUTIVE SUMMARY

- The Council has primary responsibility for compliance, maintenance, management and security of Council owned and operated closed circuit television (CCTV) systems.

- The Auditor-General has reported that Councils should have clear policies to govern the installation, use and oversight of surveillance technologies.

- The policies should set minimum expectations for decisions about installing surveillance devices, privacy considerations, the collection, management and use of information, physical and data security, access, disclosure, storage, retention and disposal of surveillance information, governance and oversight arrangements, monitoring, evaluation and accountability.

- A review of the current Council documentation has been undertaken. Memorandums of Understanding (MOU), the Code of Practice and the Operating procedures are all in place.

- However, the documentation for the overarching Policy is a missing link.

- This report submits a CCTV Policy for approval.

- The Policy provides that a CCTV Steering Committee shall exercise an oversight function over compliance with this policy.

- Terms of Reference for the Committee have been drafted.

- The Policy commits the Council to undertaking audits and evaluation of its CCTV systems.

- An Annual Reporting Framework, including Audit and Evaluation, has been drafted.

MOVED: CR ANGIE PASPALIARIS
SECONDED: CR MAX TAYLOR

That Council:

1. **Approves the draft 'CCTV Policy' to be released for public viewing and comment.**

2. **Adopts the Terms of Reference for the CCTV Systems Steering Committee and directs the CEO to take the necessary steps to establish the Committee.**

3. **Notes the CCTV Systems Annual Reporting Framework, including the Audit and Evaluation provisions.**

CARRIED - 7:0

BACKGROUND

The Council has installed CCTV surveillance systems at several sites in public places in the City.

In principle, the authorisation and operation of CCTV systems is based around extensive documentation.
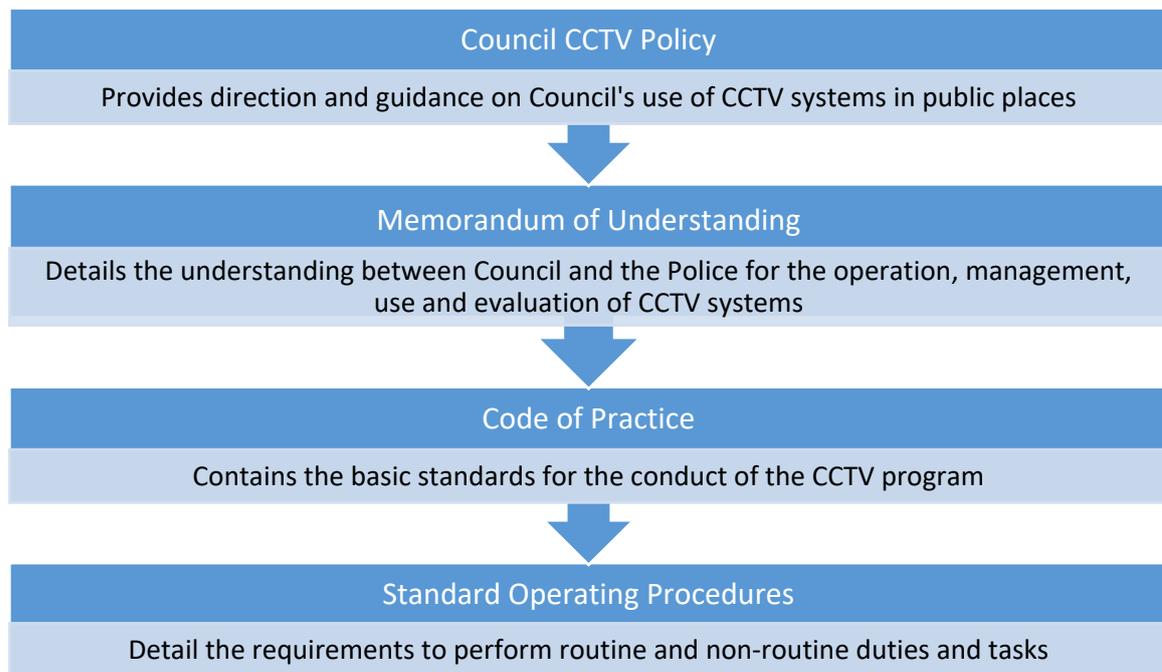
Council CCTV Policy
Provides direction and guidance on Council's use of CCTV systems in public places

Memorandum of Understanding
Details the understanding between Council and the Police for the operation, management, use and evaluation of CCTV systems

Code of Practice
Contains the basic standards for the conduct of the CCTV program

Standard Operating Procedures
Detail the requirements to perform routine and non-routine duties and tasks

A review of the current Council documentation has been undertaken. Memorandums of Understanding (MOU), the Code of Practice and the Operating procedures are all in place.

However, the documentation for the overarching Policy is a missing link.

The MOU's commit the Council to having a CCTV Policy.

The Auditor-General undertook an audit of Security and Privacy of Surveillance Technologies in Public Places in 2018. It *outlines important considerations for all councils who manage CCTV* (further details on the audit are included below).

One of the considerations raised was that "*Councils should have clear policies to govern the installation, use and oversight of surveillance technologies*".

Clearly, there is a requirement for the Council to adopt a CCTV Policy.

Horsham Rural City Council was one of the councils included in the Auditor-General's audit. It developed a policy post the audit and this has been used as the basis for drafting the attached policy.

AUDITOR-GENERAL'S REPORT

Report on 'Security and Privacy of Surveillance Technologies in Public Places', September 2018.

This audit examined whether information collected by councils' CCTV surveillance activities in public places is secure and whether the privacy of individuals is protected. The audit assessed whether:

- the use of council surveillance devices in public places adheres to relevant privacy laws and appropriate use policies; and
- the information collected from councils' surveillance activities in public places is protected from unauthorised disclosure.

The councils (5) examined could not demonstrate that they are consistently meeting their commitments to the community to ensure the protection of private information collected through CCTV systems.

Issues arising from the report to consider in developing the policy included:

Sec.	Content	Requirement	Questions arising
2.2	Council policies & procedures	Councils should have clear policies to govern the installation, use and oversight of surveillance technologies. The policies should set minimum expectations for decisions about installing surveillance devices, privacy considerations, the collection, management and use of information, physical and data security, access, disclosure, storage, retention and disposal of surveillance information, governance and oversight arrangements, monitoring, evaluation and accountability.	Does the Council's CCTV policy address the key Information Privacy Principles relevant to surveillance activities?
2.3		CCTV policy needs to be supported by comprehensive operating and procedure manuals or instructions to guide the day-to-day management and use of surveillance systems.	Do the operating procedures reflect the requirements of the *Privacy and Data Protection Act 2014* and the policy?

The Report included a table listing Key Criteria for a Council Policy on CCTV surveillance.

The most common gaps in councils' CCTV policies related to:
- referencing organisational policies on information technology and security—this was surprising given that CCTV systems clearly involve the collection and storage of information and data using electronic equipment
- training requirements for staff and contractors involved in using CCTV systems
- assurance, review and evaluation processes.

POLICY CONTENT

The purpose of the Policy is to:

o   ensure that the CCTV program operates fairly, within applicable legislation, only for the purposes for which it is established and with due regard to the privacy and human rights of individual members of the public and Council staff;

o   provide a framework to inform and guide decision making on the implementation and installation of any CCTV system;

o   assist Council to regulate the operation and management of Council-owned CCTV systems installed and operating in public places;

o   ensure that the management of CCTV data inclusive of any footage, images, records or the observation of live feeds is appropriate in respect to the use, retention, security, privacy access, disclosure, storage and disposal of data;

o   ensure there is appropriate and ongoing monitoring, evaluation and reporting systems and complaint handling processes; and

o   ensure Council staff working with CCTV Systems undertake their duties in accordance with this Policy supplemented by Standard Operating Procedures.

The content of the draft policy has been checked for compliance with the criteria identified by the Auditor-General.

Criteria	Policy Check	Page
Policy covers both public safety and corporate CCTV	☞	
• purpose and objectives of CCTV surveillance	☞	4/5
• CCTV approval process	☞	6
• privacy considerations	☞	9
• signage	☞	7
• oversight arrangements	☞	9
• reference to council IT policies	☞	9
• training	☞	7
• inappropriate use	☞	9
• assurance and review mechanisms	☞	10
• evaluation of effectiveness	☞	9
• records management	☞	8

CCTV SYSTEMS STEERING COMMITTEE

A CCTV Steering Committee is to be appointed to oversee the implementation of the CCTV systems, the ongoing management and evaluation.

The Committee will exercise an oversight function over compliance with the Policy.

The Policy provides that the Committee will be chaired by a Council representative and consist of representatives from Council staff and Victoria Police.

Roles and responsibilities for the Committee include:

o Overseeing the implementation of the CCTV systems and the ongoing management
o Evaluating the CCTV systems
o Reporting on the management of CCTV systems
o Ensuring adherence to the relevant MOU for each system, Council policies and the law
o Promoting public confidence in CCTV systems by ensuring its operations are transparent and subject to public scrutiny
o Making recommendations to improve the integrity of CCTV systems

Terms of Reference for the Committee are attached.

AUDIT AND EVALUATION

In addition to the drafting of the Policy document, a report has also been prepared on 'CCTV System Annual Reporting - including Audit and Evaluation'

The Dept. of Justice is requiring the Council to "*organise for an audit to be undertaken of the management of the CCTV system in Warrnambool City Council"*.

The Dept. of Justice has also prepared a guide (refer to Attachment 4) to *assist local councils considering the implementation of CCTV systems to help address local safety issues.* Included in the guide is a section on evaluation. It outlines a range of elements suggested for inclusion in a *comprehensive evaluation framework*.

As a consequence of the documentation review, it is proposed that the evaluation will be in three parts:
o Achievement of Objectives
o Compliance with Good Governance
o Compliance with Operating Procedures

A copy of the Annual Reporting paper is attached, for information.

FINANCIAL IMPACT

The Policy is an overarching document and does not, per se, commit the Council to any financial considerations.

Decisions to install CCTV Systems are subject to separate reports.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

3 Maintain and improve the physical places and visual appeal of the City
3.4 Maintain and enhance existing Council infrastructure

4 Develop a smarter economy with diverse and sustainable employment
4.3 Enhance the visitor experience.

5 Practice good governance through openness and accountability while balancing aspirations with sound financial management
5.2 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness

TIMING

Routine.

COMMUNITY IMPACT / CONSULTATION

The Policy will be advertised for public submissions, in line with the Council's normal practice in this regard.

LEGAL RISK / IMPACT

Documentation on the use of CCTV Systems refers to the Council having a Policy in place. The Auditor-General has highlighted the need for such.

The Council would be failing in the overall management of these systems if it does not put an overarching Policy in place.

OFFICERS' DECLARATION OF INTEREST

No officer involved in this report has declared a conflict of interest.

CONCLUSION

That Council endorses the draft 'CCTV Policy' and be advertised for public submissions.

That the Terms of Reference for the CCTV Systems Steering Committee be approved and the necessary steps be taken to establish the Committee.

That the CCTV Systems Annual Reporting Framework, including Audit and Evaluation, be noted.

ATTACHMENTS
1. Attachment 1 CCTV Policy [**5.9.1** - 10 pages]
2. Attachment 2 CCTV Steering Committee Terms of Reference [**5.9.2** - 3 pages]
3. Attachment 3 CCTV Reporting Audit Evaluation [**5.9.3** - 17 pages]

CLOSED CIRCUIT TV (CCTV) POLICY

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DOCUMENT CONTROL

Document Title:	Closed Circuit TV (CCTV) Policy
Policy Type:	Council Policy
Responsible Branch:	City Amenity (City Infrastructure)
Responsible Officer:	Manager, City Amenity
Document Status:	Draft November 2020
Approved By:	Council
Adopted Date:	
Review Date:	

CCTV POLICY

Table of Contents

CCTV POLICY

1. INTRODUCTION

Purpose

The Council has primary responsibility for compliance, maintenance, management and security of Council owned and operated closed circuit television (CCTV) systems. Council must fulfil its responsibility to ensure that the rights of individuals to privacy are maintained at all times, by managing these systems in compliance with privacy requirements.

This policy provides direction and guidance on Council's management and use of CCTV systems in public places to enhance public safety and assist in the prevention of crime.

The purpose of the Policy is to:
- ensure that the CCTV program operates fairly, within applicable legislation, only for the purposes for which it is established and with due regard to the privacy and human rights of individual members of the public and Council staff;
- provide a framework to inform and guide decision making on the implementation and installation of any CCTV system;
- assist Council to regulate the operation and management of Council-owned CCTV systems installed and operating in public places;
- ensure that the management of CCTV data inclusive of any footage, images, records or the observation of live feeds is appropriate in respect to the use, retention, security, privacy access, disclosure, storage and disposal of data;
- ensure there is appropriate and ongoing monitoring, evaluation and reporting systems and complaint handling processes.

Scope

This Policy applies to Council owned CCTV systems installed, operated and monitored by Victoria Police in public places for the purposes of public and staff safety and asset protection.

Definitions and Terminology

Term	Meaning
CCTV	Closed Circuit Television
CCTV Camera	Any fixed or non-fixed cameras, including mobile camera
CCTV System	A surveillance system in which a number of cameras are connected through a closed circuit. The footage taken by the cameras is sent to a television monitor or recorder. CCTV systems consist of cameras, monitors, recorders, interconnecting hardware and support infrastructure.
CCTV Steering Committee	The committee established by Council to oversee the operation of CCTV systems.
City	Whole of the Warrnambool municipal area.
Code of Practice	Contains the basic standards in accordance with which the Council's CCTV Program will be conducted.
Council Audit & Risk Committee	The Council committee for the ongoing management of audit related matters. A function of the committee will be to uphold the integrity of Council's CCTV systems.

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CCTV POLICY

Term	Meaning
Data	Data from a CCTV Surveillance System including (but not limited to) records, film footage, recording, still images or live feeds
MOU	Memorandum of Understanding
Public Place	Any place to which the public has access. A public place relevant to Council can include, but is not limited to, public streets, public malls, shopping centres, Council car parks, open space parks or reserves, Council managed public buildings or areas.
Standard Operating Procedures	Detail the requirements to perform routine and non-routine duties and tasks.

References

Category	Document
Legislation	Freedom of Information Act 1982 Privacy Act 1988 (Cwlth) Privacy and Data Protection Act 2014 Public Records Act 1973 Surveillance Devices Act 1999 Surveillance Devices Regulations 2006
Standards, Guidelines & Reports	Guide to Developing CCTV for Public Safety in Victoria, Department of Justice, June 2018 Victorian Auditor General Office (VAGO) report *Security of Surveillance Technologies in Public Places*, September 2018. Public Records Office Victoria (PROV) advice and QSA Managing Closed Circuit Television Records Guideline
Council Related Policies & Procedures	MOUs between Council and Victoria Police for the operation of CCTV Cameras in the municipality CCTV Code of Practice CCTV Standard Operating Procedures Complaint Handling Policy

2. POLICY

Principles

The primary objective for installing CCTV is to discourage and detect unlawful behaviour in public places, resulting in enhanced safety and security for citizens and assets within the City.

Accordingly, CCTV systems will only be installed where there is an identified public safety or security need.

The Council CCTV systems will be operated and managed in accordance with the following principles:
- All aspects will be operated and managed with integrity and will be compliant with the relevant legislation, standards, codes and guidelines as outlined in this Policy and otherwise in force from

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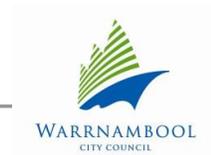
CCTV POLICY

time to time
- All aspects will be operated and managed with due regard to the privacy and respect for the human rights of individual members of the public
- Monitoring and access to CCTV records/footage will be controlled and managed in accordance with the operating procedures of each system
- Each system will be monitored and periodically evaluated to ensure that the purposes and objectives of each system are being achieved.
- The public will be provided with clear and easily accessible information in relation to the operation of CCTV systems, including processes to request or to view CCTV records/footage.

Installation of CCTV System

The installation of CCTV cameras in public places will be determined through consultation between relevant stakeholders and the CCTV Steering Committee and be approved by the Council.

When making decisions on the development and implementation of CCTV systems, the Council will utilise and take into account all relevant material, including the Department of Justice's CCTV Guide.

Any decision to implement a new (or retain an existing) CCTV system will be based on the purpose of the system and an assessment of the effectiveness of the system in achieving its purpose. The relevant use must be specifically stated for each system and such use must be in accordance with the IPP 1: Collection [Information Privacy Principles from the *Privacy and Data Protection Act 2014* (Vic)].

In accordance with IPP 2, any use for a purpose other than the primary purpose must be precluded or limited to exceptional circumstances, as approved by the Chief Executive Officer and in accordance with the legislation.

Any CCTV system to be installed by the Council in a public place will based on its potential to achieve any or all of the following objectives:

- To reduce incidents of criminal activity
- To reduce levels of anti-social behaviour
- To assist Police in the detection of offenders suspected of criminal activity and anti-social behaviour.
- To enhance public safety – actual and perceived
- To reduce the cost & impact of crime on the community

The Council will consult with relevant stakeholders prior to establishing a CCTV system. Victoria Police will be specifically consulted where the purpose of a CCTV system is to manage high crime locations and matters of public order or safety.

Documentation

In most cases, the Council's CCTV systems in public places will be owned, installed and maintained by Council. The responsibility for the operation and monitoring of the system will typically be by the Victoria Police, a private contracting company or a nominated member of Council staff.

The authorisation and operation of the CCTV system is based around extensive documentation.

CCTV POLICY

CCTV Policy
Provides direction and guidance on Council's use of CCTV systems in public places

Memorandum of Understanding
Details the understanding between Council and the Police for the operation, management, use and evaluation of CCTV systems

Code of Practice
Contains the basic standards for the conduct of the CCTV program

Standard Operating Procedures
Detail the requirements to perform routine and non-routine duties and tasks

An MOU with Victoria Police is required if the CCTV system is streamed to a Police facility, that is, where any part of the CCTV system or equipment is on Victoria Police premises or where members of Victoria Police have direct access to view or download footage.

All MOUs and the CCTV Standard Operating Procedures will, ordinarily and subject to law, be confidential documents and will not be publicly available.

Operation & Maintenance

For each CCTV system, an operation and maintenance manual will detail the technical details of the system, including detailed design drawings, product specifications and warranty information. These will, ordinarily and subject to law, not be publicly available documents.

Training

When a new CCTV system is installed, the Council will provide the operators of the system with the required training and support to accompany the Standard Operating Procedures.

Signage

The Council will advise the community of the presence of a CCTV system by installing appropriate signage to indicate that they are in an area of a CCTV system where they may be observed or recorded. Signage will be placed so as to comply with relevant Australian Standards in force and will comply with the following requirements:

- Signs will be placed at each main access to the CCTV coverage area members of the public are reasonably entitled to use and be monitored

CCTV POLICY

- Signs will be prepared so as to be easily understood by members of the public, including people who are from non-English speaking backgrounds. Signs will include a mix of worded text and symbols
- Signs will be clearly visible, distinctive and located in areas with good lighting, placed within normal eye range and large enough so that any text can be read easily
- Signs will identify Council as the owner of the system
- Signs will include details of who to contact for any queries about the system
- Signs will be checked periodically for damage and theft and replaced where required.

Data Collection

The collection of CCTV data including details of how the CCTV data is recorded, monitored and responded to by CCTV operators is to be documented for each system in the respective MOU or Standard Operating Procedures Manual.

For Council CCTV systems in general public areas, the CCTV footage on digital media will be retained for 30 days unless otherwise downloaded for legal reasons. Where footage has been provided to a third party (e.g. Victoria Police) it will be the third party's responsibility to retain the records/footage in accordance with the disposal authority that covers their agency's functional responsibilities.

The Council will ensure that its record keeping practices comply with the Public Records Office Standards for the management of public records, Public Records Office Specifications and the *Public Records Act* 1973 (Victoria). In general, surveillance camera footage is temporary and may be destroyed when any relevant administrative use has concluded.

Access to CCTV Records & Footage

Requests to access CCTV records/footage from the public or media will be managed according to the category of CCTV system.

Public Safety CCTV Systems - Victoria Police control access to and distribution of CCTV recordings

Images generated from the CCTV System will be stored at the Warrnambool Police Station and may be accessed by members of Victoria Police, in accordance with CCTV Policies and the Law.

Victoria Police is not under any obligation to continuously monitor the CCTV system. Victoria Police may monitor the CCTV system at any time for specific events or police operations.

Details of any images or recordings taken by Victoria Police members or provided to the public or media will be recorded in a register which will be located at Warrnambool Police Station.

If an application is made under the Freedom of Information (FOI) Act, then this will be processed through the normal FOI procedures.

Privacy

Council will balance the need for public safety against the right for privacy of members of the public.

CCTV POLICY

Inappropriate Use & Complaints

Council staff who work with CCTV systems are to comply with the requirements of this Policy. Where a Council staff member is in breach of this Policy, there will be an internal review and appropriate action will be taken.

Public complaints in relation to any aspect of a CCTV system relating to Council must be made in writing to the Chief Executive Officer.

> Chief Executive Officer
> Warrnambool City Council
> 25 Liebig Street (PO Box 198),
> Warrnambool, Vic, 3280
>
> Correspondence should be clearly marked 'Confidential - CCTV Complaint'

Any member of the public who is dissatisfied with the outcome of their complaint to Council has the right to complain to the Victorian Ombudsman. Contact details are available at www.ombudsman.vic.gov.au or phone: (03) 9613 6222

Complaints that are made by members of the public to Council relating to the policies and procedures of Victoria Police or to members of Victoria Police may be referred to the:

- Officer in Charge, Warrnambool Police Station;
- Victoria Police Professional Standards Command; or
- Independent Broad-Based Anti-Corruption Commission.

3. GOVERNANCE

Review

This policy is to be reviewed, in consultation with the CCTV Steering Committee, no later than three years after the previous review/approval date.

Evaluation & Monitoring

The Council will undertake evaluation and regular reporting of the CCTV system against the CCTV Evaluation Framework.

The first evaluation of a new CCTV system will occur between 12 and 18 months following the full commissioning of the CCTV system.

The Council will establish a CCTV Steering Committee chaired by a Council representative and consisting of representatives from Council staff and Victoria Police. The primary responsibility of the CCTV Steering Committee is overseeing the implementation of the CCTV systems, the ongoing management and evaluation.

CCTV POLICY
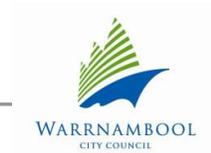
Compliance Responsibility

The CCTV Steering Committee shall exercise an oversight function over compliance with this policy.

The Council will undertake regular audits of its CCTV systems and appropriate action plans will be formulated to address any deficiencies.

Roles & Responsibilities

Party	Roles & Responsibilities
CCTV Steering Committee	• Overseeing the implementation of the CCTV systems and the ongoing management • Evaluating the CCTV systems against 　○ Achievement of Objectives 　○ Compliance with Good Governance 　○ Compliance with Operating Procedures • Reporting on the management of CCTV systems • Ensuring adherence to the relevant MOU for each system, Council policies and the law • Promoting public confidence in CCTV systems by ensuring its operations are transparent and subject to public scrutiny • Making recommendations to improve the integrity of CCTV systems
Audit & Risk Committee	Annually review the use, operation and compliance with this policy and the CCTV Code of Practice.
Director City Infrastructure	Policy Owner. Overall responsibility for the effective and ethical management of equipment and for ensuring that recorded information is appropriately maintained by Council Authorised Users. Reviews and determines applications for access to recorded images held by Council.
Council	Responsible for the assessment and approval of CCTV Program equipment installation requests in and around Council managed public places.
Victoria Police Officer in Charge	Responsible for overseeing the effective and ethical management of CCTV equipment and recorded information operated or held by Victoria Police. Reviews and determines all applications for access from members of the public and Authorised Users to recorded information in Victoria Police possession. Nominates Authorised Users and Authorised Administrators. The only officer who can approve Authorised Administrators to download and extract footage from the public space CCTV network.

CCTV SYSTEMS STEERING COMMITTEE

TERMS OF REFERENCE

1. Establishment of Committee

The CCTV Systems Steering Committee ('the Committee'), is a formally appointed Advisory Committee of the Warrnambool City Council ('the Council') for the purposes of the Local Government Act 2020 ('the Act').

The membership of the Committee and the Terms of Reference will be approved by resolution of the Council.

2. Purpose of Committee

The Committee's role is to assist and advise the Council on matters including:

- Overseeing the implementation of the CCTV systems and the ongoing management
- Evaluating the CCTV systems against:
    - Achievement of Objectives
    - Compliance with Good Governance
    - Compliance with Operating Procedures
- Reporting on the management of CCTV systems
- Ensuring adherence to the relevant MOU for each system, Council policies and the law
- Promoting public confidence in CCTV systems by ensuring its operations are transparent and subject to public scrutiny
- Making recommendations to improve the integrity of CCTV systems

3. Authority and Compliance

The Committee is an advisory committee only and has no delegated decision making authority.

4. Membership

Composition
The Committee shall be composed of:
- One Councillor appointed by the Council
- Four (4) Council staff:
    - Director City Infrastructure
    - Manager City Amenity;
    - Coordinator Local Laws;
    - City Infrastructure Administration Officer; and
- Two persons nominated by Victoria Police
- Other representatives as required

Appointment of Chair
The Committee Chair will be the appointed Councillor.

Term of Appointment
Up to four years, in line with the term of the Council.

5. Support to the Committee

Administrative responsibility and support for the Committee is assigned to the Manager City Amenity, being the Responsible Officer. This function includes providing:

- information and any necessary training for members in relation to their responsibilities under the Terms of Reference;
- preparation of meeting agendas and minutes;
- advice in respect to matters before the Committee; and
- secretarial and logistical support to the Committee

6. Meeting Proceedings

Meeting Schedule
The Committee will meet at least two times a year, with authority to convene additional meetings as circumstances require.

Attendance at Meetings
Teleconference or over the internet (e.g. Zoom, Skype, FaceTime) attendance is acceptable

Meeting Agendas
The structure of the Committee Agenda and documents will be determined by the Responsible Officer.
Agenda items can be submitted by Members for consideration for inclusion by the Responsible Officer.
The Agenda must be distributed to members at least five working days prior to the meeting.

Quorum
A quorum of the Chair and at least one Council staff member and one Police nominee will be necessary to transact the business of the committee.

If a quorum is not present within 20 minutes of the time appointed for the commencement of the meeting, the meeting shall lapse.
If a quorum fails after the commencement of the meeting, the meeting shall lapse.

Conflict of Interest
If a Member has a conflict of interest relating to any item on a Meeting Agenda, the member must verbally disclose the type and nature of the interest immediately before consideration of the matter in question.

Minutes and Reporting
The Responsible Officer will ensure that minutes are taken for each Committee meeting.

The minutes shall be in a standard format including a record of those present, apologies for absence, adoption of previous minutes and a list of adopted actions and resolutions of the Committee.

Minutes of each meeting will be presented at the next Council meeting.

7. Records

All records pertaining to the Committee's function shall be kept by the Responsible Officer.

CCTV SYSTEM ANNUAL REPORTING – including AUDIT and EVALUATION
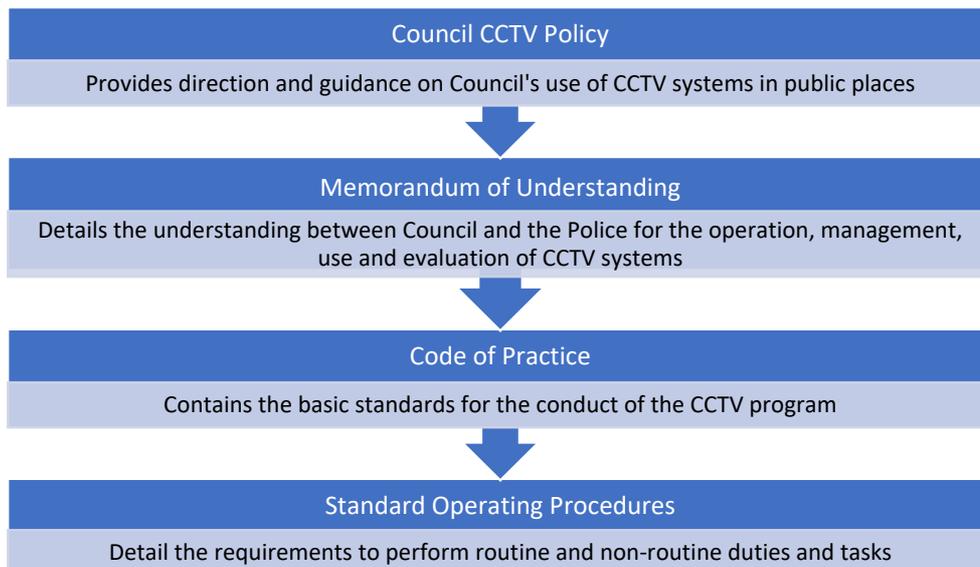
Background

The Dept. of Justice is requiring the Council to *organise for an audit to be undertaken of the management of the CCTV system in Warrnambool City Council* (refer to Attachment 1)*.*

The Dept refers to an audit of Security and Privacy of Surveillance Technologies in Public Places undertaken by the Auditor General's office (VAGO) in 2018 *that outlines important considerations for all councils who manage CCTV* (refer Attachment 2).

The Dept. has drawn attention to an MOU, between the Council and Police, that commits both parties to undertake an annual audit (Sec 23.2) and review (Sec 25) – references in the MOU for the Foreshore program.

- *Report on the management of the CCTV system and ensure adherence to this MOU and the agreed CCTV policies and the Law:*
- *Promote public confidence in the CCTV System by ensuring its operations are transparent and subject to public scrutiny: and*
- *Make recommendations to the Parties to improve the integrity of the CCTV System.*

The authorisation and operation of the CCTV system is based around extensive documentation.

Council CCTV Policy
Provides direction and guidance on Council's use of CCTV systems in public places

Memorandum of Understanding
Details the understanding between Council and the Police for the operation, management, use and evaluation of CCTV systems

Code of Practice
Contains the basic standards for the conduct of the CCTV program

Standard Operating Procedures
Detail the requirements to perform routine and non-routine duties and tasks

A review of the current Council documentation has been undertaken (refer to Attachment 3). Unfortunately, the overarching Policy document is a missing link. A draft Policy has been prepared for submission to the Council.

The Standard Operating Procedures provide that the Safety Camera Network will be evaluated to establish whether the purposes of the system are being complied with and whether objectives are being achieved. The evaluation will incorporate such things as (*for example, but not limited to*):

- *an assessment of the impact upon crime*
- *an assessment of neighbouring areas without CCTV*

- *the views and opinions of the public*
- *the operation of the Standard Operating Procedures*
- *whether the purposes for which the system was established are still relevant.*

The Dept. of Justice has also prepared a guide (refer to Attachment 4) to *assist local councils considering the implementation of CCTV systems to help address local safety issues.* Included in the guide is a section on evaluation. It outlines a range of elements suggested for inclusion in a *comprehensive evaluation framework*.

Outline of Evaluation Framework

As a consequence of the documentation review, it is proposed that the evaluation be in three parts:
1. Achievement of Objectives
2. Compliance with Good Governance
3. Compliance with Operating Procedures

Objectives

There should be a common set of objectives for the overall CCTV program. The objectives included in the MOUs (Artillery Crescent & Foreshore) and Code of Practice have common themes, but with some varied wording.

Five (5) common themes (objectives) are listed below. The sub-sets under each are extracts from the above documents and basically support the 'common objective' summary.

- Reducing crime
  - Deter all criminal behaviour due to a fear of detection and prosecution
- Reducing anti-social behaviour
  - Hoon Behaviour
    - Prevention of hoon behaviour
  - Vandalism
  - Graffiti
    - Prevention of vandalism and graffiti
  - Anti-Social behaviour
  - Drug & Alcohol consumption
    - Prevention of drug and alcohol consumption
  - General property damage
- Assisting Police in the detection of offenders suspected of criminal activity and anti-social behaviour
  - Assist Victoria Police in the detection and prosecution of offenders.
  - Assist Police in the investigation of criminal offences with the availability of evidence
  - Improving Victoria Police's response to criminal and anti-social behaviour in the city.
  - Enable investigative avenue for crimes or offences that are committed and captured on CCTV cameras
  - Decrease the response time for Police to assist in the reduction of serious injury and of catching an offender while perpetrating;
- Enhancing public safety
  - Improving public perceptions of safety and confidence in public areas
  - Improve actual and perceived levels of safety within the Warrnambool City Council.
  - To improve the Warrnambool community's perception of safety, to increase the number of visitors enhancing natural surveillance.

- o Improving the actual and perceived sense of safety for those who live, work and visit the municipality
- o Provide a safe and secure environment for those who live, work and visit the Warrnambool
- o Promote Community access and use of public spaces
- Reduce cost and impact of crime on the community

Good Governance Elements

Key elements that should be considered in the review:

- CCTV Policies
  - o have clear policies to govern the installation, use and oversight of surveillance technologies
  - o Does the policy address the key Information Privacy Principles relevant to surveillance activities?
- CCTV Procedures
  - o Do the operating procedures reflect the requirements of the *Privacy and Data Protection Act 2014* and the policy?
- CCTV System Steering Committee
  - o Is the CCTV Steering Committee active and fulfilling its function?
- CCTV Audit Committee
  - o Is the CCTV Audit Committee active and fulfilling its function?

Operational Elements

Key elements that should be considered in the review:

- Camera Network
  - o Ensure that the camera network is accountable and fully compliant with the relevant policies and Standard Operating Procedures.
  - o Register to record any outages and maintenance requests or other technical difficulties encountered with the CCTV System
  - o Respond to requests for CCTV System maintenance in a timely manner
- Data Collection and Information
  - o Victoria Police to maintain an up-to-date log of data downloads from the CCTV system.
  - o Does Victoria Police comprehensively document details of copied images and recordings at the local police station?
  - o Is identifiable signage in place for all CCTV sites?
- Training
  - o Regular training provided to all relevant Victoria Police members around the operation of the CCTV System
- Requests to Use or View Recorded Information
- Complaints
  - o Complaints made by the public to Victoria Police regarding the general operation of the CCTV System will be referred to the Council.

Annual Report

An Annual Report is to be prepared, including the following components:

1. Executive Summary
2. Overview of the CCTV program and systems
    a. Documentation
    b. Camera Locations
    c. Roles and Responsibilities
3. Evaluation Framework
    a. Achievement of Objectives
    b. Compliance with Good Governance
    c. Compliance with Operating Procedures
4. Future of the Program
        Including items such as additional locations,
5. Overall Performance Summary

A draft of the **Evaluation Framework** is included in Attachment 5.

Steering Committee

The Annual Report, with the evaluation outcomes, would be presented to the CCTV System Steering Committee to receive/endorse so it can then be presented to the Council and the Dept. of Justice.

A draft Terms of Reference for the Committee will be prepared for submission to the Council.

ATTACHMENT 1 – DEPARTMENT of JUSTICE REQUEST

Email Sean Ling (Senior Manager, Grants Program & Engagement, Community Crime Prevention Unit) to Peter McArdle, 6 April 2020

"As discussed, could you please organise for an audit to be undertaken of the management of the CCTV system in Warrnambool City Council.

The audit of Security and Privacy of Surveillance Technologies in Public Places undertaken by the Auditor General's office (VAGO) in 2018 outlines important considerations for all councils who manage CCTV.

The audit found that even though governance policies were in place, none of the councils audited had adequately used their agreements with Victoria Police to ensure proper oversight and accountability for the use of public safety CCTV systems. This finding indicated the importance of ensuring governance documents are actively used and that commitments contained are implemented.

I have included a link to the VAGO website for further information.

It is really encouraging to hear that council regularly meets and has a strong working relationship with Victoria Police. Your MOU with police commits both parties to undertake an annual audit (Sec 23.2) and review (Sec 25) of the MOU and this is why we built it into the Funding Agreement for both the Public Safety Infrastructure Fund (PSIF) grants funded in 2017 and 2019. This audit and review process can help to strengthen council's relationship with police as well as ensuring that the system is being managed appropriately.

The evaluation reporting (Milestone 5) for the 2017 PSIF project should have outlined the findings of the annual audit, however I will approve the reporting submitted if you can confirm that an audit has been scheduled (including when it will occur and who will undertake it). The findings from this audit can then be used to support your reporting for the project funded in 2019.

Under their own policies, Victoria Police are to maintain an up-to-date log of data downloads from the CCTV system. This data can help council to demonstrate that police are actively using the system and justify the investment from council. The audit could also monitor whether the log is being maintained so that data can be made available to council.

I will await the information on the audit timing and approach to approve Milestone 5 for the 2017 project. If you would like to discuss this further, please don't hesitate to contact me."

ATTACHMENT 2 – AUDITOR-GENERALS REVIEW of CCTV in PUBLIC PLACES

Report on 'Security and Privacy of Surveillance Technologies in Public Places', Victorian Auditor-General, September 2018

This audit examined whether information collected by councils' CCTV surveillance activities in public places is secure and whether the privacy of individuals is protected. The audit assessed whether:

- the use of council surveillance devices in public places adheres to relevant privacy laws and appropriate use policies

- the information collected from councils' surveillance activities in public places is protected from unauthorised disclosure.

Conclusion

The councils we examined in this audit could not demonstrate that they are consistently meeting their commitments to the community to ensure the protection of private information collected through CCTV systems.

The audited councils advised that they have never found an incident of inappropriate use of surveillance systems or footage, and OVIC (Office of the Victorian Information Commissioner) advised that it has never received a complaint about such use. However, given the weaknesses that we identified in security and access controls, and the lack of review of how CCTV systems are being used, the absence of evidence of inappropriate use of council CCTV doesn't provide strong assurance that no such incidents have occurred.

Findings

Four (4) of the five (5) councils audited had a policy to guide their management of CCTV systems. However, in most cases, these policies focus on public safety CCTV systems, and councils do not have robust, documented operating procedures to support the sound management of their corporate CCTV systems.

Regular reporting on key metrics for all corporate CCTV systems—such as the number of times council staff reviewed CCTV footage, saved or copied CCTV footage, and provided copies of footage to external parties—would make senior management aware of these surveillance activities, support a culture of appropriate use, and promote more active management.

Recommendations

1. review and update their CCTV policies to address the requirements of the *Privacy and Data Protection Act 2014* (see Section 2.2)
2. assess all CCTV systems installed prior to the approval of a CCTV policy to ensure they comply with the policy (see Section 2.2)
3. assess the privacy impacts of proposals to install new or additional CCTV surveillance devices in public places (see Section 2.3)
4. develop site-specific operating procedures for their corporate CCTV systems to reflect the requirements of the *Privacy and Data Protection Act 2014* and their policies (see Section 2.2)
5. allocate responsibility for overseeing the operation of CCTV systems to an appropriate senior manager and implement regular reporting on key aspects of CCTV system use (see Section 2.4)

6. include a periodic audit of CCTV system use and data security in their forward internal audit programs (see Section 2.7)
7. review and update the content and position of all signage in locations with corporate CCTV systems to reflect better practice (see Section 3.2)
8. review and address access control and data security weaknesses for corporate CCTV systems (see Section 3.3)
9. ensure regular audits and evaluations of public safety CCTV systems and hold the oversight committees for these systems to account for meeting their responsibilities under agreements with Victoria Police (see Sections 2.5 and 2.6).

What we found

What needs to happen

Gaps in policies and procedures	Develop, review and implement policies and procedures
Limited consideration of privacy impacts when installing new CCTV cameras	Assess privacy impacts and consult communities
Only Melbourne sufficiently oversighted its public safety CCTV system	Meet commitments to oversight and review, as agreed with Victoria Police
Only two councils adequately oversight corporate CCTV systems	Allocate responsibility for oversight and reporting on corporate systems

Issues arising from Audit Report to consider in Evaluation

Sec.	Content	Requirement	Questions arising
2.2	Council policies & procedures	Councils should have clear policies to govern the installation, use and oversight of surveillance technologies. The policies should set minimum expectations for decisions about installing surveillance devices, privacy considerations, the collection, management and use of information, physical and data security, access, disclosure, storage, retention and disposal of surveillance information, governance and oversight arrangements, monitoring, evaluation and accountability.	Does the Council's CCTV policy address the key Information Privacy Principles relevant to surveillance activities?
2.3		CCTV policy needs to be supported by comprehensive operating and procedure manuals or instructions to guide the day-to-day management and use of surveillance systems.	Do the operating procedures reflect the requirements of the *Privacy and Data Protection Act 2014* and the policy?

Sec.	Content	Requirement	Questions arising
2.4	Managing Council CCTV systems	Councils have clear obligations to ensure that their use of CCTV and other surveillance devices complies with the law and respects the privacy of individuals.

Need to allocate responsibility for overseeing the operation of CCTV systems to an appropriate senior manager and implement regular reporting on key aspects of CCTV system use | Who is responsible for the central oversight of the management of corporate CCTV systems?

Is there regular management reporting on corporate CCTV systems? |
| 2.5 | Arrangements with Victoria Police | Councils have MoUs with Victoria Police to govern the operation and oversight of public safety CCTV systems

Councils need to implement the agreement and meet their obligations to provide proper oversight and accountability for the use of their CCTV systems. | Are regular audits and evaluations of public safety CCTV systems undertaken? |
| 2.6 | Oversight of public safety CCTV systems | Number of ways councils can improve their oversight of public safety CCTV systems. | Is the CCTV Steering Committee active and fulfilling its function?

Is the CCTV Audit Committee active and fulfilling its function? |
		Councils need to exercise their right to obtain assurance about Victoria Police's appropriate use and management of the information provided by public safety CCTV systems.	Does Victoria Police comprehensively document details of copied images and recordings at the local police station?
2.7	Governance, assurance & accountability	Need to demonstrate that the audit committee or a specialist oversight committee regularly scrutinises the council's management and use of corporate CCTV systems	Is a periodic audit of CCTV system use and data security included in the forward internal audit program?
3.2	Data collection, information & signage	Compliance with Information Privacy Principle 1 - only collect personal information that is necessary and lawful, and to do so with as little intrusion as possible.	
		Signs in public places under CCTV surveillance should:
• clearly state that the area is under surveillance and identify the organisation undertaking surveillance
• be located before the CCTV surveillance starts	Is identifiable signage in place for all CCTV sites?
3.3	Data security	Need to apply physical security controls for their corporate CCTV systems' storage devices.	

ATTACHMENT 3 – COUNCIL DOCUMENTATION REVIEW

MOU (draft) for Operation of CCTV Cameras (Between Victoria Police and Council) – Artillery Crescent site

Background
- Victoria Police and the Council working together to improve safety and security, address crime and manage anti-social behaviour in the city
- The CCTV System will promote the utilisation of incident response, crime management, surveillance and other legitimate policing functions.

Objectives
- reducing crime;
- reducing anti-social behaviour;
- improving public perceptions of safety and confidence in public areas; and
- improving Victoria Police's response to criminal and anti-social behaviour in the city.
- To deter all criminal behaviour in Artillery Crescent due to a fear of detection and prosecution;
- To assist Police in the investigation of criminal offences with the availability of evidence;
- To decrease the response time for Police to assist in the reduction of serious injury and of catching an offender while perpetrating;
- To improve the Warrnambool community's perception of safety, to increase the number of visitors enhancing natural surveillance.

Governing Principles include:
- people are entitled to a reasonable expectation of privacy when in public places
- reasonable steps must be taken to protect information gathered through public place surveillance from misuse or inappropriate disclosure
- the Parties (Council and Police) will co-operate to achieve the highest standards applicable for the appropriate evaluation of the CCTV System and ensure:
  o the purpose of this MOU is fulfilled;
  o their joint objectives are achieved;
  o the governing principles above are respected; and
  o the public interest is protected.

Responsibilities
Council
- installing, maintaining, repairing and replacing all assets and infrastructure associated with the CCTV System
- exclusively licensing the use of the images, footage or recordings generated by, or captured on, the CCTV System to Victoria Police
- determining CCTV Camera locations
- responding to requests for CCTV System maintenance in a timely manner
- developing CCTV Policies in accordance with any applicable policy and procedural standards
- establishing and providing support to the CCTV Audit Committee and the CCTV Steering Committee
- undertaking regular and appropriate evaluation of the CCTV System

Police
- providing agreed data to the Council for the purposes of monitoring and evaluation and system probity

- providing regular training to all relevant Victoria Police members around the operation of the CCTV System
- reporting any CCTV System maintenance issues of which it becomes aware to the Council in a timely manner
- providing assistance to the Council in relation to the development of CCTV Policies

Monitoring
- Victoria Police members may monitor the images, footage or recordings generated by, or captured on, the CCTV System as part of its law enforcement functions or activities as well as for specific command and control use, targeting specific crime operations or for dealing with such situations … list of examples

Training
- the Officer in Charge, Warrnambool Police Station, will ensure that all Victoria Police members under his or her command receive training or instruction in the use and operation of the Hardware and Software prior to operating the CCTV System

Complaints
- Complaints made by the public to Victoria Police regarding the general operation of the CCTV System will be referred to the Council's Representative
- Complaints made by the public to the Council which relate specifically to Victoria Police policy or procedures or Victoria Police members may be referred to Victoria Police's Representative, Officer in Charge, Warrnambool Police Station, the Victoria Police Professional Standards Command or the Independent Broad-based Anti-corruption Commission.

Crime Trend Information
- Victoria Police's Representative will, within 20 Business Days (of a written request), facilitate the exchange of crime trend information and other relevant information to assist the Council to evaluate the effectiveness of the CCTV System within the Precinct.

Law Enforcement Data
- Victoria Police may release Law Enforcement Data to the Council under this MOU including for the purposes of monitoring, evaluating and determining the effectiveness and probity of the CCTV System within the Precinct.

Evaluation
- Council agrees to undertake appropriate evaluation of the CCTV System to ensure its objectives are being achieved.

Committees
- CCTV System Steering Committee
  o Consist of representatives from the Council, Victoria Police and other invited stakeholders as agreed.
  o Responsibilities include:
    ▪ developing an agreed monitoring and evaluation framework to ensure system objectives as outlined in this MOU are being achieved
- CCTV Audit Committee
  o Report on the management of the CCTV System and ensure adherence to this MOU, the agreed CCTV Policies and applicable Law

MOU for Operation of CCTV Cameras (Between Victoria Police and Council) – Foreshore Site

Objectives
- Prevention of hoon behaviour
- Prevention of vandalism and graffiti
- Prevention of drug and alcohol consumption
- Reduction of anti-social behaviour
- Enhancement of public safety
- Identification of people suspected of anti-social behaviour through the use of the CCTV system
- Providing Victoria Police with further assistance in the detection and prosecution of offenders
- Reduction of the cost and impact of crime on the community
- Mutual assistance in the allocation and deployment of law enforcement resources
- Enable investigative avenue for crimes or offences that are committed and captured on CCTV cameras
- Improving the actual and perceived sense of safety for those who live, work and visit the municipality

WCC Code of Practice, March 2018

Contains the basic standards in accordance with which the Warrnambool City Council's CCTV Program will be conducted.

Objectives
Key objectives of the Warrnambool City Council's CCTV Program include:
- To assist in the prevention of:
  - Hoon Behaviour
  - Vandalism
  - Graffiti
  - Anti-Social behaviour
  - Drug & Alcohol consumption General property damage
- Improve actual and perceived levels of safety within the Warrnambool City Council.
- To assist Victoria Police in the detection and prosecution of offenders.
- Provide a safe and secure environment for those who live, work and visit the
- Warrnambool City Council.
- Promote Community access and use of public spaces.

Accountability
The Council and Victoria Police will report to a Committee (made up of representatives from Warrnambool City Council and Victoria Police) regularly. The committee will:
- Provide an overview of the CCTV Program;
- Report any divergence from the Code of Practice, Protocols and MOU's;
- Identify further improvements and recommend actions to safeguard the CCTV Program from misuse;
- Request an investigation be undertaken by any party involved in the CCTV Program to identify divergences from, or breaches to, the Code of Practice, Protocols or MOU's;
- Request steps are undertaken by any party involved in the CCTV Program to rectify divergences from, or breaches to, the Code of Practice, Protocols or MOU's.

Assessment of Program

Regular monitoring and evaluation of the CCTV Program will be undertaken to identify whether the purposes and objectives are being achieved.

   8.1 The Warrnambool City Council and Victoria Police will regularly monitor and evaluate the CCTV Program to ensure that it is meeting with the purpose and the objectives of the Program.

   8.2 The Committee will evaluate and review the performance of the program.

   8.3 The Committee will report on, and make recommendations to rectify, any divergence from the purposes and objectives of the program.

   8.4 The results of the review may be taken into account in the future functioning, management and operation of the CCTV Program.

Standard Operating Procedures

Procedures detail the requirements to perform routine and non-routine duties and tasks.

Accountability

Network Auditing and Reporting

   An auditing process is required that ensures the camera network is accountable and fully compliant with the relevant policies and Standard Operating Procedures. The primary objective of an auditing process is to provide a mechanism of accountability and external review. An auditing process provides public reassurance that the camera network is operated transparently and ethically, and that self-regulatory codes and protocols are being observed.

   To maintain the highest integrity and public confidence in the network, the Manager City Amenity shall provide regular reports to the Council.

Annual Report

   A copy of the annual report will also be made available to anyone requesting it or downloaded from Council website.

Assessment

Evaluation

   The Safety Camera Network will be evaluated to establish whether the purposes of the system are being complied with and whether objectives are being achieved. The evaluation will incorporate such things as (*for example, but not limited to*):

   o   *an assessment of the impact upon crime*
   o   *an assessment of neighbouring areas without CCTV*
   o   *the views and opinions of the public*
   o   *the operation of the Standard Operating Procedures*
   o   *whether the purposes for which the system was established are still relevant.*

   It is proposed that the evaluation will at the regular meetings at least every 3 months with the WCC Manager City Amenity, Coordinator Local Laws and Warrnambool Police Officers. A council report will be completed every six months.

   The evaluation will also need to explore whether there has been any displacement of crime from the Foreshore Precinct Target Area and ascertain whether the Project has had this effect. Council recognises that changes in recorded crime data may arise from a number of

different factors and may not be attributable solely to the introduction of CCTV. This will be particularly pertinent in the evaluation approach to CCTV where it is being implemented amongst a range of other crime prevention initiatives.

The results of the evaluation will be published.

ATTACHMENT 4 - GUIDE to DEVELOPING CCTV for PUBLIC SAFETY

Guide released by Dept. of Justice, June 2018

This Guide aims to assist local councils considering the implementation of CCTV systems to help address local safety issues.

Step 7 – Evaluate your CCTV system
Where a CCTV owner has entered into an MOU with Victoria Police in relation to a CCTV system, there is a requirement for the system to be regularly audited by the system owner for compliance with the relevant policies and legislation.

The steering committee is responsible for ensuring that a report outlining the performance and use of the system be prepared and submitted to the CCTV audit committee (which may consist of your organisation's existing audit committee).

A comprehensive evaluation framework of your CCTV system will incorporate the following elements:

Element	Evaluation Content
Objectives	Whether: • the system is producing evidence of crime reduction or crime detection • video footage is being used by police for operations, investigations or criminal prosecutions • the cost of this initiative has been justified or the outcomes could have been achieved via a less expensive solution (see step 3).
Community outcomes	Comparison of pre-trial and post-trial outcomes including: • results from public surveys measuring community confidence and perceptions of crime • crime statistics (changes in types of crime or displacement of crime) • the number of reported incidents • CCTV's contribution to other community crime prevention strategies • any impacts on vulnerable groups using the area under surveillance.
Public confidence in use	Consider: • the number of reports of crime made by the public • the number of requests for video data • the number of FOI applications • the number of complaints made by the public.
Project management	Consider: • the level of access to technical expertise • the sustainability and self-sufficiency of the project • the appointment of a suitable project manager, and effective communication/reporting to community safety committees • whether there was an appropriate level of engagement with police (compliance with MOU's and appropriate sharing of video data).
Density, camera coverage and positioning	Consider: • whether areas with higher density of camera coverage produce greater reduction in crime • whether the cameras were positioned in the best way to achieve the objectives.

Element	Evaluation Content
Technical characteristics	Consider: • whether the type of camera used and the way it was mounted influenced its effectiveness • whether the camera was able to cope with differing levels of lighting • the camera's capacity to transmit consistent images of high quality • the reliability of the system, including downtime due to malfunction or maintenance • whether the images were of suitable quality to allow identification of suspects and the use of images in court proceedings.
Operations and control room	Consider: • whether the level of monitoring was adequate • whether incidents in progress were detected during monitoring • whether the communication between stakeholders (public and police) and the operators was timely and effective • outcomes of an audit of data storage and compliance with Standard Operating Procedures, public Code of Conduct and relevant privacy legislation • the number of staff trained and the effectiveness of training.

CCTV owners should commit to making the results of evaluation public, even when they reveal ambivalent or negative outcomes. This serves to increase the integrity of the system and adds to the body of evidence about the effectiveness of CCTV as a crime prevention and community safety tool. Honest reflection on what worked well and what was less effective provides a solid basis for decision-making on the future of CCTV in your location.

ATTACHMENT 5 – DRAFT CCTV EVALUATION FRAMEWORK

ATTACHMENT 5 - CCTV EVALUATION FRAMEWORK – DRAFT REPORT 2019/2020

PART A – ACHIEVEMENT of OBJECTIVES

No.	Key Objective	Measures	Source	Responsibility	Response
1	Reducing Crime	Trend in crime statistics for camera locations.	Crime Statistics Agency data	Council – Local Laws Unit	
2	Reducing anti-social behaviour, including • Hoon Behaviour • Vandalism • Graffiti • Drug & alcohol consumption • General property damage	Trend in vehicle speed near camera locations.	Traffic counters (Council)	Council - Assets Unit	
		Reports on vandalism, graffiti & property damage – made by Council inspectors and external parties.	Reports/requests lodged in Council Customer Request System	Council – Coordinator Customer Service	
3	Assisting Police in detection of offenders suspected of criminal activity and anti-social behaviour.	Use of camera recordings and success rate in identifying offenders.	CCTV recordings	Police	
4	Enhancing public safety	Feedback from community on actual and perceived sense of safety and confidence in public areas.	Annual community survey	Council – Coordinator Local Laws	
5	Reducing cost & impact of crime on the community	Annual cost to Council in repairs and replacements resulting from criminal & anti-social behaviour.	Council cost ledgers	Council – Assets Unit	

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PART B – COMPLIANCE with GOOD GOVERNANCE

No.	Key Component	Key Requirements	Source	Responsibility	Response
1	CCTV Policy	Up-to-date policy that governs the installation, use and oversight of surveillance technologies. Policy addresses the key Information Privacy Principles relevant to surveillance activities.	CCTV Policy	Council - Manager City Amenity	
2	CCTV Procedures	Up-to-date procedures that reflect the requirements of the *Privacy and Data Protection Act 2014* and the CCTV policy.	CCTV Procedure	Council – Manager City Amenity	
3	CCTV System Steering Committee	Committee that is active and fulfilling its function.	Steering Committee meeting minutes	CCTV Steering Committee	
4	Audit	Review the management of the CCTV System and ensure adherence to this MOU, the CCTV Policy and applicable Law.	Internal Audit program report	Council Audit & Risk Committee	
5	Program Review	Report on, and make recommendations to rectify, any divergence from the purposes and objectives of the program.	Steering Committee meeting minutes	CCTV Steering Committee	
		Review and recommend any changes/ improvements to CCTV program, including camera locations.	Steering Committee meeting minutes	CCTV Steering Committee	.

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PART C - COMPLIANCE with OPERATING PROCEDURES

No.	Key Component	Key Requirements	Source	Responsibility	Response
1	Camera Network	Camera network is operated transparently and ethically, and that self-regulatory codes and protocols are being observed.	Internal Audit program report	Council Audit & Risk Committee	
		Camera network is operational and fully compliant with all relevant policies and Standard Operating Procedures	Monthly inspections conducted by Police.	Police	
		Outages and maintenance requests or other technical difficulties encountered with the CCTV System are properly recorded in a Register.	Fault Reporting Sheet	Police	
		Maintenance on the camera network in completed in a timely manner.	Quarterly Maintenance reports	Council - Manager, City Amenity	
		Only trained and authorised personnel will operate any of the equipment (or equipment associated with the CCTV system).	Training records	Police	
2	Data Collection & Use	An up-to-date log of data downloads from the CCTV system is maintained.	CCTV Log book	Police	
		Where Victoria Police determines that images or recordings generated from the CCTV System are no longer required it may destroy them in accordance with Victoria Police policy.	CCTV Log book	Police	
3	Community information	Signage identifying all sites under surveillance is in place and well maintained.	Half yearly inspections by Council	Council - Local Laws inspectors	

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No.	Key Component	Key Requirements	Source	Responsibility	Response
4	Training	Regular training is provided to all relevant Police members around the operation of the CCTV System.	Training records	Police	
5	Public Requests for Camera Footage	Requests for camera network imagery support relating to non-criminal matters to be made through Freedom of Information process.	FOI Requests	Council - Manager City Amenity	
6	Complaints	Public complaints regarding the network must be referred to the Council in the first instance for investigation.	Council Customer Request System	Council – Coordinator Customer Service	

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5.10.   CONSIDERATION OF TENDER SUBMISSIONS FOR TENDER NO 2021019 CONSTRUCTION WORKS FOOTPATH RENEWAL

PURPOSE:

This report is to inform Council of the tenders that were received for Tender No. 2021019 – Construction Works – Footpath Renewal.

EXECUTIVE SUMMARY

- A public tender was advertised on Saturday 17 October 2020, inviting submissions from suitably qualified contractors to construct sections of concrete footpath identified as a high priority for replacement under 2020/21 Footpath Renewal (Rate Cap Variation) Capital Works.

- At the close of tenders on Friday 13 November 2020, a total of 2 tender submissions were received by Council.

- A Tender Evaluation Panel met and evaluated the tender responses in accordance with the evaluation criteria set out in the Procurement Management Plan.

- All lump sum tenders received were under the Project Budget of $335,600.00 excluding GST.

- The Tender Evaluation Panel recommends that Greencon Australia Pty Ltd be awarded Tender No. 2021019 – Construction Works – Footpath Renewal.

MOVED: CR BEN BLAIN
SECONDED: CR RICHARD ZIEGELER

That Council:

1. **Accept the tender submission from Greencon Australia Pty Ltd for Contract 2021019 – Construction Works – Footpath Renewal for the tendered amount of $310,795.00 excluding GST.**

2. **Authorise the CEO to sign and seal the contract documents.**

CARRIED – 7:0

BACKGROUND

The purpose of entering into this contract is to for Council to appoint a suitably experienced and skilled contractor to replace sections of concrete footpath at 29 predetermined sites within Warrnambool urban area to a designated IDM standard.

ISSUES

Following coordination of the 2020 21 Footpath Renewal Program (Rate Cap Variation) between the Council's Depot Footpath Crew and the balance being externally contracted, there is a moderate quantity of works to be delivered before the end of Financial Year.

FINANCIAL IMPACT

The allocated Project Budget is $335,600.00 excluding GST from the 2020 21 Footpath Renewal Program (Rate Cap Variation).

The Tenderer's price with the highest value for money ratio is $310,795.00 excluding GST with an allowance for project contingency.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report responds to the following Council Plan initiatives:

3 Maintain and improve the physical places and visual appeal of the City
3.1 Enhance movement in and around the city including better connections for cyclists and pedestrians
3.3 Build Infrastructure that best meets current and future community needs.
3.4 Maintain and enhance existing Council infrastructure
3.5 Advocate for better regional connections

TIMING

Following community notification process, the Contract will start on Monday 18 January 2021 with works commencing on site from Monday 01 February 2021.

The construction works are due to be completed by Friday 21 May 2021 therefore, conclude the contract.

RISK / IMPACT

As part of the risk assessment process, these construction works were deemed to be low risk.

Within the scope of works is the requirements for suitable traffic management systems for public safety and asset protection through site management.

OFFICERS' DECLARATION OF INTEREST

No member of the Evaluation Panel has declared any conflicts of interest and all members have signed the Conflict of Interest Declaration.

Each member of the panel has also completed a Confidentiality Agreement.

CONCLUSION

The Tender Evaluation Panel formed the view that the tender from Greencon Australia Pty Ltd be accepted to ensure works are able to commence as soon as possible.

ATTACHMENTS
Nil

5.11.   POLICY REVIEW - PROJECT MANAGEMENT POLICY

PURPOSE:

This report seeks approval to adopt the Project Management Policy.

EXECUTIVE SUMMARY

- In November 2016 the Executive Management Team (then referred to as Management Executive Group) approved the Project Management Policy.

- The Policy was due for review in November 2019.

- The Project Management Policy was an operational policy that did not require approval of Council, however with the changes within the Local Government Act 2020, it is considered appropriate the Project Management Policy becomes a Council Policy.

- Council considered the draft Project Management Policy at the 3 August 2020 Ordinary Council Meeting and resolved to seek public comment on the draft Policy.

- Public consultation was undertaken following the 3 August Ordinary Council Meeting, with the submission period closing on 2 September 2020. Council received no submissions to the draft Project Management Policy.

- The Policy remains current and continues to align with how project management is undertaken at Warrnambool City Council.

MOVED: CR ANGIE PASPALIARIS
SECONDED: CR MAX TAYLOR

That Council:-

1. **Adopts the Project Management Policy.**

2. **Undertakes a review of the Project Management Policy in 2024.**

CARRIED - 7:0

BACKGROUND

In November 2016 The Executive Management Team (then referred to as Management Executive Group) approved the operational Project Management Policy. The policy sets out Councils the intent to implement an overarching Project Management Framework that;

- Provides a consistent Council wide framework for managing projects.
- Aligns projects with Council's strategic plans.
- Increases project transparency and visibility to enable effective decision making regarding the optimal use of resources.
- Delivers services through improved project management capability.
- Improves the efficiency and consistency in project delivery.
- Defines roles and responsibilities, performance measures and accountability for success.
- Identifies and manages project risks.
- Supports the capability development of staff managing projects.
- Supports process improvement, staff development and learning.

The Policy was due for review in November 2019.

The Policy was reviewed by the Facilities and Projects department and deemed to remain current and relevant. As such no material change is proposed except for extending the period of review from three (3) years to four (4) years. This is recommended as it aligns the operational policy review period with the typical review period for Council Policies and will align with Councillor terms.

ISSUES

The Project Management Policy remains current and relevant to the way in which Warrnambool City Council undertakes the management of projects.

There are no identified issues in the approval for the minor changes as proposed to the Project Management Policy and extending the review period to four (4) years.

FINANCIAL IMPACT

As the revised policy remains largely unchanged there is no change to financial impact associated with the management of projects across Council.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

The Project Management Policy aligns with the following Council objectives and actions;

5 Practice good governance through openness and accountability while balancing aspirations with sound financial management
5.2 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness

TIMING

The revised policy will come into effect immediately following the approval by Council. Operationally, Council will continue to operate under the current Policy until the document is presented and approved by Council.

COMMUNITY IMPACT / CONSULTATION

The draft Project Management Policy was put out for public consultation for a period of 4 weeks following the 3 August Ordinary Council Meeting, with the submission period closing 2 September 2020. At the close of the submission period, Council received no submissions from the community.

LEGAL RISK / IMPACT

The revised policy will come into effect immediately following the approval by Council. Operationally, Council will continue to operate under the current Policy until the document is presented and approved by Council.

OFFICERS' DECLARATION OF INTEREST

No officer declared an interest during the review or preparation of the revised Project Management Policy.

CONCLUSION

The Project Management Policy sets a sound and consistent expectation for the organisation relating to the delivery of projects. It is considered reasonable to adjust the review timelines for this policy to better align with Council Policy review periods that typically align with Council terms.

ATTACHMENTS
　　1. DRAFT - Project Management Policy [**5.11.1** - 7 pages]

Project Management Policy

POLICY TYPE: ~~MANAGEMENT~~<u>COUNCIL</u>

APPROVAL DATE: 30 JUNE2020

REVIEW DATE: JULY 2024

3740

PROJECT MANAGEMENT POLICY

DOCUMENT CONTROL

Document Title:	*Policy*
Policy Type:	*Management Policy*
Responsible Branch:	*Facilities and Projects*
Responsible Officer:	*Manager Facilities and Projects*
Document Status:	*Approved*
Approved By:	*~~Executive Management Team~~Council*
Adopted Date:	*~~30 June 2020~~*
Review Date:	*July 2024*

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Policy Type: Organisational | Responsible Branch: Infrastructure Development & Projects | Approved Date: 30 June 2020 | Review Date: July 2024

PROJECT MANAGEMENT POLICY

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PROJECT MANAGEMENT POLICY

1. INTRODUCTION

1.1. Purpose

For Council to develop, maintain and implement an overarching Project Management Framework that:

- Provides a consistent Council wide framework for managing projects.
- Aligns projects with Council's strategic plans.
- Increases project transparency and visibility to enable effective decision making regarding the optimal use of resources.
- Delivers services through improved project management capability.
- Improves the efficiency and consistency in project delivery.
- Defines roles and responsibilities, performance measures and accountability for success.
- Identifies and manages project risks.
- Supports the capability development of staff managing projects.
- Supports process improvement, staff development and learning.

1.2. Scope

The Project Management Framework applies to all Council staff responsible for delivering any Council project.

The framework will take into account the nature and size of different projects to determine the complexity of the required documentation and reporting requirements.

If a project requires any exemption from, or variation to, the processes and documentation in this framework, prior approval must be obtained from the relevant Director in order for the project to proceed.

Publication, relevant training and review of the framework will follow Council's Policy and Procedure Framework.

1.3. Definitions

Term	Definition
Major Project	Total value of the project is greater than $1,000,000. *OR* The project has been assessed as having a Significant or High risk to Council as defined in Council's Risk Management Framework.
Project	A temporary endeavour that is undertaken to meet a goal or particular aim of Council. It must have a defined start and end, can be either capital or non capital in nature, and can be construction or business related.
Program	In some circumstances it is acceptable for a group of similar projects to be combined for delivery at a program level. Under this arrangement the program of works are considered to be the project.
Project Sponsor	The Project Sponsor as appointed by a Director has the responsibility to overview the project and is often a Service Manager primarily responsible for

PROJECT MANAGEMENT POLICY

	the provision of the Council service benefiting from the project.
Project Manager	The Project Manager is the person responsible for leading the project as appointed by the Project Sponsor. Their role includes but is not limited to the planning, execution and managing the people, resources and scope of the project.
Project Management Framework	Is the set of components that provide the foundations of project management (policy, procedures and supporting documents) that guides a project and continuous improvement for project management throughout the organisation.
Stakeholder	An individual, group or organisation who may affect, be affected by, or perceive itself to be affected by a decision, activity or outcome of the project.

1.4. References

Local Government Act 1989

2. POLICY

Council's Project Management Framework provides and is to promote a systematic, consistent and corporate wide approach to managing projects.

2.1. Policy Statement

Council strives to continually improve the efficiency and effectiveness of its performance in the provision of works and services for its community and stakeholders. As Council has a wide range of business areas delivering a variety of projects, the following principles guide the how projects will be managed.

2.1.1. Principles

Key principles of effective management of projects are:
- Project decisions are integrated with corporate strategic planning.
- Project investment decisions are based on Investment Logic Maps, Business Cases or similar with documented understanding of the project considerations, evaluation of alternatives, incorporation of 'life cycle' costs, benefits and risks of project deliverables.
- An effective internal control structure is established to manage the projects.
- Review of project outcomes and documentation of learnings

This Project Management Framework addresses these principles by providing guidance for employees about matters that need to be taken into account when managing a project related to policies, procedures, templates and relevant checklists, to facilitate:
- effective and consistent project management across the organisation
- appropriate project governance
- effective change, communication and risk management
- improvement to Council's project methodology through the use of post implementation reviews.

PROJECT MANAGEMENT POLICY

3.   GOVERNANCE

3.1. Owner

Director City Infrastructure assisted by Manager Facilities and Projects.

3.2. Review

A review of the policy for any necessary amendments will be undertaken no later than four (4) years after its formulation or after the last review.

3.3. Compliance Responsibility

3.3.1. *Executive Management Team (Chief Executive and Directors)*

The success of a particular project is dependent on the support and guidance of the Director and their input at strategic stages of the project to:

- Ensure the project aligns with Council's strategic intent
- Provide oversight to the project from inception to completion
- Negotiate with and influence stakeholders to achieve the project outcomes
- Approve the project at key hold points, throughout its lifecycle
- Ensure the Council financial plan provides for the Whole of life costs of the new assets created including the long term operating and maintenance costs

The Director appoints a Project Sponsor for each project in their area of responsibility.

3.3.2. *Managers and Service Managers*

Managers and Service Managers undertaking the Project Sponsor role are to:

- Develop an Investment Logic Map, Business Case or similar process
- Identify and document outcomes and objectives
- Development of project scope, concept plans and cost estimates
- Develop and implement funding strategies
- Develop and implement community engagement strategies
- Appoint a Project Manager and Project Team
- Maintain an overview the project, and review project status reports

A Project Sponsor may act as a Project Manager if the Director considers that the required project management disciplines and experience are appropriate, however the two roles have distinct differences.

3.3.3. *All Employees*

Any employee that has been appointed as a Project Manager shall take ownership of the project outcomes collaboratively with the Project Sponsor to achieve a holistic solution.

Project Managers are responsible for:

- Review and acceptance of project brief
- Development of a Project Plan
- Facilitating project development and delivery
- Liaison with and obtaining stakeholder approvals
- Monitor and seek approval for any changes to project scope, budget and timing
- Prepare project progress reports throughout the project and as requested
- Project closures and handover

PROJECT MANAGEMENT POLICY

3.4. 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.

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Policy Type: Organisational | Responsible Branch: Infrastructure Development & Projects | Approved Date: 30 June 2020 | Review Date: July 2024

5.12.   POLICY REVIEW - SPECIAL CHARGE SCHEME POLICY

PURPOSE:

This report seeks approval to adopt the Special Charge Scheme Policy.

EXECUTIVE SUMMARY

- In August 2017 Council approved the Special Charge Scheme Policy

- The Special Charge Scheme Policy was due for review in June 2020.

- Council considered the draft Special Charge Scheme Policy at the 3 August 2020 Ordinary Council Meeting and resolved to seek public comment on the draft Policy.

- Public consultation was undertaken following the 3 August Ordinary Council Meeting, with the submission period closing on 2 September 2020. Council received no submissions to the draft Special Charge Scheme Policy.

- The Policy remains current and continues to align with how special charge schemes can be applicated within the Warrnambool City Council.

MOVED: CR BEN BLAIN
SECONDED: CR DEBBIE ARNOTT

That Council:-

1. Adopts the Special Charge Scheme Policy.

2. **Undertakes a review of the Special Charge Scheme Policy in 2024.**

CARRIED - 7:0

BACKGROUND

In August 2017, Council approved the Special Charge Scheme Policy, and set a review of the policy by June 2020. The policy sets out the principles for the use of Special Rates & Charges schemes by Council, for the provision of infrastructure.

The Policy was due for review in June 2020.

The Policy was reviewed by the Infrastructure Services Department and Facilities and Projects Department and deemed to remain current and relevant. As such no material change is proposed except for extending the period of review from three (3) years to four (4) years. This is recommended as it aligns the Council policy review period with the typical review period for Council Policies and will align with Councilor terms.

It is noted the policy references the current Local Government Act 1989, and with the change to the Local Government Act 2020 imminent, it is recommended an administrative review take place to update the references to the Act when this comes into effect.

ISSUES

The Special Charge Scheme Policy remains current and relevant to the way in which Warrnambool City Council undertakes projects that may be applicable to the raising of a special charge or rate to facilitate the upgrading or provision of new infrastructure.

There are no identified issues in the approval for the minor changes (administrative to make current) as proposed to the Special Charge Scheme Policy and extending the review period to four (4) years.

FINANCIAL IMPACT

As the revised policy remains largely unchanged there is no change to financial impact associated with the implementation of special charge schemes across Council.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

The Special Charge Scheme Policy aligns with the following Council objectives and actions;

5 Practice good governance through openness and accountability while balancing aspirations with sound financial management
5.2 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness

TIMING

The revised policy will come into effect immediately following the approval by Council. Operationally, Council will continue to operate under the current Policy until the document is presented and approved by Council.

COMMUNITY IMPACT / CONSULTATION

The draft Special Charge Scheme Policy was put out for public consultation for a period of 4 weeks following the 3 August Ordinary Council Meeting, with the submission period closing 2 September 2020. At the close of the submission period, Council received no submissions from the community.

LEGAL RISK / IMPACT

There are no legal implications or identified organisational risks associated with the approval of the Special Charge Scheme Policy.

OFFICERS' DECLARATION OF INTEREST

No officer declared an interest during the review or preparation of the Special Charge Scheme Policy.

CONCLUSION

The Special Charge Scheme Policy sets a sound and consistent benchmark for the application and implementation of Special Charge Schemes to enable contributions to upgrades or new infrastructure. It is considered reasonable to adjust the review timelines for this policy to better align with Council Policy review periods that typically align with Council terms.

ATTACHMENTS
1. DRAFT Special Charge Scheme Policy [**5.12.1** - 7 pages]

Special Charge Scheme Policy

APPROVAL DATE: 8 AUGUST 2017

REVIEW DATE: 30 AUGUST 202430 JUNE 2020

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Warrnambool City Council
Minutes for Scheduled Council Meeting

Attachment 5.12.1

7 December 2020
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SPECIAL CHARGE SCHEME POLICY

DOCUMENT CONTROL

Document Title:	*Special Charge Scheme Policy*
Policy Type:	*Council*
Responsible Branch:	*Infrastructure Services*
Responsible Officer:	*Manager Infrastructure Services*
Document Status:	*Adopted*
Approved By:	*Council*
Adopted Date:	*8 August 2017*
Review Date:	*30 August 2024~~30 June 2020~~*

SPECIAL CHARGE SCHEME POLICY

TABLE OF CONTENTS

Policy Type: Council   Responsible Branch: Infrastructure Services   Approved Date: 8 August 2017   Review Date: 30 ~~June~~ August 202~~40~~

SPECIAL CHARGE SCHEME POLICY

1. INTRODUCTION

1.1. Purpose

The purpose of this policy is to set out the principles for the use of Special Rates & Charges schemes by Council, for the provision of infrastructure.

1.2. Scope

This policy applies to the provision of "new" and "upgrade" infrastructure where it can be demonstrated that special benefit can be applied to a property.

The special rate and charge process broadly includes the following:

- Community consultation.

- The special benefit test.

- The relevant legislation and precedent.

- Scheme preparation and apportionment.

- Council processes leading to the scheme determination.

1.3. Definitions

Definitions are in accordance with Section 163 of the Local Government Act, 1989 and "Special Rates and Charges" Ministerial Guideline, Local Government Victoria.

1.4. References

Acts	- Local Government Act 1989 - Planning and Environment Act 1987
Standards or Guidance Materials	- Special Rates and Charges Ministerial Guidelines including worked examples – September 2004 - Various determinations by the Victorian Civil and Administrative Tribunal and other Courts - The Macquarie Special Rates and Charges Manual
Related Policies/Procedures	- Community Engagement Policy - Community Engagement Guidelines and Tool Kit - Special Charge Scheme Community Consultation Guidelines - Debt Management Policy & Procedure - Records Management Policy

2. POLICY

2.1. Policy Statement

Council is committed to the improvement of infrastructure and services to the community.

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SPECIAL CHARGE SCHEME POLICY

Consideration of a Special Charge Scheme will apply to situations from which a special benefit is derived to properties in residential, rural residential (lower density areas), industrial and commercial areas for infrastructure including but not limited to roads, pathways, bridges, drainage and recreation.

Council will consider the implementation of a Special Charge Scheme to defray expenses associated with the cost of infrastructure deemed to provide a special benefit to properties.

Section 163 of the Local Government Act (the Act) provides Council with the ability to recover reasonable contributions from people who will derive special benefits from particular works.

The following are the key principles that Council will apply to the consideration and development of Special Rates and Charges Schemes:

i.   Council will consider requests to implement schemes that originate from the property owners, Councillors or Council Officers.

   •   Property owners are encouraged to initial and build support for schemes prior to consideration by Council.

ii.   Prior to commencing the statutory processes, Council Officers will consider and determine the rationale applicable to each proposal, including the basis of benefit determination, standard of works and the proposed apportionment of cost. Council will ensure fairness and equity by formally assessing the proportion of the benefits of proposed works that will provide special benefits for the properties included in the scheme.

iii.   A database of Special Charge Schemes, including the status of the scheme to assist in long-term infrastructure planning will be maintained, and schemes prioritised using the following criteria in order of precedence:

   a.   Council Plan;
   b.   Service Strategies (i.e. Stormwater Drainage Strategy, Road Safety Strategy);
   c.   Service Plans (i.e. Stormwater Management Plan, Road Hierarchy Plan);
   d.   Asset Management Plans;
   e.   Identified through operational reviews (i.e. Road Safety Audits, Risk Assessments);
   f.   Included in Council's annual budget; and
   g.   Support from property owners receiving special benefit.

iv.   Council funding of the Special Charge Scheme is to be based on the calculated "community benefit" and where budget has been allocated.

   a.   Where Council is contributing less than one third of the total cost of the scheme and receives objections from property owners receiving special benefit in respect of the majority of the rateable properties included in the scheme, then the scheme will be abandoned.
   b.   Where Council is contributing more than one third of the total cost of the scheme and receives objections from property owners receiving special charge in respect of the majority of the rateable properties included in the scheme, then Council has the ability to determine if the scheme will proceed. This will be considered on a case by case basis.

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SPECIAL CHARGE SCHEME POLICY

v.   Council will contribute to the cost of the works only where there is a community benefit that can be calculated. Before calculating the benefit ratio, Council must consider if the proposed works or services will provide community benefits as not all schemes have community benefits and Council may, on a case by case basis increase this contribution where it is considered to be appropriate.

vi.   In accordance with Section 163 of the Act, Council Officers will maximise opportunities for participation and consultation on proposed schemes. The opportunity for submissions either supporting or objecting to the scheme will be provided as part of evaluation process.

vii.   Construction will comply with Council's standards and construction practices.

viii. Administration, design, supervision and project management costs shall be based on 15% of the total cost of works included in the declared scheme, and will be included in the costs to be apportioned.

ix.   Where there is a variation between the preliminary cost estimates and actual final costs, Council is empowered under the Act to vary a Special Charge in relation to the amount to be paid. Variations to the scheme will be conducted in accordance with Sections 165 and 166 of the Act, as outlined at the time of declaration.

x.   To limit the need to vary schemes which exceed preliminary cost estimates, a minimum of 10% contingency is to be included in the total cost of works.

xi.   Develop schemes on behalf of the community which address gaps in infrastructure networks, and fully fund potential schemes where:

   a. The scheme is not able to include more than two (2) property owners; and
   b. The total cost of the scheme is less than $15,000 inclusive of GST.

xii.   A minimum 4 year instalment plan will be made available to contributors. Applicable interest will be set at 1% above Councils borrowing rate at the time.

xiii. Significant consultation is required to be undertaken with affected property owners to comply with Special Charge Scheme legislation, and the ability for the general public to comment on proposals is also required. This may include survey letters, public meetings and hearings for objectors if necessary.

xiv.   Where survey letters are issued and a response not received, Council will consider that the property owner is supportive of the scheme proposal.

xv.   Council will provide for open and transparent processes, encourage contributor input, and provide a fair, reasonable and equitable basis for apportioning costs.

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SPECIAL CHARGE SCHEME POLICY

3.   GOVERNANCE

3.1. Owner

Manager Infrastructure Services

3.2. Review

The Owner will review the policy for any necessary amendments no later than ~~three~~ four (~~3~~4) years after its formulation or after the last review.

3.3. 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.

5.13.   COMMUNITY HOUSING REVIEW

PURPOSE:

This report seeks direction from Council in relation to the future of the 13 Council owned community houses, and outlines the process should Council decide to divest from the service.

EXECUTIVE SUMMARY

- Council owns 13 houses, providing affordable low rent accommodation to families, based on the Office of Housing rent assessment model.

- Commencing in 1985, Council provided land as part of a joint program with the State Government to construct the dwellings for low income families in Warrnambool.

- In recent years the program has become increasingly problematic for Council to deliver the service due to budget constraints, repairs and maintenance to the properties, and Council being only a niche provider of housing detached from other State Government wrap around services tenants may require.

- The program is also heavily subsidised by Council- refer to financial considerations section of this report.

- Council has been in discussions with the Department of Health and Human Services (DHHS) who have expressed an interest in taking over the service from Council recognising that it's not Council's role to provide community housing.

- If DHHS acquire the properties, they will give a commitment to keeping the service available to the Warrnambool community.

- The individual titles for the properties are subject to Caveats and mortgages which prevent the properties being sold without the consent and release of mortgage by the Caveator the "Director of Housing" as listed on the title.

- If Council wishes to transfer the properties to an alternative provider, it must declare the properties surplus to requirement and undertake an expression of interest process for an alternative provider managed by DHHS.

- If Council is to transfer the properties, it is likely to be for a nominal sum.

MOVED: CR RICHARD ZIEGELER
SECONDED: CR ANGIE PASPALIARIS

That Council:

1. **Agrees to divest from the service to an alternative service provider.**

2. **Work's collaboratively with the Department of Health & Human Services (DHHS) Property & Asset Services division who will initiate the process required and ensure probity and proper process is undertaken.**

3. **Declares the properties surplus to requirement to allow for an Expression of Interest (EOI) process to select registered housing agencies to take transfer of joint venture properties from funded organizations (Council).**

CARRIED - 7:0

BACKGROUND

The Council Community Housing Program commenced in 1985, with the construction of 13 houses. These properties provided affordable low rent accommodation to tenants, based on the Office of Housing rent assessment model.

The program involves:

- Property management - developing leases, scheduled inspections and maintenance as required.

- Tenancy management – selecting tenants, managing rental payments and arrears, end of lease and forced end of lease due to issues.

A motion was passed at a Council meeting June 2009 that the 13 properties were surplus to requirements. This resolution was later abandoned due to complications throughout the disposal process.

Another report was tabled in June 2018 recommending Council transition out of the community housing service.

Recognising that the service is required in Warrnambool, it is becoming more evident that more specialised integrated wrap around support services are required.

This is in line with State Government functions such as housing provision and various forms of income support and other support services not able to be provided by Council.

ISSUES

The key issues relating to the community housing are:

- The ongoing maintenance required due to the age of the buildings.

- Financial impacts of repairs and maintenance.

- The conduct of some tenants, causing significant damage to properties.

- Increased community hardships including domestic violence, drug abuse and unlawful activity due to unemployment affecting tenants, that Council would not be aware of, or have the expertise to handle.

- Inconsistent rent payments due to the above reasons. Under Legislation, Council cannot easily recover this money, or easily remove the tenant.

- The service is labour intensive and time consuming to operate with follow up calls and administration. Unfortunately, Council staff also often encounter confrontation, threats and abuse.

FINANCIAL IMPACT

There are significant ongoing costs to Council to maintain this program. The data below indicates that due to building depreciation and rent arrears etc, the level of subsidy is significant over the long term.

ITEM	2015 / 16	2016 / 17	2017 / 18
Income	$100,109	$94,950	$83,600
Maintenance	$79,000	$66,000	$52,000
Renewal	$25,313	$18,000	$0
Administration	$39,887	$41,083	$50,365
Total	-$24,974	-$30,133	-$19,035

The individual agreements which Council has with the Director of Housing requires Council to refund approximately 80% of the capital value back to the State, which means that any investment in the form of renewal and repairs Council will only receive approximately 20% return on that investment.

If Council wishes to transfer the properties to an alternative provider, it must declare the properties surplus to requirement and undertake a tender process for an alternative provider.

If Council is to transfer the properties, it is likely to be for a nominal sum.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

5 Practice good governance through openness and accountability while balancing aspirations with sound financial management
5.3 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk

TIMING

The DHHS Joint Venture Property Transfer guidelines estimate a 6 to 12 month process to transfer the properties to an alternative provider should the expression of interest process identify a suitable provider. There is no certainty that the process will lead to an alternative provider being identified although indications from DHHS indicate a suitable alternative will be identified to undertake the service in Warrnambool.

COMMUNITY IMPACT / CONSULTATION

By declaring the properties surplus to requirement, a public process is undertaken whereby any submissions must be considered by Council.

LEGAL RISK / IMPACT

The risks associated with the Community Housing Program are:

- Reputational - Public opinion Council should always assist ratepayers.
- Financial - Ongoing costs and heavy long-term subsidy.
- Health & Safety - Increased domestic violence and substance abuse has increased risk to staff.

OFFICERS' DECLARATION OF INTEREST

No conflicts of interest were declared.

CONCLUSION

This report recommends Council commence discussion with DHHS in relation to transitioning away from the Community Housing Program via a declaration of the properties being surplus to requirement and an expression of interest process to seek an alternative provider under the control of DHHS.

ATTACHMENTS
1. Attachment 1_ EOI selection process updated May16 [**5.13.1** - 2 pages]
2. Attachment 2_ Process timeline generic updated May16 [**5.13.2** - 2 pages]
3. Attachment 3_ FAQs for Tenants template [**5.13.3** - 2 pages]

Joint Ventures – Expression of Interest selection process

The following Expression of Interest (EOI) process is used to select registered housing agencies to take transfer of joint venture properties from funded organisations, as they become available. It is in keeping with DHHS Purchasing & Procurement processes to meet probity and legal responsibilities. The process is managed by a Senior Project Officer in the Program Leasing team, Property and Asset Services (PAS) as part of the Housing Joint Venture Review Project.

Preparation

1. Prepare documents in conjunction with partner:
   - Property information – addresses, valuations or estimates, property condition reports, current tenancies (rent model, target group, manager), maintenance arrangements (responsive and cyclical).
   - Details for property access during submission process – open day or by arrangement.
   - List of criteria for agencies – current presence in location, tenancy management arrangements, tenant support, maintenance and asset management, growth potential and any other specific arrangements required.
   - Assessment score sheets for panel members.

2. Determine panel members:
   - Chair – Program Leasing, Property and Asset Services.
   - Partner representatives.
   - DHHS Divisional office (optional).
   - Where there is growth potential, PAS may elect to include a panel member from Asset Planning or Portfolio Investment, and the partner may want to include an additional panel member with relevant expertise.

3. Send draft documents to all panel members for comment.

4. Agree on how criteria will be weighted for assessment purposes, prior to call for submissions.

5. Finalise EOI submission documents prior to the call for submissions.

Submissions

6. Call for submissions documents emailed to all registered housing agencies OR, where the criteria include a major development, to housing associations only.

7. No submissions will be accepted after the closing date. No amendments to submissions will be accepted after the closing date.

8. Registered housing agencies are reminded that lobbying, directly or indirectly, of DHHS staff, partner organisations, Members of Parliament or the Director of Housing is not acceptable.

9. Program Leasing to accept submissions and collate same in preparation for assessment.

Assessment and selection

10. An agency's performance in relation to previous joint venture transfers may be considered.

11. Preliminary assessment, individual scoring:
    - All submissions are forwarded by email to individual panel members for preliminary assessment.
    - Each panel member scores each of the criteria for each submission on the assessment matrix provided, noting rationale for scores and any further information that may be required. Scores are then tallied to determine an overall score for each submission.
    - Panel members return scoresheets to Program Leasing by email.
    - Preliminary assessment scores are collated for consideration by all panel members.
    - If the results are conclusive, the panel may elect to agree on a preferred agency at this point.

- If the results are inconclusive, selection may not be possible at this point.
- Panel members should indicate when returning their preliminary assessments, that they require further information to make an informed decision.

12. Final assessment, collective scoring:
- If the results of the preliminary assessment are inconclusive, further assessment will be required.
- The panel may decide that there is enough clarity within the preliminary assessment that some submissions can be excluded at this point.
- If the panel requires further information from agencies prior to final assessment, this may be collected either by email or by interview.
- Questions on issues that require clarification will be prepared by the DHHS Senior Project Officer in consultation with the panel chair and other panel members.
- The panel will meet to assess submissions as a group – panel members will discuss the preliminary assessments in conjunction with any further information obtained, with a view to reaching agreement on a score for each criterion within each submission, either by majority or consensus (the approach to be decided before the meeting commences).
- Individual panel members may wish to have noted any concerns they have with the outcome.
- In the event that a majority or consensus cannot be reached, an independent chair may be appointed to chair the meeting (someone who has a clear understanding of DHHS probity requirements and has not been involved in the process so far).

13. Recommendation of preferred agency:
- The panel identifies the agency that best meets the criteria.
- Chair obtains sign off from panel members.

14. Prepare selection report and briefing for the Director of Housing recommending approval for property transfers to selected agency.

15. Joint venture partners also have their approval processes to undertake. Selection report can also be provided to the Partner for its approval process.

Implementation of outcome (post approval)

16. Notification letter to successful agency and email to all agencies that submitted.

17. Engage with successful agency.

18. Prepare Tripartite Deed (Director of Housing, partner, agency) to effect outcome –
- Transfer of land
- Issue of new Certificate of Title
- Registration of Director's Interest
- Termination of original agreement
- Oversee agency commitments

19. Notify partner, DHHS division and Housing Registrar that transfer is completed and the Director's Interest has been registered.

JOINT VENTURES – Property Transfers

Process timelines for agency selection and transfer of properties

Timelines indicated are optimum, based on previous cases however, delays may occur at any stage for a range of reasons. In some cases, activities can commence concurrently (as indicated). In other cases, one activity must be completed prior to commencement of the next.

ACTIVITY	INVOLVEMENT	PROPOSED TIMELINE
Joint venture Partner decision to proceed	Partner	Formal decision or resolution
Letter from Partner to Director of Housing • Response to Partner	Partner Director of Housing	4 weeks
Preparation of EOI documents, including: • Valuations • Condition reports • Tenancy profile • Aerial photo • EOI – property details • EOI – call for submissions • Agreed selection criteria and scoring scales	Partner staff, DHHS officer	8 weeks
Call for submissions from registered agencies – up to 6 week turnaround	DHHS officer	1 week
Appointment of assessment panel	Mix of Partner and DHHS representatives	To be agreed
Closing date for submissions from registered housing agencies	DHHS officer, agencies	Up to 6 weeks
Collation of submissions	DHHS officer	1 week
Individual assessments	Panel	2 weeks
Collation of individual assessments	DHHS officer	1 week
Agency interviews (if necessary), final assessments	Panel	4 weeks
Selection report prepared, Director of Housing approval	DHHS officer, DHHS line management, Director of Housing	6 weeks
Partner decision to proceed with transfer, public consultation process if required	Partner	12 weeks
Agency notification	DHHS officer	1 week
Preparation and execution of Tripartite Deed	DHHS officer, Partner, selected agency, Director of Housing	4 weeks
Mortgages discharged	DHHS officer, DHHS Legal Services, Director of Housing	6 weeks
Transfer documents prepared, transfers completed	Partner solicitor, agency solicitor, Titles Office	12 weeks

OFFICIAL

Director's Interest under the Housing Act registered on transferred properties	DHHS officer, Director of Housing	4 weeks

Frequently Asked Questions for Tenants

< Partner organisation > is looking to transfer its social housing to a registered housing agency to help improve and increase the number of low cost rental properties for residents who need it. This information has been provided to answer questions tenants may have about this process and how it may affect them. Of course, you are also welcome to call us on < tel. number > with any other questions you have.

Will I have to move out of my house because of this change?
No, you will not be asked to leave because of the transfer of < Partner organisation >'s social housing to a housing agency. As a tenant, you will have the same rights under a housing agency as you do under < Partner organisation > management. You are protected under the Residential Tenancies Act.

Who will be my new landlord?
This is not yet known. < Partner organisation > will decide this after inviting registered housing agencies to apply to take over managing social housing in < location >. The successful housing agency will then become your new landlord.

When will I know who my new landlord is, and when will they start?
< Partner organisation > expects to decide who the new housing agency will be < expected date >. They will then start managing social housing in < expected date >. < Partner organisation > will write to tenants once a decision on a new housing agency is made.

How will the new landlord look after my tenancy?
Once a housing agency has been identified to take transfer of the housing, they will provide details of how they manage tenancies in your area, including contact details and how you can be supported as a tenant.

Can I stay here as long as I want?
As you are a long term social housing tenant, there is a commitment to provide housing to you. Unless your eligibility status changes, your landlord will make sure you have suitable housing. In most cases this will continue to be in your current housing. Once you sign the lease with your new landlord (the housing agency), you remain their tenant for as long as you meet your tenancy obligations.

Will my obligations, rights and responsibilities change when I'm a tenant of the new landlord?
Your obligations will be to the new landlord (the housing agency) instead of to < Partner organisation >. Both the new landlord and you as the tenant still have the same obligations, rights and responsibilities under the Residential Tenancies Act.

How will I get repairs done to my home, including emergency repairs?
Your new landlord will have a process in place to ensure your home is properly maintained, including a number to call for emergency maintenance.

Will my rent stay the same?
Any housing agency will review rents in the same way that < Partner organisation > does. Your rent will continue to be reviewed and adjusted based on any change in income at the regular Centrelink payments updated in March and September each year.

Who will I pay my rent to?
You will pay your rent to your new landlord (the housing agency). They will provide details to you as part of the transfer process.

Will the new housing agency demolish the house I am living in?

The housing agency is likely to have a plan to develop more rental housing for people with low incomes. This may mean redeveloping some of the existing properties over time, to upgrade them or to build more housing. If this happens to the property you live in, you may be offered somewhere else to live. This could include moving into a new or upgraded property when it becomes available. Remember, you will be protected by the Residential Tenancies Act in the same way that you are under < Partner organisation > management.

Should I go on a waiting list for public housing?

Going on a public housing waiting list gives you another choice to consider, if you wish. The tenancy rights that you currently have with < Partner organisation > will be the same under a housing agency.

Should I ask < Partner organisation > for a 12 month lease for the house I live in?

A 12 month lease will not offer you any more security of tenure than you currently have.

Will there still be social housing specifically for < target group>?

Yes. The current level of <target group> housing will be maintained or increased with a new housing agency.

What if I don't like my new landlord?

If you feel the housing agency is not meeting their responsibilities as a landlord, under the Residential Tenancies Act you can make a complaint to the Housing Registrar who will investigate your concerns. There are other housing options in the area and if you do wish to leave your current housing,

Why doesn't < Partner organisation > just keep managing the housing as it does now?

< Partner organisation …………………………………………………>

Will < Partner organisation > still care about social housing?

Yes. < Partner organisation >understands how difficult it can be for residents to access low cost rental housing and wants to continue to help the community in this area. We will work in other ways to increase and improve housing for low income residents in the < location >. We can do this by <…………………………………………………>.

5.14.   CITY CENTRE CAR PARKING - EXTENSION OF FREE PARKING

- *Crs. Arnott, Paspaliaris and Taylor declared an interest in this item and left the meeting at 6.24pm.*

PURPOSE:

This report seeks further direction from Council in relation to extending the free 2P off street parking period applied to the CBD in response to COVID-19.

To commit to further explore alternate parking arrangements as part of the new parking strategy.

EXECUTIVE SUMMARY

- At a Committee of the Whole Meeting on 23 March 2020, Council resolved to initiate free parking in the CBD until 14 April 2020 in response to the Covid-19 pandemic.

- The 23 March 2020 resolution was made following a request by the Mayor for advice from officers in relation to free parking options as a response to the Covid-19 pandemic, in support of CBD retailers and businesses.

- At its 8 April 2020 Special Meeting, Council further resolved; that Council continue with free parking in the CBD based on relevant time limits until 30 June 2020.

- At its 1 June 2020 Ordinary Meeting Council resolved that it continue with free parking in the CBD based on the relevant signed time limits until 10 July 2020.

- At its 6 July 2020 Ordinary Meeting Council resolved that it continue with free parking in the nominated off streetcar-parks until 31 January 2021.

- The resolution provided in this report will effectively provide free short term parking in off street car parks before 11:00am each weekday.

MOVED: CR RICHARD ZIEGELER
SECONDED: CR BEN BLAIN

That Council:

1. **Extends the current free 2 Hour Parking Zones in the Ozone Off Street Car Park, Cramond and Dickson Off Street Car Park, Parkers Off Street Car Park, and the Target carpark (managed by Council) continue as 2P Meter Parking from 11:00am – 5:30pm only Monday to Friday until March 14 2021.**

2. **Commits to explore possible alternate parking arrangements as part of the new parking strategy.**

3. **Direct that a media campaign advising of the extension to the current free 2P off street parking commence immediately.**

CARRIED - 4:0

BACKGROUND

Prior to the 23 March 2020 Committee of the Whole meeting, the Mayor sought advice from the CEO in relation to free parking options for the CBD as a response to the Covid-19 pandemic.

At the meeting of the 23 March 2020, Council resolved to provide free parking in the CBD based on the relevant existing signed limits

This resolution was enacted on the day following the Council meeting when parking in the CBD became free.

At its 8 April 2020 Special Meeting, Council further resolved: '*that Council continue with free parking in the CBD based on relevant time limits until 30 June 2020*'.

At its 1 June 2020 Ordinary Meeting Council resolved that it continue with free parking in the CBD based on the relevant signed time limits until 10 July 2020. The intent of this extension was to provide adequate time for Council to assess the parking and demand impacts resulting from Covid-19.

ISSUES

The meters being turned off for the two hours affects the accuracy of data collection for the future. There is a possibility that customers will exceed time limits.

FINANCIAL IMPACT

The estimated cost to continue the free 2P parking in the allocated areas, would be approximately $10,000.

This was calculated on the usage for the similar six weeks in 2019.

LEGISLATION/POLICY/COUNCIL PLAN CONTEXT

This report responds to the following Council Plan initiatives:

3 Maintain and improve the physical places and visual appeal of the City
3.1 Enhance movement in and around the city including better connections for cyclists and pedestrians
3.2 Create a more vibrant City through activating high quality public places.

4 Develop a smarter economy with diverse and sustainable employment
4.2 Encourage more sustainable local business.

5 Practice good governance through openness and accountability while balancing aspirations with sound financial management
5.3 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk

TIMING

Advice from Council prior to the conclusion of current arrangements will provide officers with the necessary time to communicate any decisions and to implement any necessary system changes.

COMMUNITY IMPACT/CONSULTATION

Council is currently developing a car parking strategy which has involved a public consultation process.

No consultation has occurred in relation to this proposal.

LEGAL RISK/IMPACT

There is a significant risk that hasty decisions in relation to parking could create unexpected issues or place Council into financial difficulty.

OFFICERS' DECLARATION OF INTEREST

No Officer involved in the preparation of this report has declared a conflict of interest.

CONCLUSION

Council needs to provide updated direction in relation to its Covid-19 car parking response plan.

ATTACHMENTS
Nil

- ***Crs. Arnott, Paspaliaris & Taylor returned to the meeting at 6.27pm.***

5.15.   ADVISORY COMMITTEE & REFERENCE GROUP REPORTS

PURPOSE

This report contains the record of one Advisory Committee meeting and two Reference Group meetings.

REPORT

1. Warrnambool Airport Reference Group Meeting – 7 September 2020 – refer **Attachment 1**.

2. Port of Warrnambool Reference Group Meeting – 14 September 2020 – refer **Attachment 2.**

3. Australia Day Awards Committee Meeting – 21 September 2020 – refer **Attachment 3.**

ATTACHMENTS
1. Minutes WARG 7_ September 2020 8 S Rm L 50 H E 0 q Jr 0 KW Gb W Xbg [**5.15.1** - 5 pages]
2. Minutes Port of Warrnmbool Ref Group Meeting 14 Sept 2020 [**5.15.2** - 29 pages]
3. Minutes Australia Day Awards Committee meeting Septembe [68I0] [**5.15.3** - 1 page]

MOVED: **CR RICHARD ZIEGELER**
SECONDED: CR ANGIE PASPALIARIS

That the records of the following Advisory Committee and Reference Groups be received:-

1. Warrnambool Airport Reference Group Meeting – 7 September 2020.

2. Port of Warrnambool Reference Group Meeting – 14 September 2020.

3. **Australia Day Awards Committee Meeting – 21 September 2020.**

CARRIED - 7:0

WARRNAMBOOL REGIONAL AIRPORT REFERENCE GROUP (WRARG) MINUTES				
Date:	Monday 7th September 2020. Time: 11.00 am. Location: Via Zoom.			
Meeting Objective:	Discussion & Advise on Airport Operations and Development, Security, and Emergency Management.			
Attendees:	Stephen Lucas (Chairman) Cr Jim Doukas (Moyne Shire) John Stuart, Ken Veal, Chris Daffy, Errol Stewart, Janelle Martin, Troy Bentley.			
WCC Staff in attendance:	Luke Coughlan (Acting Director City Infrastructure) Paula Gardiner (Acting Manager Facilities & Projects) Terry O'Sullivan (Airport Reporting Officer, ARO)			
For Information:	Shane Robe, Anthony Dowd (ARO's)			
Apologies:	Cr Robert Anderson (Warrnambool City)			
No	**Discussion**	**Who**	**Action**	
1.	**Welcome & Apologies.**	Chair.		
2.	**Declaration of conflict of interest.**	All.	Stephen Lucas – Hangar Owner/Aero Club. Ken Veal – Hangar Owner/Aero Club. Errol Stewart – Hangar Owner/Aero Club. John Stuart – Hangar Owner. Chris Daffy – Midfield Group/Aero Club. Janelle Martin – Warrnambool Aviation. Troy Bentley – Air Apply.	
3.	**Confirmation of minutes of Meeting 1st June 2020.** Minutes were tabled at Councillor Briefing 29th June 2020.	All.	**Moved: Jim Doukas.** **Seconded: John Stuart.** **Carried.**	
4.	**Business arising from the Minutes.**	All.	Nil.	
5.	**Correspondence.** **5.1.** Letter from PelAir re Airport Certification and potential impact on Air Ambulance fixed wing operations if Airport not Certified.	Relates to Item 7.		

	5.2. Request from Skytraders, on behalf of Victoria Police, to operate from Warrnambool Regional Airport, YWBL, under Pavement Concession, PC, King Air Aircraft B350ER. Approval granted for to operate under PC for 12 months.		Noted by Group.
	5.3. Letter from Stephen Lucas, Chairman (Attached)	Chairman.	The Chairman spoke on the letter highlighting concerns from Hangar Site Lessees with regard to poor communication from Council and ad hoc changes to charges and leases.

A briefing of Council will be sought in the near future by the Reference Group. |
| | **5.4.** Correspondence from The Airport Group and Airservices Australia regarding RNAV-Z | Refer to Item 9. | |
| 6. | **COVID 19.**

Airport remains operational and users have access to Terminal and Toilet Facilities.

Relevant Government rules and restrictions are to be adhered to. | For information. | Noted by Group. |
| 7. | **CASA review of Manual of Standards, MOS, for Airports, Certification.**

Council has engaged a Consultant to provide a report on the above.

Report to be considered by Executive Management Team 18th August and then presented to Councillor Briefing Session 24th August. | Luke Coughlan. | Group advised that Council has determined to make the transition to Certification.

A great outcome for all users of the facility. |

8.	**Fees and Charges.** Council has engaged a Consultant to provide a report on fees and charges for the Airport. Report to be considered by Executive Management Team 18th August and then presented to Councillor Briefing Session 24th August.	Luke Coughlan.	The Airport Fees and Charges Review, undertaken by lower Capital, to be circulated to the Group for their consideration and comment back to Council.	
9.	**GNSS R-NAV Approach Runway 13 & 31.** The R-NAVS are subject to periodic review. Airservices Australia, AA, undertake these periodic reviews for Runway 31 at no cost to Council. The Airport Group, TAG, undertake these periodic reviews for Runway 13 on a fee for service basis. TAG did the original design for this R-NAV in 2014. TAG advise that the Company is closing and have been in discussions with AA to take over the periodic reviews for Runway 13 R-NAV on a fee for service basis.	Terry O'Sullivan.	Airservices Australia has been engaged to undertake the periodic reviews for Runway 13 R-NAV on a fee for service basis.	
10.	**Windfarm Developments.** Chiron Aviation Consultants on behalf Wind Prospect have been in contact again requesting Council review its position and provide its consent to allow for the raising of the 10 NM Minimum Safe Altitude, MSA , for the Willatook and Hexham Windfarm developments. Previous Reference Group Meetings have recommended to Council not to agree to the increase in the MSA.	Terry O'Sullivan.	No change to previous recommendation.	

11.	**Hangar 16.** This matter is being managed by Council, with agreement reached to remove the hanger by end of February 2021.		Noted by Group.	
12.	**Regular Passenger Transport, RPT, Service.** Company is ongoing discussion with Council.		Noted by Group.	
13.	**Obstacle Limitation Surfaces, OLS.** Annual OLS Survey carried out mid-June. Copy of Survey forwarded to CASA. Vegetation identified in the Approach Surface for Runway 31 trimmed 22nd July. Further trimming required, vegetation in transitional and take off surfaces, when ground conditions are suitable for personal and equipment to access sites, and subject to property owner consent.		Works completed noted by Group. Terry O'Sullivan to make contact with property owner western end of Airport seeking permission to prune Eucalypt plantation that is infringing the take off surface for Runway 31.	
14.	**Fundraising for Aero Club redevelopment.** Aero Club Members have approached Council about the possibilities of cutting and baling grass around the Airport as it did last year.		No objections to this occurring again.	
15.	**On/Off Shore operations.** Off Shore Operations for the Thylacine Gas Rig continue.		Anticipated that offshore and onshore Energy exploration will increase significantly early 2021.	
16.	**Australian Airports Association (AAA)** Meetings and Workshops are via teleconference, webinar, and Zoom.		Noted by Group.	

17.	**General Business.**			
	17.1. Windfarm activity.		Cr Doukas requested that a copy of the correspondence WCC has previously forwarded to Wind Prospect, proponent for the Willatook and Hexham Windfarm developments, be forwarded to Moyne Shires Planning Department for their information and records.	
	17.2. O'Sullivan advised that the next round of the Regional Airports Funding Program is to be announced shortly.		Depending on criteria for funding may be an opportunity to apply for funding for Construction of 7,300 m^2 additional Apron area and upgrade eastern taxiway off Runway 31 to Code C to improve Aircraft flow and increase parking area.	
18.	**18.1 Next Meeting.** Monday 7th December.	Chair.		
	18.2 Close of Meeting. 11.30 am.			

PORT OF WARRNAMBOOL - PORT REFERENCE GROUP MEETING ACTION AND AGREEMENT RECORD

Date:	14 September 2020 Time: 5.00 PM Finish: 5.55 PM Online Zoom Meeting
Meeting Objective:	Update on the dredging project.
Attendees:	REFERENCE GROUP MEMBERS : Craig Hartwich (CH), Neville Dance (ND), Steve Tippett (ST), Leon Van Kempen (LVK), Keith Prest (KP), Rod Blake (RB) Tammy Good(TG), Bruce Campbell (BC), WARRNAMBOOL CITY COUNCIL : Mayor Tony Herbert (TH), Cr Robert Anderson (RA), Cr Peter Sycopoulis (PS), Cr David Owen (DO), Glenn Reddick (GR), Luke Coughlan (LC),Thomas Hall (ThH), Paula Gardiner (PG)., Don Allen (DA) STATE GOVERNMENT: DELWP – Claire Tesselaar (CT) TRANSPORT FOR VICTORIA – Lynn Kisler (LK), Marcus Higgins (MH).
Apologies:	Ross Martin (RM)
Absent:	REFERENCE GROUP MEMBERS : Michael Artz (MA), Russell Worland (RW), Lisa Owen (LO), Hugh Parker (HP). WARRNAMBOOL CITY COUNCIL : Cr Sue Cassidy (SC), Cr Kylie Gaston (KG), Cr Michael Neoh (MN), Vikki King (VK) TRANSPORT FOR VICTORIA – Gary Gaffney (GG), Daniel Heley (DH).

No	Schedule	Description	Who	Notes
1.	5:00-5:05	Welcome and Introductions	Chair – Mayor Tony Herbert	Mayor welcomed everyone to the meeting. ND advised that Rod Blake would be attending but likely to arrive at 5:15pm
2.	-	Declaration of Councillor Conflicts of Interest and Assembly of Councillors Record	Chair – Mayor Tony Herbert	None identified upon meeting commencement. Action: ThH to seek confirmation at next reference

Code of Cooperation

We start on time and finish on time
We all participate and contribute – everyone is given opportunity to voice their opinions
We use improvement tools that enhance meeting efficiency and effectiveness
We actively listen to what others have to say, seeking first to understand, then to be understood
We follow-up on the actions we are assigned responsibility for and complete them on time
We give and receive open and honest feedback in a constructive manner
We use data to make decisions (whenever possible)
We strive to continually improve our meeting process and build time into each agenda for reflection

				group meeting and complete an Assembly of Councillors Record.
3.	5:05-5:35	Reference Group Previous Meeting Minutes (10 August 2020) - Refer email received and attached to agenda for discussion.	Chair – Mayor Tony Herbert	Prior to consideration to previous meeting minutes, it was requested by Neville Dance that the following statement be recorded. An objection be recorded that Neville Dance, Rod Blake, Steve Tippet, and Tammy Good do not support Option 4 as a dredging treatment, but do support the need for ongoing dredging and that Government needs to provide a solid commitment to dredging across the next 10 years as required. In addition that if Option 4 does not work then this option will not be repeated. Lynn Kisler – DOT clarified that a funding request to Government needs to justify the request based on cost and benefit. Correction to apologies from meeting of 10 August 2020 – Bruce Campbell was an apology for the meeting Previous meeting minutes accepted Moved: Leon Van Kempen Seconded: Cr Peter Sycopoulis Passed unanimously
4.	5:35-5:45	Correspondence Received Indicating Questions and Concerns	Chair – Mayor Tony Herbert	Responses to correspondence forwarded via email on Monday 14 September. Opportunity to ask further questions extended.

Code of Cooperation

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We all participate and contribute – everyone is given opportunity to voice their opinions
We use improvement tools that enhance meeting efficiency and effectiveness
We actively listen to what others have to say, seeking first to understand, then to be understood
We follow-up on the actions we are assigned responsibility for and complete them on time
We give and receive open and honest feedback in a constructive manner
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				BC: noted concern for rip to be formed if a sand bar is created.
				ThH: Discussed around options and condition of beach. The consultants will undertake further investigation for option 4 and will be able to determine if the spoil will have potential to create a rip.
				RB: noted letter response late arriving and haven't had a chance to review. Did note that a request was made to have AW and Water Tech to attend. Are they to attend?
				ThH: Are at hand, however not included in the invite as written response has been provided.
				RB: Due to late arrive of response, this doesn't enable us to ask further questions. Aim of meeting was to ask questions.
				ThH: aim of meeting to share information to the broader group and if there were further questions to be on notice
				RB: not all questions have been answered.
				CT: questions could be forwarded if reference group members have further questions.
				PS: agreed with Mr Blake that the answers were to

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				be provided by the consultants. ThH: the questions have been raised previously and has been discussed previously. RB: will dredging for the boat ramp been included in water tech dredging project. ThH: The boat ramp will be dredging, which was discussed at the boat ramp meeting. Timing for dredging will be unlikely to align for construction, however would aim to align with further maintenance dredging for the pocket and for the boat ramp. The necessary dredging will be completed when the boat ramp is constructed. RB: won't have maintenance dredge until triggers, how will the boat ramp work if the dredging for the boat ramp isn't done. Clarification provided that dredging request for the boat ramp will be done when the capital works are undertaken. CT: further information is available to the permit requirements, and can be provided. Any further questions from Reference Group Members to be forwarded via email to Thomas Hall.

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| 5. | 5:45-5:55 | Project Timing
• Anticipated Dates and Milestones
• Communication with Port Reference Group | Thomas Hall | If and when funding becomes available Council will be pursuing funding applications for the boat ramp and the dredging projects.

Next catch is programmed for December, however updates will be provided via emails as they become available.

Next meeting will be seeking confirmation of membership and meeting occurrences. The meeting frequency has increased during these projects, and the time and commitment from the Reference Group Members is appreciated.

TH: The major projects, carpark, boat ramp, dredging and breakwater.

ThH: There is another component of the project which is the fleshing out the concept of an enclosed harbour. This is part of the project work and contract that is in place with AW Maritime.

TG: understanding that funding applications due at end of next month. Will that be the next milestone.

Funding rounds have not been announced or released at this stage, so will not be able to know exactly what funding criteria is until the funding rounds are announced.

If funding criteria allows, could apply for dredging and boat ramp. |

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				Refurbishment of breakwater funding may not be until December.
6.	5:55-6:00	General Business Items	Thomas Hall	TG: use for sand going forward could be used for filling sandbags for replenishing the beach. That could be an option for capturing the sand in large bags to be placed on the beach to renourish. CT: to seek further information from other regions to understand if that has been done in other areas.
7.	6:00	Confirmation of actions for delivery to be detailed within Minutes	Chair – Mayor Tony Herbert	Mayor – thanked the group for their commitment and comments and for their desire to move in the one direction to make significant improvements to the harbour area. Thank you for your patience and willingness to work together. RB: Thanked the Mayor for his enthusiasm for advancing the improvements and upgrade of the boat ramp project, and for progressing the project to be in a position to approach the government for funding.
8.	-	Next Meeting - Review of membership in terms		December 2020

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Reference Group Members concerns regarding the Meetings and Proposed Outcomes

We have concerns regarding the running of the meetings and the recording of the minutes. EG Lack of detail & names speaking for or against Proposals.

Lack of Acknowledgement of the qualified input of Community Reference Group Members (CRG). CRG members whilst being heard are not listened to. Why are we here if no one acknowledges what we say? The meeting of August 10, 2020, was hijacked to have discussions only on Option 4. We are treated with total contempt.

At commencement of each meeting we should all be apprised as to who is in attendance for the "Zoom" meeting. We are currently unsure as to who is actually in the meetings as not all speak. We assume that the meetings are held with the participants only & no other persons are present in the background – Perhaps a declaration from participants regarding this.

There are persons now involved in the "Zoom" meetings from Warrnambool City Council (WCC) and other areas that have no previous involvement, have no history in the processes previously undertaken either through the Technical Reference Group (TRG) or the community Reference Group (CRG). Whilst we believe the TRG were paid, we on the CRG are not & we give our time freely on a matter that we are most passionate about as local Warrnambool Residents and regular users of the facility. **Where are the members of the TRG and where is their input?**

There will be around 30000 cubic metres (CM) dredged out of Lady Bay. Half of the 30000 CM will eventually find its way back into the dredged area of Lady Bay with the known 10000 CM (per annum) which also enters Lady Bay from the Southern Ocean. Eventually we will have 35000 CM in the inner bay area from Worm Bay to the Breakwater (Including the trapezoid shaped dredged area) to dredge out if dredging is undertaken every 2 years.
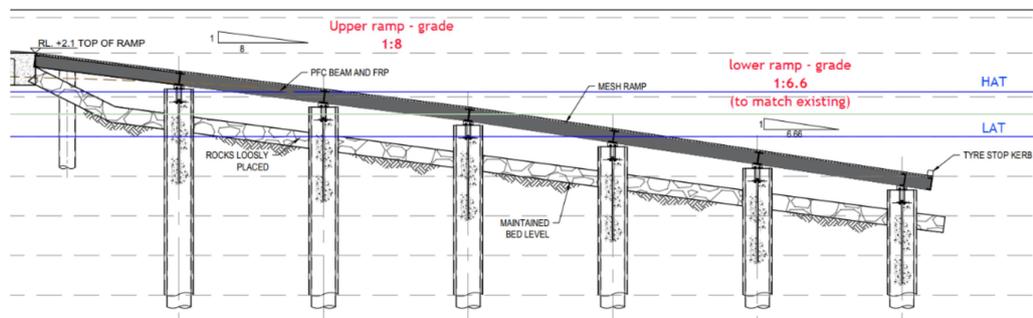
 What if the Dredging does not Work?

If the proposed process with the nearshore Sand Bars moves to fruition and it does not work! **Who is liable?**

Do Water Technology (WT) then fix the problem at their expense? Do WT have liability insurance to cover this issue or is it swept under the carpet for Warrnambool Ratepayers / Tax payers to foot the bill?

This dredging is an extremely important part for the ramp construction to work and if the dredging fails then so will the Ramp. So, if the dredging fails – How long do we, the citizens / ratepayers / tourists have to wait for the debarkle to be rectified? & Who Pays?

With reference to AW Maritime proposed porous boat ramp, they require a bed of rocks under the ramp surface to absorb wave energy. See diagram below,

WT informed the CRG that they require CD -3.5m for the proposed ramp to work effectively. It has been stated by WT they require the area around the toe of the ramp to be dredged to this depth. Is that dredging going to take place to coincide with the dredging of the boat mooring area??

If not, is it proposed to get another dredge back to fulfil WT requirements - do WT have an opinion on this presently, and would it be prudent to include them into dredge requirements??

The treatment of the Community Reference Group is deplorable. We were advised after the WCC ran an online survey regarding these dredging options and that Option 1 was clearly the most preferred. WCC was then to hold discussions with DELWP to facilitate this to occur – This has not happened so the big question is - *Why have these discussions not been held ??*

What is WCC preferred option? Is it still aligned with the Warrnambool residents preferred option via the public questionnaire being Option 1, OR has the WCC positioned itself and is now aligned with that of Water Technology??

Will WCC take some notice of the anecdotal evidence provided by locals that the last time the dredge spoils were dumped into Lady Bay in approx. 1978-9, the sand mound soon was washed away and most of the sand made its way back into the inner harbour area which obviously includes the dredged area? A short term problem solved, but what a waste of money as the dredging was required again soon after. This is a fact that has not been addressed, WT thinks that the majority of the sand will just wash up on the beach, when history demonstrates that is just not correct!!!

We request a meeting with parties to discuss our concerns

Neville Dance   Rod Blake   Steve Tippett   Tammy Good

Community Reference Group Members

Warrnambool

August 20, 2020

Questions for DWELP

1. If option 3 was WCC preferred option as the site for the dredge spoils to be pumped, would DELWP broadly object to this option?
2. If DELWP are so insistent to keep the area proposed (behind the sand dunes in the area where previous dredge spoils were dumped) as not utilised , what are the long term plans for that area given that land is a haven for vermin (foxes, rats)?
3. In essence why is the land being locked up when community can use said area for extra car/ boat trailer/ horse floats / recreational and also have enough for the Confined Disposal Facility (CDF). If NOT why not!!!
4. Does DELWP consider community sentiment when dictating to local users what can be developed and what can't?
5. What are the State Govt law/ guidelines which need to be acknowledged and satisfied before the dredge spoils can be pumped into a CDF? Please define these specifically, not paint a broad view.
6. DELWP as a Government Department is a coastal manager. Do they consider themselves part of the local community and therefore part of the decision making process which allow for public opinion & views to be considered regarding WCC proposed projects. Specifically the proposed dredging of the dredge pocket of inner Lady Bay and disposal of the dredge spoils.
7. Does DELWP (or known previously as DSE) as a Govt department have any historical documentation relating to the dredging program conducted during 1978/9, when the dredge spoils were dumped into Lady Bay. A position approximately in line between McGennans Car Park and end of the breakwater.
8. Is DELWP aware that the EPA guidelines state that their preferred option for dredge spoils is;   *"Dredge spoil is disposed to land in preference to water wherever practicable and environmentally safe as determined by the Authority."*
9. Does DELWP proposal allowing the dredge spoils to be pumped into Lady Bay discounting the public use of the bay as per their social licence.

Questions for Water Tech

a) Can you please provide a breakdown of the costs of the options 1, 3 & 4?
b) For a 10 year program can you confirm that the costings involved in major dredging followed up with 2 maintenance dredges?
c) Has your document been peer reviewed as is the requirement for such major projects, as your consultancy work
d) As per your Appendix A document regarding the dredge spoils water component, is it not true that the water from any CDF would make its way back to the ocean as the water table so close to the bay is salty. It would naturally leech back through the sand to the ocean as MSL would allow.
e) Can you please give precise Lat & Long WGS 84 for the proposed dredge area?

f)   Have WT spoken to or contacted AW Maritime re their dredging requirements at the toe of the existing boat ramp?

g)   Has WT used the latest bathymetric survey and overlaid the precise area it proposes to dump the sand in option 4?

h)   In your Appendix A, 4.4 "The results of the sediment analysis indicated..."), when was this analysis completed and where was the material sourced from? Sorry can't quote page numbers because there aren't any!

i)   4.7 of your AppA, states the following " .. where sand would migrate towards the shore due to sediment imbalance in the profile, which mimics the upper beach recovery process following major storms."
     What exactly are you referring to here, because as it reads it is factually incorrect, major storms cause the depletion of sand from the dunes and just sucks it back into the bay – an observed fact!!! That's why the dunes are in such a state, due to wave action eating away at the base and levelling the sand out into the bay.

j)   When considering option 4, are you underestimating the longshore drift effect which moves sand from the east to the SW & S into the inner harbour area & dredge pocket? Can you substantiate the "over time" you refer to please?

WCC Public Q

Has the Water Tech document Appendix A- Dredging Options Assessment- Technical Report been peer reviewed?

This is due to some inaccuracies which have been highlighted, and lead to a flawed document being presented to WCC.
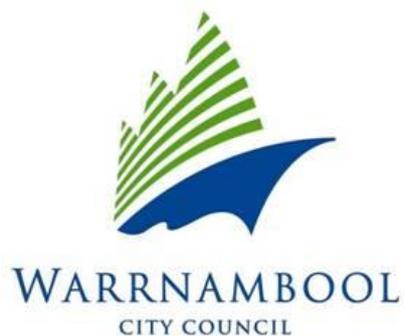
Port of Warrnambool – Port Reference Group Meeting Action and Agreement Record

Date: 14 September 2020

Agenda Item 3: Reference Group Previous Meeting Minutes (10 August 2020)

Email 1: Steve Tippett, Neville Dance, Rodney Blake and Tammy Good (HRG Members) – Thursday 10 September 2020_12.36pm

Email 2: Paula Gardiner – Thursday 10 September_2.51pm

Email 3: Steve Tippett – Friday 11 September_9.44pm

Email 4: Tammy Good – Friday 11 September_12.10pm

Email 5: Rod Blake – Friday 11 September_12.13pm

Email 1

From:	Steve Tippett
To:	Thomas Hall; Don Allen; tammygood@bigpond.com; Tony Herbert; prests@bigpond.net.au; rjjb1@bigpond.com; David Owen; craig@homeseeka.com.au; secretary@warrnamboolslsc.org.au; Kylie Gaston; Warrnamboolcoastcarelandcare@gmail.com; neville.dance1@bigpond.com; bassnake03@gmail.com; Glenn Reddick; Sue Cassidy; hugh@figtreepark.com; leonvk_@hotmail.com; Robert Anderson; Peter Sycopoulis; Michael Neoh; neville@danceconstructions.com.au; Vikki King; "Leigh McClusky"; Paula Gardiner
Subject:	Zoom meeting Minutes amendments
Date:	Thursday, 10 September 2020 12:36:36 PM
Importance:	High

Afternoon Thomas,

My self and others have voiced our concerns regarding the dredging and other matters during the Zoom meetings conducted with the Harbour Reference Group (HRG), City councillors, DELWP, AW Maritime & other WCC staff. Recently the minutes of these meetings have not reflected any conversations had not any objections voiced by members of the HRG regarding the dredging of the bay and in particular where the spoils are to be placed. It is incumbent on the WCC that the minutes reflect accurately the discussions had – This is currently not the case.

We request that the HRG meeting/s minutes be amended accordingly and that this be done prior to the meeting to be held Monday, September 14 @ 5.00pm. The minutes can then be ratified if they correctly reflect the discussions held, individual conversations had and the objections made.

For your attention please

Steve Tippett   Neville Dance   Rodney Blake   Tammy Good

HRG Members

Email 2

From:	Paula Gardiner
To:	"Steve Tippett"; Thomas Hall; Don Allen; tammygood@bigpond.com; Tony Herbert; prests@bigpond.net.au; rjjb1@bigpond.com; David Owen; craig@homeseeka.com.au; secretary@warrnamboolslsc.org.au; Kylie Gaston; Warrnamboolcoastcarelandcare@gmail.com; neville.dance1@bigpond.com; bassnake03@gmail.com; Glenn Reddick; Sue Cassidy; hugh@figtreepark.com; leonvk_@hotmail.com; Robert Anderson; Peter Sycopoulis; Michael Neoh; neville@danceconstructions.com.au; Vikki King; "Leigh McClusky"
Subject:	RE: Zoom meeting Minutes amendments
Date:	Thursday, 10 September 2020 2:51:00 PM

Afternoon Steve,

Thanks for your email regarding the minutes from the Harbour Reference Group Meetings. As per standard meeting procedures, the minutes are distributed following each meeting and then ratified at the next scheduled meeting. It is at this time that any corrections to the minutes are identified and considered by the attendees of the meeting, and where required corrections and or amendments are recorded prior to the previous meeting minutes being ratified and adopted.

If you could please send through the correction/s that you, and the other representatives named in your email, have identified as required from the previous meeting minutes, we will include this for consideration by the reference group at next Monday's meeting. Ideally if this could be received by tomorrow lunchtime, we will forward this with the agenda.

Thanks
Paula

Email 3

From:	Steve Tippett
To:	Paula Gardiner; Thomas Hall; Don Allen; tammygood@bigpond.com; Tony Herbert; prests@bigpond.net.au; rijb1@bigpond.com; David Owen; craig@homeseeka.com.au; secretary@warrnamboolslsc.org.au; Kylie Gaston; Warrnamboolcoastcarelandcare@gmail.com; neville.dance1@bigpond.com; bassnake03@gmail.com; Glenn Reddick; Sue Cassidy; hugh@figtreepark.com; leonvk_@hotmail.com; Robert Anderson; Peter Sycopoulis; Michael Neoh; neville@danceconstructions.com.au; Vikki King; "Leigh McClusky"
Subject:	RE: Zoom meeting Minutes amendments
Date:	Friday, 11 September 2020 9:44:22 AM

Morning Paula,

Since the introduction of the Zoom meetings as a consequence of Covid 19 restrictions we have seen the minutes change – since the Zoom – there have been no acknowledged comments from any of the HRG members being lodged in the minutes. I don't know why?

Concerns regarding comments are then obvious. If a neutral party were to peruse the minutes regarding the dredging then they would think that all parties are agreeable to the whatever the concept was and that there was no argument against it. When clearly there was.

Raised concerns –

Placing the dredged material nearshore in Lady Bay has been undertaken before (1978) and failed. Why are we repeating history ?

By placing the dredged material in Lady Bay WCC are going to produce two sand bars nearshore, in roughly Worm Bay and in front of McGennan's car park area. Two very safe swimming locations on the beach, which has the potential to create a rip effect between the 2 created sand bars, which has also caused some concern to a representative of the Warrnambool Surf Life Saving Club

Ocean Swimmers – Lady Bay may alter making the swim more difficult – have they been consulted?

This dredging has been on the books for WCC for several years and now it is of some urgency that other Options are just discarded and we go with Option 4.

It was also raised as to how Water Technology can make a comparison with The Gold Coast and Lady Bay as to Nearshore dredging spoils where the two locations have completely different dynamics. We are on the southern Ocean – nothing between us and The Antarctic

I'm sure others will also have a view and comments.

Regards

SteveTip

Email 4

From:	tammygood@bigpond.com
To:	Paula Gardiner; "Steve Tippett"; Thomas Hall; Don Allen; Tony Herbert; prests@bigpond.net.au; rjjb1@bigpond.com; David Owen; craig@homeseeka.com.au; secretary@warrnamboolslsc.org.au; Kylie Gaston; Warrnamboolcoastcarelandcare@gmail.com; neville.dance1@bigpond.com; bassnake03@gmail.com; Glenn Reddick; Sue Cassidy; hugh@figtreepark.com; leonvk_@hotmail.com; Robert Anderson; Peter Sycopoulis; Michael Neoh; neville@danceconstructions.com.au; Vikki King; "Leigh McClusky"
Subject:	RE: Zoom meeting Minutes amendments
Date:	Friday, 11 September 2020 12:10:29 PM

Hello Paula,

I appreciate minute taking can be painstaking, as I am secretary of SWOTRA, (racehorse trainers), but it is important that input and discussions, have more detail, not lengthy detail, but recording who said what, even if it is in bullet form.

For example the meeting on August 10, item 4, reports, "General discussion held regarding the dredge options".

There were a number of people including councillors who had concerns as to where the dredge spoils were to be deposited, especially the sandbars options. A few examples were;

Steve Tippett (Coastguard) raised concerns that these sandbars could create rips for swimmers in an area that is traditionally a very safe beach for swimming.

Councillor David Owen endorsed these concerns, with his experience at Warrnambool Life Saving Club.

Rodney Blake raised points, that dredging spoils which had previously been put back into the bay only seeped back into the dredged areas. His knowledge is based on historical fact.

Given that the public survey supported the spoils be placed behind worm bay area, it seems that cost effectiveness is overriding both the public and reference groups opinion.

I asked Claire Tesselaar DELWP, if option 4 failed, is it likely that the subsequent dredging spoils be put behind Worm bay dunes?

Can questions from participants be briefly recorded with initials please?

Kind regards

Tammy Good

Email 5

From:	Rod Blake
To:	Steve Tippett
Cc:	Paula Gardiner; Thomas Hall; Don Allen; tammygood@bigpond.com; Tony Herbert; Keith Prest; Rod Blake; David Owen; craig@homeseeka.com.au; secretary@warrnamboolslsc.org.au; Kylie Gaston; Warrnamboolcoastcarelandcare@gmail.com; Neville Dance; Glenn Reddick; Sue Cassidy; hugh@figtreepark.com; leonvk_@hotmail.com; Robert Anderson; Peter Sycopoulis; Michael Neoh; Neville Dance; Vikki King; Leigh McClusky
Subject:	Re: Zoom meeting Minutes amendments
Date:	Friday, 11 September 2020 12:13:00 PM

Afternoon all,
one very important point that was raised at the HRG zoom meeting was the required dredging for the AW Maritime porous boat ramp. Do we have any indication from Council whether those questions will make the HRG meeting minutes.
There are also many questions that need to be responded to at the next meeting, do the respective consultants have the list of questions that was sent to Council so that they can respond at the meeting. We don't want to see them surprised with the laist and have no responses.

Are both parties currently consulting to Council, AW Maritime & Water Tech going to be represented at the meeting?
Rgds;
Rod Blake
HRG member

14 September 2020

Warrnambool Harbour Reference Group Members,
Representatives and Government Representatives
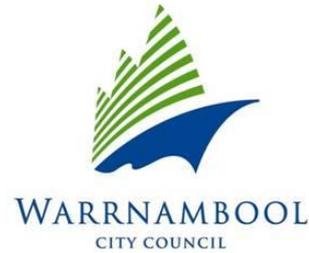
Email: Via meeting invitation correspondence scheduled for
14/09/2020

Dear Representatives

Correspondence Received - Comments Provided

Council would like to acknowledge the ongoing efforts of the Warrnambool Harbour Reference
Group (**Reference Group**) and thanks the group in supporting the ongoing variety of projects
to help make Warrnambool Australia's most liveable regional city.

Following the Warrnambool Harbour Reference Group Meeting Held on 10 August 2020
various item had been raised via phone, email and correspondence received on 27 August
2020, in relation to various questions and concerns raised by some members of the Reference
Group.

Council wishes to share the following comments with the Reference Group in relation to the
items raised in the correspondence revised;

> *We have concerns regarding the running of the meetings and the recording of the*
> *minutes. EG Lack of detail & names speaking for or against Proposals.*

Comment noted. Should any items wished to be captured that have been excluded
please raise at the following meeting.

> *Lack of Acknowledgement of the qualified input of Community Reference Group*
> *Members (CRG). CRG members whilst being heard are not listened to.*

> *Why are we here if no one acknowledges what we say? The meeting of August 10,*
> *2020, was hijacked to have discussions only on Option 4. We are treated with total*
> *contempt.*

Comment noted.

Civic Centre 25 Liebig Street
Warrnambool Victoria Australia
PO Box 198 Warrnambool VIC 3280

Telephone (03) 5559 4800
Facsimile   (03) 5559 4900
Ausdoc   DX 28005

Website: www.warrnambool.vic.gov.au
ABN 44 594 246 321

At commencement of each meeting we should all be apprised as to who is in attendance for the "Zoom" meeting. We are currently unsure as to who is actually in the meetings as not all speak. We assume that the meetings are held with the participants only & no other persons are present in the background – Perhaps a declaration from participants regarding this.

There are persons now involved in the "Zoom" meetings from Warrnambool City Council (WCC) and other areas that have no previous involvement, have no history in the processes previously undertaken either through the Technical Reference Group (TRG) or the community Reference Group (CRG). Whilst we believe the TRG were paid, we on the CRG are not & we give our time freely on a matter that we are most passionate about as local Warrnambool Residents and regular users of the facility. Where are the members of the TRG and where is their input?

The list of attendees is available via the agenda, as a list of "Participants" during the online meeting and captured in the minutes.

The TRG were a key part of undertaking a past portion of work, aiding the development options during 2014-15. The TRG is no longer a formed group working on current projects.

Council wishes to extend its gratitude to all representatives who are able to contribute as part of the Reference Group.

There will be around 30000 cubic metres (CM) dredged out of Lady Bay.

Half of the 30000 CM will eventually find its way back into the dredged area of Lady Bay with the known 10000 CM (per annum) which also enters Lady Bay from the Southern Ocean. Eventually we will have 35000 CM in the inner bay area from Worm Bay to the Breakwater (Including the trapezoid shaped dredged area) to dredge out if dredging is undertaken every 2 years.

What if the Dredging does not Work?

If the proposed process with the nearshore Sand Bars moves to fruition and it does not work! Who is liable?

Do Water Technology (WT) then fix the problem at their expense? Do WT have liability insurance to cover this issue or is it swept under the carpet for Warrnambool Ratepayers / Tax payers to foot the bill?

This dredging is an extremely important part for the ramp construction to work and if the dredging fails then so will the Ramp. So, if the dredging fails – How long do we, the citizens / ratepayers / tourists have to wait for the debarkle to be rectified? & Who Pays?

The successes of any dredging work will be measured by a variety of factors. Most critically maintenance dredging will be required.

The following comment is provided from Water Technology for reference; The annual volume ingressing in the harbour is approximately 2,500-4,000m3 per year. This rate of infill is similar for all options envisaged. The rate of infill is not dependent of sediment supply because the sediment supply greatly exceeds the infill rate. The beach and nearshore zone has a very large sediment supply capacity, enormously higher than the small volume of 2,500-4,000m3 ingressing in the berth pocket every year. Increasing or decreasing the Lady Bay beach capacity will have a small impact on the rate of infill as long as there are sand in the Bay.

Council appointed Water technology following a competitive tendering assessment process. Their team of suitably qualified and experience personal indicate they are suitable to undertake such work.

With reference to AW Maritime proposed porous boat ramp, they require a bed of rocks under the ramp surface to absorb wave energy. See diagram below, WT informed the CRG that they require CD -3.5m for the proposed ramp to work effectively. It has been stated by WT they require the area around the toe of the ramp to be dredged to this depth. Is that dredging going to take place to coincide with the dredging of the boat mooring area??

If not, is it proposed to get another dredge back to fulfil WT requirements – do WT have an opinion on this presently, and would it be prudent to include them into dredge requirements??

All maintenance dredging will be programed dependent on the design requirements to maintain the facility.

The treatment of the Community Reference Group is deplorable. We were advised after the WCC ran an online survey regarding these dredging options and that Option 1 was clearly the most preferred. WCC was then to hold discussions with DELWP to facilitate this to occur – This has not happened so the big question is - Why have these discussions not been held ??

3793

Warrnambool City Council
Minutes for Scheduled Council Meeting

Attachment 5.15.2

7 December 2020
Page | 245

Comment noted. Council and DELWP have been held ongoing meetings throughout the development of the dredging options assessment.

What is WCC preferred option? Is it still aligned with the Warrnambool residents preferred option via the public questionnaire being Option 1, OR has the WCC positioned itself and is now aligned with that of Water Technology??

Will WCC take some notice of the anecdotal evidence provided by locals that the last time the dredge spoils were dumped into Lady Bay in approx. 1978-9, the sand mound soon was washed away and most of the sand made its way back into the inner harbour area which obviously includes the dredged area? A short term problem solved, but what a waste of money as the dredging was required again soon after. This is a fact that has not been addressed, WT thinks that the majority of the sand will just wash up on the beach, when history demonstrates that is just not correct!!!

Comment noted. Council's preferred option as resolved at the 7 September 2020 Council Meeting was to progress detailed design of Option 4 to enable a funding application to be made.

We request a meeting with parties to discuss our concerns

Comment noted.

Questions for DWELP

1. *If option 3 was WCC preferred option as the site for the dredge spoils to be pumped, would DELWP broadly object to this option?*

2. *If DELWP are so insistent to keep the area proposed (behind the sand dunes in the area where previous dredge spoils were dumped) as not utilised , what are the long term plans for that area given that land is a haven for vermin (foxes, rats)?*

3. *In essence why is the land being locked up when community can use said area for extra car/ boat trailer/ horse floats / recreational and also have enough for the Confined Disposal Facility (CDF). If NOT why not!!!*

4. *Does DELWP consider community sentiment when dictating to local users what can be developed and what can't?*

5. *What are the State Govt law/ guidelines which need to be acknowledged and satisfied before the dredge spoils can be pumped into a CDF? Please define these specifically, not paint a broad view.*

6. *DELWP as a Government Department is a coastal manager. Do they consider themselves part of the local community and therefore part of the decision making process which allow for public opinion & views to be considered regarding WCC proposed projects. Specifically the proposed dredging of the dredge pocket of inner Lady Bay and disposal of the dredge spoils.*

7. *Does DELWP (or known previously as DSE) as a Govt department have any historical documentation relating to the dredging program conducted during 1978/9, when the dredge spoils were dumped into Lady Bay. A position approximately in line between McGennans Car Park and end of the breakwater.*

8. *Is DELWP aware that the EPA guidelines state that their preferred option for dredge spoils is; "Dredge spoil is disposed to land in preference to water wherever practicable and environmentally safe as determined by the Authority."*

9. *Does DELWP proposal allowing the dredge spoils to be pumped into Lady Bay discounting the public use of the bay as per their social licence.*

Comment provided from DELWP; Please find following some feedback on considerations and potential approvals required for the various dredging project disposal options.

Regarding Warrnambool City Council's proposal for dredging behind the breakwater at Lady Bay (i.e. in the boat mooring area).

The dredging that's proposed (method and area) is consistent across all options, but Council's consultants have identified 4-5 different avenues for disposal (as extracted from the Water Tech report):

1. **Option 1:** This option involves the dredge sand material being pumped into a series of connected retention ponds to be constructed behind the Lady Bay Beach dunes at Worm Bay. This is known as a confined disposal facility (CDF). The CDF would be constructed by clearing existing vegetation within the park, and excavating a pond/dam using earth moving equipment. Some of the dredge sand would be dewatered and removed offsite, and a stockpile would be left permanently on site which may assist with future beach nourishment works.

2. **Option 2:** Pumping the 30,000m3 of dredged sand onto Lady Bay Beach to nourish the beach and mitigate the observed erosion (beach nourishment). The sand would be pumped to the beach straight from the dredge (as a slurry), and then shaped to the desired beach profile using earth moving equipment.

3. **Option 3:** Hybrid which is a combination of Options 1 and 2. Dewatering and stockpiling of some material behind the dunes in the CDF, and also pumping some along the beach (up to 5,000 m3) to widen the dune face.

4. **Option 4:** Pumping the sand into the nearshore of Lady Bay to create a series of temporary sand bars that will be pushed up onto the beach by waves over time and nourish the beach. The material would be pumped via floating pipeline into the designed placement zone, with the outlet moved over time to achieve the desired sand bank shape. The placement is designed to supply sediment to the beach by natural processes. This method has been used extensively across Australia, including at Lakes Entrance.

5. **Option 5:** Marine disposal at an offshore spoil ground located outside of Lady Bay, possibly located some 3 km offshore. This would be achieved by using a hopper dredge to transport sediments from the dredge pocket directly to a deep-sea spoil ground which is large enough to accept the sand.

   As previously indicated, it's not DELWP's role to have a preference. This is in recognition that Council has a broader range of matters to balance beyond DELWP's portfolio of interests. What I have said is that based on the Marine and Coastal Policy, an option that retains sand in the system and (hopefully) helps maintain coastal processes is going to better align against the Marine and Coastal Act and Policy; an option which removes sand from the system (i.e. Option 1) or which otherwise doesn't easily align with the Act and policy is going to require a greater level of justification to explain the factors that are perceived to warrant a lesser outcome.

   In this context, the options that most easily align with the Marine and Coastal Act and Policy by retaining the sand in the system on or near shore are Option 2 and Option 4.

   I expect Council has a solid understanding of the considerations involved with Option 2, having implemented this option previously.

   With regard to Option 4, factors that will influence the suitability of this option include whether the dredge spoil can be deposited to an area with a clear sandy bottom within Lady Bay, rather than over an area of reef or weed. This might require closer investigation in terms of underwater survey of the bay. An understanding of the currents in the bay will be an important factor in working out if marine disposal would achieve the desired results and how long they might last, as well as potential impacts during the activity dredging - disposal phase (e.g. turbidity and sediment transport).

Option 5 is not ideal as any contaminants trapped in the dredged materials will be dispersed and 're-activated' into the marine environment. Depending on how offshore disposal is done there is a higher likelihood of impacting a wider range of marine flora and fauna in a range of ways. Disposal should not be carried out near Logans Beach as increased sand in the nearshore environment could affect the topographical habitat characteristics of the nursery, even if only temporarily.

Noise from the dredging activity will be a concern for marine fauna, particularly the Critically Endangered Southern Right Whale, so dredging should be done outside the whale season.

Questions for Water Tech

A. Can you please provide a breakdown of the costs of the options 1, 3 & 4?

Comment provided from Water Technology; "The report provides a breakdown of:
*Tender estimates of the initial round of dredging (capital costs);

*10-year life-cycle Net Present Economic Value (NPEV) costs that build on the capital costs and also includes costs associated with maintenance dredging during the 10-year consent period;

*Total 10-year estimate of required budget. This includes the 10-year lifecycle NPEV costs, as well as a high level estimate of other costs likely to be incurred throughout the life-cycle, including construction contingency, contractual risk, in-kind costs incurred during project delivery, design costs and costs of additional studies, and operational cost of existing beach management.

The costs are indicative and are based on our experience of similar projects. Budget estimates must include risk, contingencies and cost to manage weather and market conditions at the time of tendering the works. Dredging requires substantial upfront mobilisation costs which can be only be fully understood when the project is tendered by dredging contractors. The methodology of the costing is provided in AppA-S4.11.2. "

B. For a 10 year program can you confirm that the costings involved in major dredging followed up with 2 maintenance dredges?

Comment provided from Water Technology; We can confirm this. Costs include initial round of maintenance dredging and 3 subsequent rounds of maintenance dredging (nominally assumed to occur in years 3, 6 and 9 of the 10yr program). This is stated in AppA-S4.11.2

C. Has your document been peer reviewed as is the requirement for such major projects, as your consultancy work

Comment provided from Water Technology; The document, while being a draft document for review, has undergone a rigorous internal review, as per ISO9001 Quality Management system. This system is audited regularly by third parties.

D. As per your Appendix A document regarding the dredge spoils water component, is it not true that the water from any CDF would make its way back to the ocean as the water table so close to the bay is salty. It would naturally leech back through the sand to the ocean as MSL would allow.

Comment provided from Water Technology; Whilst some groundwater infiltration would assist in the dewatering (which is acknowledged in AppA-S4.1), ground water infiltration alone cannot dewater the material quickly enough to allow for an efficient and safe dredging operation. The volume of material is too high and the CDF is too low. Therefore, the CDF will require an additional means of dewatering, which would need to be via a submerged pipeline or open channel outlet to return tailwater back to Lady Bay.

E. Can you please give precise Lat & Long WGS 84 for the proposed dredge area?

Comment provided from Water Technology; "As provided by WCC at the project outset:
142.480103,   -38.401448
142.478286,   -38.400962
142.477337,   -38.401234
142.477223,   -38.402290"

F. *Have WT spoken to or contacted AW Maritime re their dredging requirements at the toe of the existing boat ramp?*

Comment provided from Water Technology; "We have not liaised directly with AW Maritime about this project. We are comfortable to discuss the project with them, if desired.

We note that the porous boat ramp is well known to Water Technology, as we originally developed this concept for Council."

G. *Has WT used the latest bathymetric survey and overlaid the precise area it proposes to dump the sand in option 4?*

Comment provided from Water Technology; "The latest hydrographic survey carried out by a registered surveyor of Lady Bay received by WT is dated 10-Oct-2019.

WT have used this survey and other historical surveys to inform the estimate of longshore transport infilling the dredged pocket.

The beach bathymetry at the placement ground will need to be updated prior to prepare placement plan, this would occur only a few weeks before dredging starts to ensure that the current position of sandbars are taken into account in the placement plan. This is a standard process for nearshore sand placement."

H. *In your Appendix A, 4.4 "The results of the sediment analysis indicated…), when was this analysis completed and where was the material sourced from? Sorry can't quote page numbers because there aren't any!*

Comment provided from Water Technology; "Details of the sediment sampling are provided in AppA-S2.4.2.

This provides the date and location of sediment sampling, and the physical and geochemical testing carried out at a NATA certified laboratory, for each sample. "

I. *"4.7 of your AppA, states the following " .. where sand would migrate towards the shore due to sediment imbalance in the profile, which mimics the upper beach recovery process following major storms."*
What exactly are you referring to here, because as it reads it is factually incorrect, major storms cause the depletion of sand from the dunes and just sucks it back into the bay – an observed fact!!! That's why the dunes are in such a state, due to wave action eating away at the base and levelling the sand out into the bay."

Comment provided from Water Technology; "We agree, this sentence could be improved to avoid such misinterpretation.

As pointed out, during storm events energetic waves and high tides pull sand off the dry beach. This sand is deposited on sandbars, in the nearshore zone. However,

following the storm, the dry beach recovers as the offshore sandbars move back towards land and feed the lower beach terrace with sand. Once sand is pushed onto the terrace beach, the dry beach, primary dune and secondary dunes grow. This is a natural process.

Nearhsore placement of sand, such as envisaged in option 4, ""boost"" this natural process by surcharging the bar with new sand. This new sand will move towards the shore, increasing the sand available for the dry beach over a period of weeks to months. The proposed placement works with nature and washes the sand up the beach.

While the foreshore dunes at Lady Bay have experienced severe erosion over the last 10 years (also acknowledged throughout the report), this is due to a range of reasons, behind the mechanism involved in dredge pocket infill. During years-long periods, when storm clusters occur, the rate of storm erosion can outpace the natural recovery rate, and the beach can spend years in a more eroded state. It is also likely that the impact of sea level rise is realigning the beach, essentially pushing the dunes and the nearshore seabed landwards and upwards - see image below as an indicative guide to the impact of sea level rise on open coast beaches. "
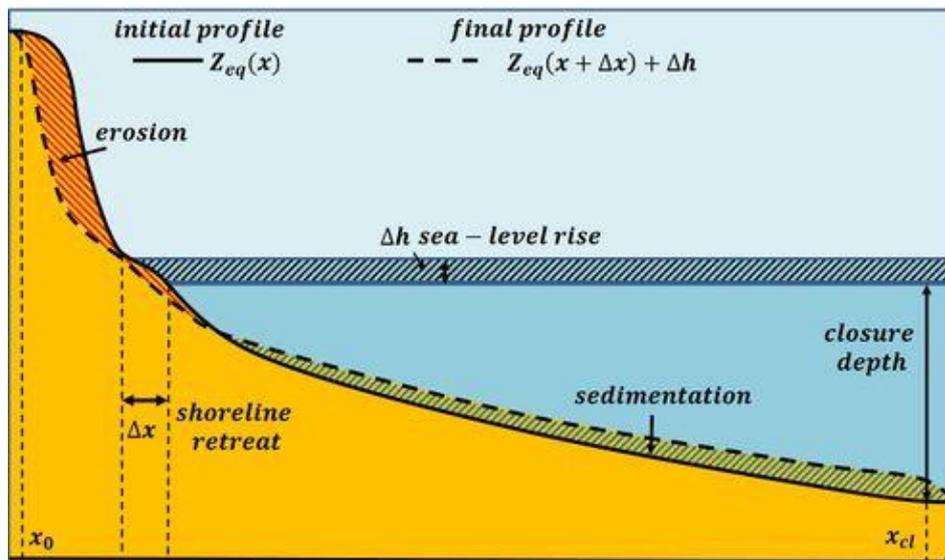
J. *When considering option 4, are you underestimating the longshore drift effect which moves sand from the east to the SW & S into the inner harbour area & dredge pocket? Can you substantiate the "over time" you refer to please?*

Comment provided from Water Technology; "We have assessed the rate of dredge pocket infill using hydrographic surveys prepared by a certified hydrographic surveyor.

There is no ambiguity or underestimating in the volume of combined longshore sand transport and of sand bypassing the breakwater which is ingressing into the harbour. Our report states that an around 2,500-4,000 m3 of clean sand accumulates within the Port each year. The range is weather dependant and will vary from year-to-year. If no dredging occurs, then the deposition rate tends to reduce after several years, as the dredged pocket is becoming full.

Post dredge survey showed the following rates of deposition in the two years after the recent dredging campaigns:
>2009-2011: 4,500m3 of infill in dredge pocket
>2012-2014: 4,000m3 of infill in dredge pocket"

WCC Public Q

Has the Water Tech document Appendix A- Dredging Options Assessment- Technical Report been peer reviewed?

This is due to some inaccuracies which have been highlighted, and lead to a flawed document being presented to WCC.

Comment noted. Addressed above.

If you have any questions please contact me via telephone 5559 4800 or Emails: thall@warrnambool.vic.gov.au

Yours sincerely,

Thomas Hall
Projects Engineer (Project Manager)

Appendix A - Correspondence Received 27 August 2020

1. Reference Group Concerns.pdf
2. Questions for WHRG 27082020.pdf

Australia Day Awards Committee
MEETING MINUTES

Date	September 21, 2020	**Time**: midday	**Finish: 1pm**	**Location:** Zoom
Meeting Objective	Begin Australia Day Awards nomination process			
Attendees	Bronwen Levett, Lisbeth Chea, Cr Michael Neoh, Andrew Suggett, Peter Utri, Nick Higgins			
Apologies	Rachel Furnell			

Actions and Agreements

Item	Issues	Date Change Comments/To Do
1.	Welcome and appointment of chair	• Bronwen Levett appointed chair.
2.	Review of awards criteria	• No changes to award categories or criteria made this year.
3.	Discussion of promotional efforts	• Decisions to produce videos for use on promoted social media post, radio and newspaper advertisements to be placed.
4.	Other general business	• Nil
5.	Next meeting date	• November 18, 2020
6.	Meeting close	• 1pm
7.		•
8.		•

ACCOUNTABILITY: COLLABORATION: RESPECTFULNESS: PROGRESSIVENESS: WELLBEING:

5.16. MAYORAL & CHIEF EXECUTIVE OFFICER COUNCIL ACTIVITIES - SUMMARY REPORT

PURPOSE

This report summarises Mayoral and Chief Executive Officer Council activities since the last Ordinary Meeting which particularly relate to key social, economic and environmental issues of direct relevance to the Warrnambool community.

REPORT

Date	Location	Function
9 October 2020	Online	Acting Chief Executive Officer – Linked in to the MAV Councillor Service Awards.
13 October 2020	Online	Acting Chief Executive Officer – Attended the Deakin Warrnambool Clinical School and Western Victoria Regional Training Hub Community Advisory board meeting.
14 October 2020	Online	Acting Chief Executive Officer – linked into the Warrnambool & District Food Share AGM. Acting Chief Executive Officer – linked into the Great South Cost Partnerships Young Parliamentarians Program presentation.
15 October 2020	Online	Acting Chief Executive Officer – Attended the Regional Cities Victoria meeting.
16 October 2020	Online	Acting Chief Executive Officer – Attended the Great South Coast CEO's meeting.
27 October 2020	Online	Acting Chief Executive Officer – Attended the Lyndoch Living AGM. Acting Chief Executive Officer – Attended the Brophy Youth & Family Services AGM.
5 November 2020	Online	Acting Chief Executive Officer – Attended the Regional Leaders Quarterly meeting.
11 November 2020	Warrnambool	Acting Chief Executive Officer – Placed a wreath at the Cenotaph on behalf of the City for Remembrance Day.
19 November 2020	Online	Acting Chief Executive Officer – Participated in the Great South Coast Integrated Water Management Forum.
1 December 2020	Online	Mayor & Acting Chief Executive Officer – attended the South West Healthcare Redevelopment thank you.
3 December 2020	Warrnambool	Mayor – Opening of Lady Bay beach access structures.
	Online	Mayor and Acting Chief Executive Officer – attended the WRAD AGM.

MOVED: CR BEN BLAIN
SECONDED: CR DEBBIE ARNOTT

That the Mayoral & Acting Chief Executive Officer Council Activities – Summary Report be received.

CARRIED - 7:0

5.17.   INFORMAL MEETINGS OF COUNCIL REPORTS

PURPOSE

The purpose of this report is to provide Council with copies of Informal Meetings of Council (previously known as "Assembly of Councillor Records) as previously required under section 80A(2) of the Local Government Act 1989.

BACKGROUND INFORMATION

Section 80A(2) of the Local Government Act 1989 required the record of an Assembly of Councillors to be reported at an ordinary Council meeting.

Assembly of Councillor Records are no longer a requirement in the Local Government Act 2020 as of 24 October 2020. However, under Council's Governance Rules, a summary of the matters discussed at the meeting are required to be tabled at the next convenient Council meeting and recorded in the minutes of that Council meeting.

REPORT

The record of the following Informal Meetings of Council are enclosed:-

1.   Monday 21 September 2020 - refer **Attachment 1**.

2.   Monday 30 November 2020 – refer **Attachment 2.**

ATTACHMENTS
1. Informal Meeting of Council Record 21 September 2020 [**5.17.1** - 1 page]
2. Assembly of Councillors Record 30 November 2020 [**5.17.2** - 2 pages]

MOVED: CR ANGIE PASPALIARIS
SECONDED: CR RICHARD ZIEGELER

That the record of the Informal Meetings of Council held on 21 September and 30 November 2020, be received.

CARRIED – 7:0

Informal Meeting of Council Record

Written record in accordance with Section 80A(I) Local Government Act 1989

Name of Committee or Group (if applicable):	Councillor Briefing
Date of Meeting:	21 September 2020
Time Meeting Commenced:	4.00pm
Councillors in Attendance:	Cr. T. Herbert, Mayor/Chairman Cr. R. Anderson Cr. S. Cassidy Cr. K. Gaston Cr. M. Neoh Cr. D. Owen Cr. P. Sycopoulis
Council Officers in Attendance:	Vikki King, Acting Chief Executive Officer Peter Utri, Director Corporate Strategies Graham Shiell, Governance Advisor
Other persons present via Zoom Conferencing:	
Apologies	Nil
Matters Considered:	• Strategic Risk Register • CEO Recruitment Consultancy • Legal matter
Other Matters Considered	

Councillor Conflicts of interest Disclosures:

Councillor's Name	Type of Interest	Item

Meeting close time:	5.30pm	
Record Completed by:	Peter Utri Director Corporate Strategies	

Informal Meeting of Council Record

Name of Committee or Group (if applicable):	Informal Meeting of Council (Councillor Briefing)
Date of Meeting:	30 November 2020
Time Meeting Commenced:	4.00pm
Councillors in Attendance:	Cr. V. Jellie AM, Mayor/Chairperson Cr. O. Akoch Cr. D. Arnott Cr. B. Blain Cr. A. Paspaliaris Cr. M. Taylor Cr. R. Ziegeler
Council Officers in Attendance:	Vikki King, Acting Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Luke Coughlan, Acting Director City Infrastructure Nick Higgins, Manager, Communications David Harrington, Manager, Financial Services
Apologies	Nil
Matters Considered:	• Ordinary Council Meeting Schedule • Appointments to Advisory Committees & External Bodies • October Finance Report • Activities & Initiatives 2020-2021:July-September (Quarter 1) • Draft Community Engagement Policy • Parking Strategy Update 2020 • Policy Review - Project Management Policy • Policy Review - Special Charge Scheme Policy • Drainage Asset Management Plan - Post Consultation • Community Housing Review • CCTV Systems - Policy, Steering Committee and Annual Reporting • Kerbside Options • Warrnambool Airport Reference Group Meeting Minutes - 7 September 2020 • Port of Warrnambool Reference Group Meeting Minutes - 14 September 2020 • Coronavirus (COVID-19) Response and Recovery Strategy • Warrnambool Livestock Exchange • Draft Allansford Framework Plan • Australia Day Awards • Appointment of Independent Audit & Risk Committee Member • Tender No 2021019 Construction Works - Footpath Renewal • Community concern Bushfield telecommunications tower proposal • Surf Club vegetation over growth concerns • Customer enquiry responses
Other Matters Considered	

Councillor Conflicts of interest Disclosures:		
Councillor's Name	**Type of Interest**	**Item**
Cr. Paspaliaris	Material conflict due to business ownership in CBD	• Parking Strategy Update 2020 – left meeting at 5.38pm, returned at 5.58pm
Cr. Arnott	Material conflict due to business ownership in CBD	• Parking Strategy Update 2020 – left meeting at 5.38pm, returned at 5.58pm
Cr. Taylor	Material conflict due to business ownership in CBD	• Parking Strategy Update 2020 – left meeting at 5.38pm, returned at 5.58pm
Meeting close time:	7.22pm	
Record Completed by:	Peter Utri Director Corporate Strategies	

6.   PUBLIC QUESTION TIME

6.1   QUESTION FROM FEDA CHERRY, WARRNAMBOOL

"Compulsory desexing of domestic pets, also cost price of vet care for low income earners. The desexing is dear, can these be done having a spay and neuter set up by the local council."

RESPONSE PROVIDED:-

Council, like most Municipalities, does not have a mandatory animal de sexing scheme. Vet care fees are established by the individual Veterinary practices.

Council Local law 33, states the owner of a cat must contain it between the hours of sunset and sunrise.

Council hire cat traps to assist with the capture of feral cats, that are endangering other pets and wildlife.

Council also promote responsible pet ownership with Promotional information and talking to school groups etc.

6.2.   QUESTION FROM JIM BURKE, WARRNAMBOOL

"s.102 of the Local Government Act 2020 demands that Councils 'must prepare and adopt financial policies that give effect to the financial management principles.'

Currently, the Councils Risk Management Policy (according to Councils website) was due to be reviewed in January 2018. It has not been. Further, Councils Borrowing Strategy is likely no longer compatible with Local Government Act 2020. Both documents should have been reviewed and adopted by the Council by no later than 1 September 2020.

Given the need for current policies to be in place in order to allow for an orderly budget planning process, what steps have the Council taken to ensure that these policies will be reviewed and what is the projected time line for this process?"

RESPONSE PROVIDED:-

Correct, under the legislation, any financial policy that Council develops or reviews will need to give effect to the financial management principles set out in s.101 of the Act. These principles include that financial management must be managed in accordance with Council's strategic plans, including Revenue and Rating Plan which is a new requirement and isn't due to be adopted until 30 June 2021. There are also a number of other strategies and plans that will need to be developed under the new Act, such as The Council Plan and the Financial Plan which aren't due until 31 October 2021. These documents will inform Council's financial management policies, and the policies will be developed and/or reviewed in line with these plans.

Budget development in the year following the general election also must be considered without the formalised strategic plans that inform it. This has and continues to be the case for Local Governments across Victoria. Council's budget process will operate effectively and be coordinated by our Finance department, who have been through this process may times.

A process to review Council Policies that are due for review was commenced in mid-November and reviewed policies will continue to be brought before Council.

6.3   QUESTION FROM JIM BURKE, WARRNAMBOOL

"According to s139 of Local Government Act 2020 a Council must develop a Councillor Code of Conduct. According to the timeline provided by Local Government Victoria to facilitate the transition from the Local Government Act 1989 to the Local Government Act 2020, a new Councillor Code of Conduct was to have been adopted by 24 February 2021.

This was a hard deadline provided after a grace period had been allowed by Local Government Victoria due to the impacts of the Covid-19 pandemic. What arrangements have Council put in place to ensure that Council is able to meet this hard deadline given the need for a public consultation period?"

RESPONSE PROVIDED:-

Under the Local Government Act 2020, as under the Local Government Act 1989, Council must within a period of 4 months after a general election review the Councillor Code of Conduct. Under the 2020 Act, the Local Government (Governance and Integrity) Regulations 2020, which came into force on 24 October 2020, prescribes standards of conduct which must be incorporated into the Councillor Code of Conduct. The process of drafting and reviewing the Councillor Code of Conduct is underway and is intended to be brought to Council for adopted by 24 February 2021. There is no legislative requirement for the Councillor Code of Conduct to undergo public consultation.

6.4   QUESTION FROM WILLY BENTER, ALLANSFORD

"I am seeking information on the disposal of the old recycling bins. On the flyer provided by the WCC, it states that the old bins will be disassembled, with components sent to be recycled. Does the ownership of the old bins remain with the WCC until they are recycled or does the provider of the new bins take immediate ownership of the old bins upon collection?"

RESPONSE PROVIDED:-

Part of the Contract to roll out the new bins included taking ownership of the old bins from Council upon collection. Sale of the old bins for recycling was factored into the tendered price by the Contractor for the rollout of the new bins. Bins that are not on-sold for recycling or reuse will be dismantled and parts that are in suitable condition such as wheels, axles and pins will be reused.

6.5   QUESTION FROM WILLY BENTER, ALLANSFORD

"I am seeking clarification regarding statements being made about the 240-litre recycling bins that are currently being replaced. Media releases and flyers by the WCC state that the bins "are generally over 20 years old" and need replacing. However, to my understanding in 2005 a new waste initiative was implemented. With the introduction of the 240 litre mobile bins for recycling, to replace the use of 60 litre crates. I have also checked the date code on my old recycling bin, which indicates it was part of the roll out in 2005.

My question is:
Why does the flyer and WCC website indicate that the bins are much older than they are?"

RESPONSE PROVIDED:-

Recycling bins were rolled out in 2005 to replace the 60 litre crates. The figure used was a general figure relating to the age of the recycle bins and the garbage bins, which together on average are well over 20 years old. We apologise this was not clear.

7.   ADJOURNMENT OF MEETING FOR SECTION 66 IN-CAMERA CONFIDENTIAL ITEM

7.1. RESOLUTION TO ADJOURN MEETING

MOVED: CR. RICHARD ZIEGELER
SECONDED: CR. MAX TAYLOR

That the meeting be adjourned to consider an in-camera confidential item.

CARRIED – 7:0

8.   RESOLUTION TO CLOSE MEETING

8.1. RESOLUTION TO CLOSE MEETING

MOVED: CR. ANGIE PASPALIARIS
SECONDED: CR. BEN BLAIN

That in accordance with Section 66(2)(a) of the Local Government Act 2020, the meeting be closed to members of the public.

CARRIED – 7:0

9.   SECTION 66 (IN-CAMERA)

9.1. AUSTRALIA DAY AWARDS

Confidential Section 66 Report in accordance with Section 66(2)(f) of the Local Government Act 2020 relating to personal information being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

10. RESOLUTION TO RE-OPEN MEETING

10.1.   RESOLUTION TO RE-OPEN MEETING TO THE PUBLIC

MOVED: CR. BEN BLAIN
SECONDED: CR. ANGIE PASPALIARIS

That the meeting be re-opened to members of the public.

CARRIED – 7:0

11. CLOSE OF MEETING

The meeting closed at 6.57pm.

CHAIRMAN
              I certify that these minutes were confirmed at a subsequent meeting of Council.

              CR. VICKI JELLIE AM
              MAYOR