

MINUTES

ORDINARY MEETING

WARRNAMBOOL CITY COUNCIL

5:45 PM - MONDAY 6 JULY 2020



VENUE:

Reception Room
25 Liebig Street
Warrnambool

COUNCILLORS

Cr. Tony Herbert (Mayor)
Cr. Robert Anderson
Cr. Sue Cassidy
Cr. Kylie Gaston
Cr. Michael Neoh
Cr. David Owen
Cr. Peter Sycopoulis

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Peter B. Schneider
CHIEF EXECUTIVE OFFICER

AUDIO RECORDING OF COUNCIL MEETINGS

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

BEHAVIOUR AT COUNCIL MEETINGS

Thank you all for coming – we really appreciate you being here. These meetings are the place where, we as Councillors, make decisions on a broad range of matters. These can vary greatly in subject, significance and the level of interest or involvement the community has. As part of making these decisions, we are presented with comprehensive information that helps us to form our position – you will find this in the agenda. It should also be remembered that the Council meeting is a “meeting of the Council that is open to the public”, not a “public meeting with the Council.” Each Council is required to have a local law that pertains to governance meeting procedures. Warrnambool City Council has followed best practice in this regard and its Local Law No.1 - Governance (Meeting Procedures) Local Law provides regulations and procedures for the governing and conduct of Council meetings. Copies of the Conduct and Behaviour excerpt from Warrnambool City Council Local Law No. 1 - Governance (Meeting Procedures) Local Law can be obtained online at www.warrnambool.vic.gov.au or are available from the table at the rear of the room

We thank you in anticipation of your co-operation in this matter.

ORDER OF BUSINESS

Page No.

1. OPENING PRAYER & ORIGINAL CUSTODIANS STATEMENT	5
2. APOLOGIES.....	5
3. CONFIRMATION OF MINUTES.....	5
4. DECLARATION BY COUNCILLORS AND OFFICERS OF ANY CONFLICT OF INTEREST IN ANY ITEM ON THE AGENDA.....	5
5. REPORTS	6
5.1. WARRNAMBOOL CITY COUNCIL BUDGET 2020-2021	6
5.2. ADOPTION OF COUNCIL PLAN 2017-2021 (REVISED).....	133
5.3. POLICY & PROCEDURES REVIEW	207
5.4. TIMOR STREET POWER UPGRADE	328
5.5. OPEN SPACE ASSET MANAGEMENT PLAN	336
5.6. BUILDINGS ASSET MANAGEMENT PLAN	452
5.7. ASSET MANAGEMENT STRATEGY 2020 - POST COMMUNITY CONSULTATION	740
5.8. ITINERANT TRADING POLICY REVIEW	782
5.9. CYCLING REFERENCE GROUP - APPOINTMENT OF COMMUNITY MEMBERS....	789
5.10. GLASS COLLECTION TRIAL SURVEY RESULTS AND TRANSITION PLAN TO FOURTH BIN.....	794
5.11. CITY CENTRE CAR PARKING COVID-19 RESPONSE	836
5.12. LOCAL ROAD & COMMUNITY INFRASTRUCTURE PROGRAM	845
5.13. REID OVAL REDEVELOPMENT - PROCUREMENT FOR CONSTRUCTION	855
5.14. PETITION - INSTALLATION OF A SKATE PARK AT JUBILEE PARK - WURRUMBIT BIRRNING YAAR, WOODFORD	858
5.15. WAG INDUSTRY PANEL.....	867
5.16. ADVISORY COMMITTEE REPORTS	871
5.17. ASSEMBLY OF COUNCILLORS REPORTS.....	876
5.18. MAYORAL & CHIEF EXECUTIVE OFFICER COUNCIL ACTIVITIES - SUMMARY REPORT.....	881
6. PUBLIC QUESTION TIME	882
7. ADJOURNMENT OF MEETING FOR IN-CAMERA CONFIDENTIAL ITEM	883
8. RESOLUTION TO CLOSE MEETING.....	883

9. CONFIDENTIAL ITEM TO BE CONSIDERED IN-CAMERA	884
9.1. CONFIDENTIAL PERSONNEL MATTER	884
10. RESOLUTION TO RE-OPEN MEETING.....	884
10.1. RESOLUTION TO RE-OPEN MEETING TO THE PUBLIC	884
11. CLOSE OF MEETING	884

MINUTES OF THE ORDINARY MEETING OF THE WARRNAMBOOL CITY COUNCIL HELD IN THE RECEPTION ROOM, WARRNAMBOOL CIVIC CENTRE, 25 LIEBIG STREET, WARRNAMBOOL ON MONDAY 6 JULY 2020 COMMENCING AT 5:45 PM

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. MICHAEL NEOH
SECONDED: CR. ROBERT ANDERSON

That the Minutes of the Ordinary Meeting of Council held on 1 June 2020 and the Minutes of the Special Meeting of Council held on 15 June 2020, be confirmed.

CARRIED - 7:0

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

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

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

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

- Cr. Neoh declared an interest in Item No.5.13 - Reid Oval Redevelopment - Procurement for Construction - Direct Interest - Conflicting duties

5. REPORTS

5.1. WARRNAMBOOL CITY COUNCIL BUDGET 2020-2021

PURPOSE:

This report presents the proposed 2020/21 Budget for Warrnambool City Council, including a recommendation to adopt the Budget.

EXECUTIVE SUMMARY

- Preparation and adoption of the Annual Budget in accordance with Section 127 of the Local Government Act is a major responsibility of Council.
- Council has proposed a \$91.9m budget which balances the ongoing services to the community (\$73.4m) with the infrastructure needs of Warrnambool (\$18.5m).
- Council has applied the rate cap under the Victorian Government's 'Fair Go Rates System' of a 2.0% increase to rates.
- In accordance with its Budget timetable, Council has worked through an extensive process to prepare a Proposed Budget for 2020/2021.
- Council advertised the preparation of the Budget at the Ordinary Council meeting held on May 4, 2020.
- Following the public notification of the Proposed Budget several submissions were received.
- A number of the items raised in the submissions have been referred to the Small Infrastructure Fund which will be evaluated and quantified by Council officers before being considered at a Council Briefing. An allocation of funding is proposed within this budget that allows for the progress of a number of these projects that meet the criteria. Council would the need to resolve at a future meeting of Council to allocate those funds to the evaluated and considered projects.
- Council is now required to adopt the 2020/2021 Budget and lodge the final document with the Minister for Local Government.

MOVED: CR. MICHAEL NEOH

SECONDED: CR. DAVID OWEN

1. THAT THE BUDGET BE ADOPTED

- a) **That Council pursuant to Sections 127, 129, 130 and 223 of the Local Government Act 1989 as amended ("the Act") adopts the Budget for the financial year, being for the period 1 July 2020 to 30 June 2021 ("the Financial Year") attached as Attachment 1 and annexed to the recommendation.**
- b) **That the rate applicable in the budget has been calculated at a rate amount pursuant to section 185E(6) of the Local Government Act 1989(Vic) the applicable cap on rates in respect of the 2020-2021 financial year for the Warrnambool City Council is 2.0 per cent.**
- c) **Council give public notice of the adoption of the 2020/2021 Budget in accordance with Section 130(2) of the Act.**
- d) **That a copy of the adopted Budget be forwarded to the Minister for Local Government in accordance with Section 130(4) of the Act.**
- e) **That a copy of the adopted Budget be kept available at the Warrnambool Civic Centre for public inspection in accordance with Section 130(9) of the Act.**
- f) **That the expenditure of the cash component of the community/business support (Covid19 response) fund be capped at 50% until 31 December 2020.**

2. THAT THE AMOUNT TO BE RAISED IS

\$41,436,000 (or such greater amount as is lawfully levied as a consequence of the adoption of the Recommendations) be declared as the amount which Council intends to raise in general rates by the application of differential rates, application of the annual service charge (waste management charge) and the application of a municipal charge (all described later in this Recommendation), which amount is calculated as follows;

General Rates (including Recreational Lands & supplementary rates)	\$30,140,000
Annual Service Charge (waste management charge)	\$6,421,000
Municipal Charge	\$4,875,000
Total	\$41,436,000

3. THAT A GENERAL RATE BE DECLARED

- a) In respect of the Financial Year, being for the period 1 July 2020 to 30 June 2021.
- b) That it be further declared pursuant to Sections 158, 158A and 161 of the Act that the general rate be raised by the application of differential rates having regard to the objectives of each differential rate and characteristics of the land which are the criteria for declaring each differential rate as set out in the Proposed Budget report 2020/2021 of the Meeting of Council of 4 May 2020.
- c) That it be confirmed that the differential rates for all rateable land within the municipal district be determined by multiplying "Capital Improved Value" of each rateable land by a percentage specified as the percentage of each uniform rate (which percent may be alternatively expressed as cents in the dollar of the Capital Improved Value):

Type of Rate	Rate in the Dollar on Capital Improved Value
Industrial Land Rate	0.006200
Vacant Land Rate	0.006163
Commercial Land Rate	0.006641
Industrial 2 Land Rate	0.004830
Other Land Rate	0.003728
Farm Land Rate	0.002352
Recreation Land Category 1	\$23,438.73
Recreation Land Category 2	0.003623

4. THAT A MUNICIPAL CHARGE BE LEVIED

- a) Pursuant to Section 159 of the Act, a Municipal Charge be declared to cover some of the administrative costs of Council;
- b) The Municipal Charge be in the sum of \$277.13 per rateable land.

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

- a) Pursuant to Section 162(1)(b) and Section 221(1)(b) of the Act, an Annual Service Charge in respect of rateable and non-rateable land (excluding vacant land, being land on which no buildings are erected) be declared in respect of the 2020/2021 Financial Year.
- b) That the Annual Service Charge be declared
That this Charge be referred to as the "Waste Management Charge".
- c) That the Annual Service Charge be based on \$379.09 per assessment.

6. THAT CULTURAL AND RECREATIONAL LAND BE LEVIED

In accordance with Section 4(1)(3) of the Cultural and Recreational Lands Act 1963, the amounts payable in respect of recreational lands under this act shall be in accordance with Appendix A of the Proposed Budget report 2020/2021.

7. THAT NO REBATES BE GRANTED

In respect of the 2020/2021 Rates and Charges.

8. THAT NO INCENTIVES BE OFFERED

Or declared for early payment of the general rates, annual service charge and municipal charge for 2020/2021.

9. THAT ALL CONSEQUENTIAL MATTERS

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

CARRIED – 7:0

BACKGROUND

At the Ordinary Council Meeting held on 4 May 2020, Council considered the 2020/2021 Proposed Budget and resolved to give public notice of the Proposed Budget and call for written submissions in accordance with Sections 129 and 223 of the Local Government Act 1989.

- a) Public notice was published in the Warrnambool Standard on Wednesday 6 May 2020. A number of articles appeared in the Warrnambool Standard focusing on the Proposed Budget 2020/2021 and the Proposed Budget was posted on Council's website and copies made available at the Civic Centre Customer Services desk.
- b) The 2020/2021 Budget is attached – refer **Attachment 1**.

SUBMISSIONS

Several submissions were lodged in response to the Proposed Budget 2020/2021.

They were lodged within the allocated timeframe and are discussed below for Council's consideration at this briefing. A written response will be provided to each submitter.

SMALL INFRASTRUCTURE FUND

A number of the submissions are suitable for referral to the Councils Community Small Infrastructure Fund. These will be reviewed through the Recreation Assets Working Group and presented back to Council for further consideration and potential adoption at an Ordinary Council Meeting in the future.

BUDGET PROCESS

The preparation of the Annual Budget is an extensive process and incorporates the following budget principles:

- Council plan vision and objectives to be key strategic driver in resource allocation decisions.
- Service levels to be maintained at prior year levels where practicable.
- Retain existing levels of subsidy for user fees where practicable. (Excluding field sports users).
- Maintain and renew existing assets in accordance with Council's Asset Management Policy.
- Real savings and efficiencies to be identified and preserved wherever possible.
- Focus on advancing the liveability of Warrnambool.
- New Projects do not become recurrent items unless endorsed by Council.

Council uses the "Model Budget" format which was initiated by representatives of FinPro (local government finance professionals), Institute of Chartered Accountants, LGPro and the MAV. The Model Budget is the local government best practice guide, and is now mandated to ensure:

- All statutory requirements relating to budget preparation have been met.
- Budget preparation and reporting are at best practice standards.
- The budget has been developed in utilising an integrated strategic planning framework.

The Model Budget format is required to be used by all 79 Victorian councils and promotes consistency of budget reporting, enables comparison of budget information between councils and achieves a high level compliance with accounting standards.

Budget documents are complex and Councils financial statements which are prepared at the end of a financial year use the Budget as a starting base for comparison.

This is the final budget process that is governed by Sections 127, 129 and 130 of the Local Government Act 1989 which requires:

- Preparation of an annual budget containing prescribed information.
- Public notification of the prepared budget giving persons the right to make submissions.
- Adoption of the budget, with or without amendment, and public notification of same.
- Lodgement of the budget with the Minister for Local Government.

LEGISLATION/POLICY/COUNCIL PLAN CONTEXT

5 Practice good governance through openness and accountability

5.2 Annual Budget

COMMUNITY IMPACT/CONSULTATION

The budget process has again been an extensive review process that commenced in 2019 and has included:

- Review of the Capital Works & Projects evaluation criteria.
- Review and evaluation of submitted major capital works and projects budget bids.
- Adoption of budget principles.
- Councilor workshops to review proposed budget.
- Call for public submission to the proposed budget.

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

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

Response to budget submissions

SUBMISSION	RESPONSE
<p>Submission 1 - John O'Brien – Japanese Gardens Is there provision for capital spending on the Japanese garden. In particular, access from Grieve St via the path that goes between the quarry and Wannon Water, solar power to the garden, water to the garden, signage to the garden from Grieve St? These are needed to make the garden more accessible and more attractive to the public.</p>	<p>Council has not directly allocated funding in the budget for capital improvements at the Japanese Gardens. However, this project is within the scope of the Community Small Infrastructure Fund which does have an unallocated budget component and will be considered by Councillors for funding in 2020-2021.</p>
<p>Submission 2 - Lyn Burns – Lighting Upgrade between Heatherlie and the Uniting Church The angle parks used by our Heatherlie residents between Heatherlie and the Uniting Church, off Koroit St, are poorly lit, creating a safety issue for residents either going out or returning home in the dark</p>	<p>Council has not directly allocated funding for lighting upgrades between Heatherlie House and the Uniting Church. However, this project is within the scope of the Community Small Infrastructure Fund which does have an unallocated budget component and will be considered by Councillors for funding in 2020-2021.</p>
<p>Submission 3 – AFL Western District League</p> <p>Fees and charges place a burden on clubs which seek business sponsorship to cover costs.</p> <p>Increased fees proposed by Council do not support the Council objective to “foster a healthy, welcoming city that is socially and culturally rich”.</p>	<p>In 2017 Council reviewed seasonal fees for sports grounds users in order to recoup some of the cost of maintaining grounds. Council has 16 grounds to maintain for Australian Rules Football and recoups from clubs less than 25% of costs. Council is also looking to create a more equitable system of sports facility subsidies. Council has already waived fees for winter sports in response to COVID-19. Council will review summer season fees at the appropriate time. Council remains committed to supporting all sports however is unable to provide further support for Australian Rules football at this stage. There are a range of Victorian Government sports funding initiatives to which football clubs can apply.</p> <p>In determining the subsidies that Council applies to its services – including sports grounds and facilities - consideration must be given to all Council objectives including to “Practice good governance through openness and accountability while balancing aspirations with sound financial management”.</p>
<p>Warrnambool Ratepayers Association Proposal - a rate freeze for all properties which would cost \$738,000.</p>	<p>The impact of a one-year rate freeze to all properties has a cumulative impact to the long-term financial position of Council. Over a 10-year period, the impact of a one-off rates freeze would reduce Council's income over the 10-year period by \$7.8m. This would have a significant impact on Council's ability to continue delivering services to the community into the future and maintaining and upgrading community assets.</p> <p>Council has encouraged people to seek rate relief through hardship provisions which exist to assist those experiencing financial difficulties.</p>

<p>Warrnambool Ratepayers Association Proposal - waive all shop and community fees which would cost \$285,000.</p>	<p>The proposed fees and charges scheduled for 2020-2021 are balanced around cost recovery and subsidy principles which seek to maintain current service levels. There are instances where fees are increasing by CPI or in some instances above CPI where cost recovery or commercial situations allow. A number of fees are not increasing.</p> <p>In its submission to the Essential Services Commission seeking a rate cap variation Council's case was predicated on using multiple levers to address the asset renewal shortfall. These levers included cost efficiencies, new revenue streams, borrowings and cost recovery through user fees and charges where possible.</p>
<p>Warrnambool Ratepayers Association Proposal - defer the Learning and Library Hub project by one year to save \$5.5 million and \$500,000 in operating costs.</p> <p>Has provision been made for additional parking at the new library?</p>	<p>Council has obligations under the joint agreement with South West TAFE and Department of Education to deliver the project within an agreed timeline. Council has also entered into an agreement with the Department of Treasury and Finance to obtain a low interest loan which contains terms and conditions around the timing of the project.</p> <p>The borrowing of funds is supported by Council's Borrowing Strategy with one of the principles being:</p> <ul style="list-style-type: none"> • Borrow for major infrastructure projects which have long useful lives thereby applying equity of burden across ratepayers of different generations who would enjoy the benefits of the asset. <p>Council successfully applied through the Community Infrastructure Loan Scheme (CILS) which enables Council to borrow funds at a lower than market rate through the Victorian Department of Treasury and Finance. Additionally, the low interest rate is reduced by 50% through the CILS. It is projected that this will save Council approximately \$280,000 over the 10-year life of the loan.</p> <p>The assumption that deferring the Library project would save Council \$5.5 million in borrowed funds and \$500,000 in operating costs is inaccurate. Council is planning to borrow \$1.25 million for this project in the 2020-2021 budget. The timing of the borrowings would be towards the end of the financial year, so the total savings in the 2020-2021 budget were the project deferred would be \$32,000.</p> <p>Delaying the construction of the Learning and Library Hub would adversely impact the overall cost of the project. The contractors would add cost escalations in line with the building construction index and as the income for this project is fixed (Victorian Government funding), to defer would create budgetary pressures in completing the project within the current scope.</p> <p>Construction of the new Learning and Library Hub will serve as an economic stimulus. Delaying the project would have an adverse impact on the local economy. This will be a major construction project in Warrnambool and provide employment opportunities for local industries. It is estimated that the project will create 14 ongoing jobs, 46 direct construction jobs and 83 indirect jobs (Remplan business case).</p> <p>Parking is being considered as part of the new library plan. It is worth noting that there is public car parking to the south of the TAFE including an additional car park in the railway precinct, opened in late 2018, with 179 spaces.</p>

<p>Warrnambool Ratepayers Association Proposal - provide free parking at a cost of \$1.4 million.</p>	<p>Parking is currently a user pays system. Eliminating paid parking reduces Council's capacity to manage and improve car parking in the city and means that the cost of car parking enforcement is paid by all residents.</p>
<p>Warrnambool Ratepayers Association Proposal - Reid Oval Redevelopment – complete the playing surface and lighting and defer construction of new change rooms, club rooms. This would save \$3 million in borrowings and leave \$1.6 million in the Budget for stimulus measures.</p>	<p>Council has obligations under the grant agreement with the Victorian Government to deliver the project within an agreed timeline. Council has also entered into an agreement with the Department of Treasury and Finance to obtain a low interest loan which contains terms and conditions around the timing of the project.</p> <p>The borrowing of funds is supported by Council's Borrowing Strategy with one of the principles being:</p> <ul style="list-style-type: none"> • Borrow for major infrastructure projects which have long useful lives thereby applying equity of burden across ratepayers of different generations who would enjoy the benefits of the asset. <p>Council successfully applied through the Community Sports Infrastructure Loans Scheme (CSILS) which enables Council to borrow funds at a lower than market rate through the Department of Treasury and Finance. Additionally, the low interest rate is reduced by 50% through the CSILS. It is estimated that this will save Council approximately \$335,000 over the 10-year life of the loan.</p> <p>In your submission, you state that by deferring the project Council could save \$3m in borrowings and leave \$1.6m as allocated in the budget for further stimulus measures. Council is intending to borrow the funds towards the back end of the financial year. By delaying the works and the matching borrowings, Council would save \$78k in the 2020/21 budget. By delaying the construction of the Reid Oval development this will impact the overall cost of the project. The contractors will add cost escalations in line with the building construction index and as the income for this project is fixed (ie. State Government Grant funding), this will present budgetary pressures in completing the project within the current scope.</p> <p>Delaying the project will also impact the local economy as this will be a major construction project in Warrnambool and provide employment opportunities for local industries. It is estimated that the project will create 37 direct construction jobs and ongoing employment of 27 (source: Reid Oval development business case). Over a 25-year period, the cumulative economic value added will total \$81.6m.</p> <p>It is unlikely the Victorian Government would provide additional funding for the Reid Oval project beyond the \$7 million in announced in 2018.</p> <p>The delaying of the Reid Oval redevelopment and the Learning and Library Hub would save a combined \$110,000 in the 2020-2021 year.</p> <p>Ultimately, these proposed steps are likely to present Council with additional costs in future years or require a reduction in the scope of these projects due to the cost escalations caused by a deferral.</p> <p>Similarly, the stimulus measures set out by the Warrnambool Ratepayers Association would come at a significant cost to</p>

<p>Proposal - wait 12 months and get \$1 million in extra funding for sports infrastructure.</p>	<p>Council for many years to come with a rate freeze alone having \$7.8m impact to Council's revenue over a 10-year period.</p>
<p>Warrnambool Ratepayers Association Proposal - cut senior management wages to save \$150,000.</p>	<p>Council has a number of vacant positions at the management level. A decision has been made to delay the appointment of these positions to align with the Organisational Review. This has also led to savings in salaries that will assist in meeting the shortfall that has been caused by the COVID-19 pandemic.</p>
<p>Warrnambool Ratepayers Association Proposal - allocate \$450,000 towards business support grant program.</p>	<p>Council has budgeted a \$1.95m stimulus package in the 2020/21 budget which includes:</p> <ul style="list-style-type: none"> • Rent and Lease Assistance • Permit Fee Assistance • Eco Dev – extensive Business Support Plan including: <ol style="list-style-type: none"> 1. Concierge as well as contacting businesses 2. Get Around Warrnambool Campaign 3. Marketing and Mentor Assistance 4. Consultation and planning for when restrictions lift 5. Business Initiative Grants (BIG) program 6. Better Approvals Project 7. Planning Approvals 8. Mentoring and support 9. Consultation with the business community <p>Business Initiatives Grants (BIG) Program</p> <ul style="list-style-type: none"> • Guidelines ensure that grant money is then spent locally creating knock on effect further supporting further businesses in the city. • Small application window is so we can start getting money into businesses asap to get their grants started • Apart from gathering the businesses details the application form consists of four questions including a proposed budget. (Tell us about your business. Tell us how you have been impacted by COVID-19. Tell us your new project. Project budget.) <p>Council has fielded many inquiries about the Business Initiatives Grants program and expects the grant funding to be fully subscribed.</p>
<p>Warrnambool Ratepayers Association Comment - subsidising the operation of Flagstaff Hill Maritime Village is a waste of money</p>	<p>This Flagstaff Hill precinct includes the Visitor Information Centre which services in excess of 100,000 visitors annually to our city.</p> <p>A further 50,000-plus visitors enter the Flagstaff Hill Maritime Village each year to experience the day Maritime Village and Museum and the Evening Sound and Light Show 364 days per year (pre-pandemic).</p> <p>It is important to note that the financial line in Council's 2020-2021 Draft Budget to which the WRA submission refers includes the operating cost of both the maritime village and Visitor Information Centre.</p> <p>These services play an important part in the growth objectives of our City's Visitor Economy:</p> <ul style="list-style-type: none"> • promoting and creating tourism product; • increasing visitor yield and overnight stays (length of stay and expenditure, including a tourism product to give visitors an offering in the evening); • increasing visitor dispersal (geographically and seasonally); • increasing visitor satisfaction; and • increasing the capacity and capability of our Tourism industry.

	<p>Many of Warrnambool's visitor economy businesses benefit from the presence of the Flagstaff Hill attraction: accommodation providers, retailers, cafes, food and hospitality businesses, arts, cultural and recreation offerings.</p> <p>The co-location of the village and Visitor Information Centre creates staffing efficiencies with employees shared across both services.</p> <p>A stand-alone Visitor Information Centre situated elsewhere would come at a considerably larger financial cost than the existing arrangements.</p> <p>The precinct also benefits from a large pool of community volunteers who help deliver positive visitor experiences. The volunteers tirelessly and selflessly give time, skills and talents to promote Warrnambool without fanfare and expectation of reward.</p> <p>Council regularly undertakes strategic planning work across its 90-plus services to identify opportunities for operational efficiencies and revenue generation. Such work has been undertaken for the Flagstaff Hill precinct and continues to occur in consultation with key stakeholders including the landowner – the Victorian Government – and relevant departments including the Department of Environment, Land, Water and Planning, Regional Development Victoria, Traditional Owners and Great Ocean Road Regional Tourism.</p> <p>In terms of the broader Visitor Economy offering in our City, one of the challenges identified by the Great Ocean Road Regional Tourism Board is the lack of new tourism product across the region to further increase yield, overnight stays and dispersion across the region. The development of new products and services by the private sector is critical to servicing existing visitor and local communities and is imperative to changing consumer behaviour. Council continues to invest resources in the planning and development requirements that must be addressed to stimulate the private sector environment that will drive the required changes in visitor consumption patterns. Holistic planning needs to identify appropriate land and preferred development opportunities that facilitate proactive methods of sourcing desired private sector investment. Council acknowledges this work takes time, is often complex, and involves many stakeholders but is occurring for the long-term sustainable growth of the Warrnambool Visitor Economy.</p>
<p>Warrnambool Ratepayers Association Comment - disappointing that Council plans to break the rate cap again within two years.</p>	<p>Council successfully applied for a multi-year rate cap variation to the Essential Service Commission (ESC) which covered the 2020-2021 financial year.</p> <p>Council has decided not to apply this rate cap variation to the budget; however, the underlying issues of asset renewal still remain. The assessment from the ESC and Deloittes was that a two-year rate cap variation was appropriate to assist in addressing the asset renewal backlog.</p> <p>One of the assessment criteria from the ESC is that there must be evidence of a proposed rate cap variation in strategic reports such as the Strategic Resource Plan.</p> <p>It is important to note that this would need to be the decision of a Council at the time as to whether it wished to seek a rate cap variation.</p>

Submission 5 - Victorian Farmers Federation Ensure fair and equitable rates for farming properties and as the value of farm land increases the differential rate in the dollar applied to farming properties should decrease.	The rate in the dollar on farming properties in the Warrnambool municipality is comparable to other municipalities and would be determined as a fair contribution as a differential rate compared to other property types.
Submission 6 - D&C Thompson – Livestock Exchange Roof Why is Council borrowing money for this roof when the expense has been fully paid for by farmers and agents through levies? The yard fees increased by \$2 per head of cattle sold in 2010 which was to fund capital improvements.	Council successfully applied for grant funding to support construction of a roof at the South West Victoria Livestock Exchange (SWVLX). Council will not be required to borrow funds to complete this project. Yard fees have risen over time to cover capital costs and since 2010 Council has invested over \$1.6m into the facility. The saleyards are a commercial, for-profit operation.
Submission 7 – Community Clubs Victoria Provide rate relief for not-for-profit clubs for at least six months.	Council has waived fees or postponed rates for many local sports clubs in response to the COVID-19 situation and continues to provide support on a case by case basis. There are also a range of state government funding initiatives currently directed at sports that Council officers are encouraging and supporting clubs to apply for.
Submission 8 – Lisa McLeod Has money been set aside to review and develop critical and mandatory plans including the next Council Plan and Municipal Public Health and Wellbeing Plan?	An allocation has been made for the development of these plans which will include a deliberative consultation process.

OFFICERS' DECLARATION OF INTEREST

No declaration.

CONCLUSION

Council has worked through an extensive process and provided opportunity for the community to comment as part of developing the Council Budget for 2020/2021.

Council is required to adopt a Budget for 2020/2021 and lodge with the Minister for Local Government.

ATTACHMENTS

1. Budget 2020-2021 [5.1.1 - 80 pages]
2. Council Plan and Budget feedback 2020-2021 [5.1.2 - 9 pages]
3. Heatherlie House Budget Submission [5.1.3 - 1 page]
4. 11639303588 WCC 2020-21 Budget Submission - AFL Western District [5.1.4 - 4 pages]
5. 11653127057 Budget Submission Warrnambool Ratepayers Association [5.1.5 - 2 pages]
6. 11660686264 Victorian Farmers Federation budget submission [5.1.6 - 2 pages]
7. 11660721166 D and C Thompson Budget Submission [5.1.7 - 17 pages]
8. 11660727099 Community Clubs Victoria budget submission [5.1.8 - 2 pages]



WARRNAMBOOL
CITY COUNCIL



Warrnambool City Council Budget 2020-2021



Contents

Mayor and CEO introduction	3
Link to the Council Plan	7
Services and service performance indicators	10
Financial statements	24
Notes to the financial statements	30
Financial Performance Indicators	50
Schedule of fees and charges	52

Introduction

Warrnambool City Council, along with the rest of the world, is preparing for a future of unprecedented uncertainty, this is reflected in the preparation of our 2020-2021 Budget.

The Local Government Act requires that Council prepare a Budget for each financial year and to undertake a formal process of preparing, advertising and calling for submissions before a finalised Budget is formally adopted by Council by June 30 each year. In acknowledgement of the extraordinary circumstances Councils have been allowed to extend this adoption to August 31, 2020.

Whilst understanding the fiscal damage this pandemic has wreaked on our local economy we must prepare and act for a Covid-19-free future. We must create a budget that allows for the downturn in service but that seeks to both stimulate and support our municipality into the future.

The draft Budget remains aligned to the vision in the Council Plan 2017-2021 and to the objectives in the long-term community plan, Warrnambool 2040. This Budget acknowledges the impact of the pandemic on our provision of services to the community and seeks to balance the reality of our current circumstances with a need to still maintain services and infrastructure as well as deliver projects and services that are needed and valued by our community.

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

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

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

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

The four visions are:

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

The draft budget details the resources required over the next financial year to fund the services that remain operating that we provide to our community of 35,000 residents.

These services range from those which are about directly caring for people through facilities and programs including kindergartens, childcare centres, and home support services, to services which maintain or enhance our environment and surroundings including waste collection and our roads and footpath management maintenance.

The budget also includes details of a balanced program of capital expenditure including allocations to improve and renew our City's physical infrastructure, buildings and operational assets. We will use these capital projects to stimulate local employment and purchasing and leverage opportunities of funding from all levels of government to deliver for the future needs of our community.

Council's budget reflects a significant cut in services directly affected by the Pandemic and sadly encompasses stand downs to many valuable staff until we are able to reopen these services. These staff continue to be an important part of our future for Warrnambool's community.

Over 2020-2021, the Council will develop and utilise its existing resources and a community and business stimulus\recovery fund to develop and deliver initiatives to see our community regrow at the other side of this pandemic.

The allocation in 2020-2021 for community and business support in the wake of the coronavirus pandemic is \$1.951 million.

This figure is inclusive of an unallocated \$450,000 of community and business support funds and the focussing of existing resources to community and business stimulus and recovery efforts.

The community and business support component of the budget for 2020/21 includes the provision of the following resources of Council to be focused on our recovery and stimulus efforts for the community:

- Community and Business Support and Stimulus Fund - \$450,000
- Small Infrastructure Fund 2020/21 - \$891,000
- Economic development unit - \$545,000
- Community development grants - \$65,000

Council will review these efforts during the year and set a revised budget if required to best meet the needs of our local community and business. Council will roll out its recovery efforts in stages to determine where the areas of greatest need exist, filling gaps and leveraging on the efforts of all levels of government to maximise our recovery efforts for the community.

The budget includes a rate increase of 2.0 per cent, reduced from the 4.5% allowed for by the Essential Services Commission for this year. It also includes a reduction in the waste management charge meaning on the average property values rates and charges next year's forecast increase will be 1.2%.

Council will continue to advocate for support from other levels of government to improve the economic outlook for the municipality particularly in looking to attract stimulus funding at the end of this crisis and to ensure the impact on the region is recognised and information on support services to businesses and individuals is disseminated.

Council has proposed a substantial capital works program with an emphasis on asset renewal. We have allocated funding of \$18.5 million for asset renewals, upgrades and expansions.

Capital works highlights:

- Road renewals - \$3.8 million

- Completion of the Lake Pertobe Master Plan implementation (Stage I) - \$2.9 million
- Completion of the Reid Oval - \$11 million
- Library and Learning Centre - \$1.3m
- Energy saving initiatives - \$1 million
- Community Support Fund - \$810,000
- Beach access renewal - \$180,000

As part of Warrnambool's response to the global recycling issues, Council has implemented FOGO, a trial of kerbside glass collection and glass collection points. This is reducing Council's risk exposure to the recycling market. These measures are also helping Council to drive down the cost of the waste management fee. It is proposed to be 2.79% or \$11 per property to \$379.09.

This budget sees the average residential rate bill increase to \$2,053 from \$2,029 in 2019-20.

	2019-2020	Increase/(decrease)	2020-2021	% increase/decrease
Average residential rates	\$1,367	\$29	\$1,397	2.0%
Municipal charge	\$272	\$6	\$277	2.0%
Waste management fee	\$390	(\$11)	\$379	(2.8%)
Average residential rates and charges	\$2,029	\$23	\$2,053	1.2%

This Budget projects an underlying deficit of \$1.5 million for 2020/21 after adjusting for capital grants and contributions.

The main contribution to this underlying deficit is a reduction in the operating income from impacted services.

The underlying deficit is projected to be offset by the deferral of non-essential or non-strategic elements of our capital program.

Key figures

Total revenue: \$76.6 million (2019-20 forecast = \$86.6 million)

Total expenditure: \$73.4 million (2019-20 forecast = \$78.4 million)

Accounting surplus/(deficit): \$3.2 million (2019-20 forecast = \$8.2 million)

Underlying operating result: deficit of \$1.9 million (2019-20 forecast = Deficit of \$1.4 million)

(Refer Income Statement in Section 3.1)

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

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

Total Capital Works Program of \$18.5 million (2019-20 forecast = \$25.4 million)

- \$10.4 million from Council operations and reserves
- \$4.7 million from borrowings
- \$3.3 million from grants
- \$0.04 million from contributions

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

Budget influences

The preparation of this year's budget is primarily a response influenced by the advent of the Corona Virus Covid-19 Pandemic and the associated impacts to services and the community.

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

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

Cr Tony Herbert
Mayor

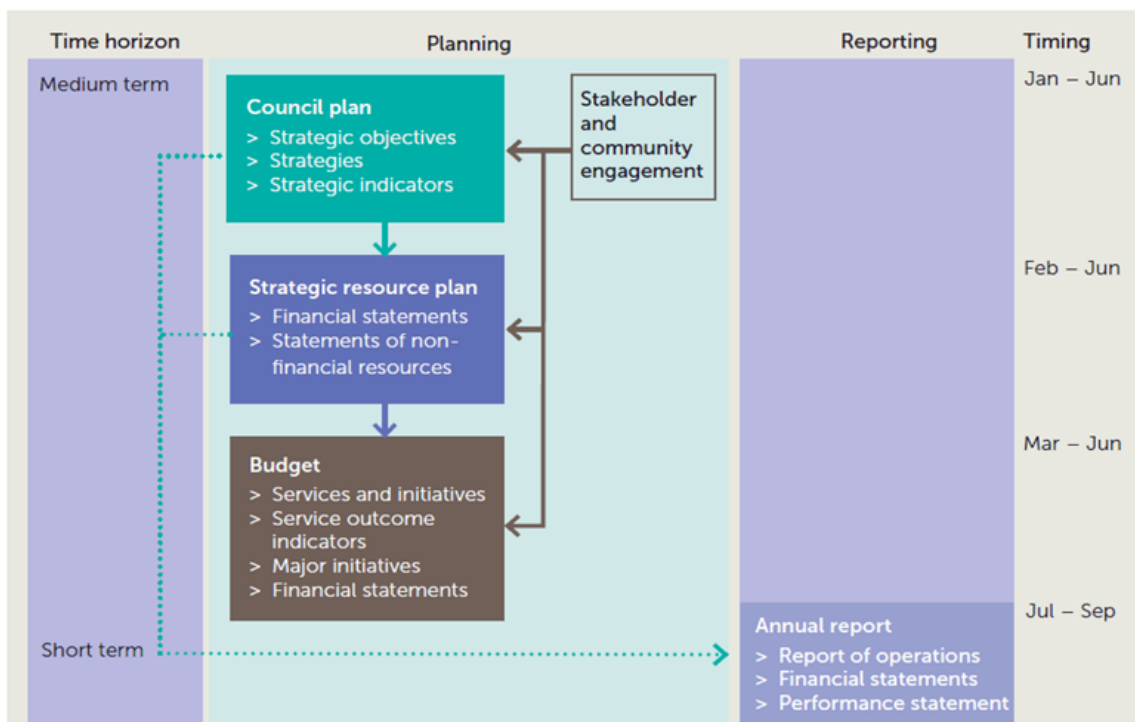
Peter Schneider
Chief Executive Officer

Link to the Council Plan

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

Legislative Planning and accountability framework

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



Source: Department of Environment, Land, Water and Planning

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

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

Key planning considerations

Service level planning

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

Our purpose

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

A city that is open, welcoming, inclusive and diverse.

Organisational values

Accountability

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

Collaboration

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

Respectfulness

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

Progressiveness

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

Wellbeing

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

Strategic objectives

Council has established five strategic objectives to deliver the vision of the Council Plan.

They are:

1 Sustain, enhance and protect the natural environment

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

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

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

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

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

4 Develop a smarter economy with diverse and sustainable employment

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

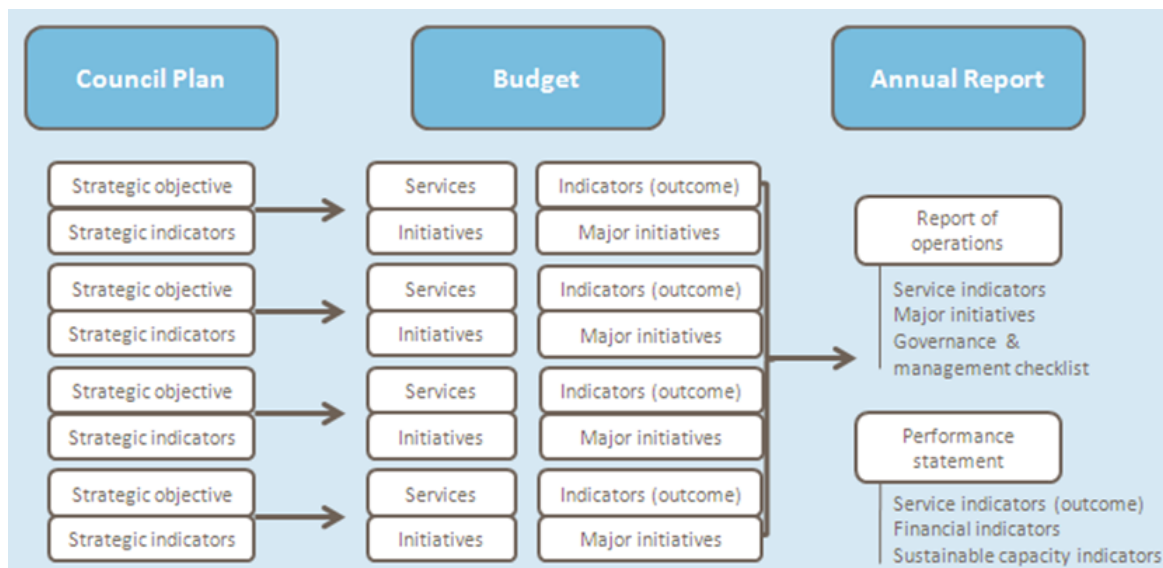
5 Practice good governance through openness and accountability while balancing aspirations with sound financial management

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

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2020/21 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability.

The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

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

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

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

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

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

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

Strategies to achieve Strategic Objective 1 are:

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

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

Services

Service area	Description of services provided		2018/19 Actual \$'000	2019/20 Forecast \$'000	2020/21 Budget \$'000
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	<i>Exp</i>	504	598	580
		<i>Rev</i>	11	5	6
		<i>NET</i>	493	593	574
Waste Management & Street Cleaning	This service provides kerbside collections and processing of garbage, recycling and Food Organics Green Organics (FOGO) from all households and some commercial properties in Council. It also provides street cleaning, leaf collection and street litter bins throughout Council.	<i>Exp</i>	4,013	4,391	4,386
		<i>Rev</i>	39	57	1
		<i>NET</i>	3,974	4,334	4,385
Parks and Gardens	This service covers a range of areas such as tree pruning, planting, removal, planning and street tree strategies, management of conservation and parkland areas, creeks and other areas of environmental significance. Parks Management provides management and implementation of open space strategies and maintenance programs.	<i>Exp</i>	4,293	4,378	4,419
		<i>Rev</i>	344	373	376
		<i>NET</i>	3,949	4,005	4,043

Major initiatives

- 1) Continued replacement of current street lights with more energy-efficient LED lights.
- 2) Develop short and long-term options for recycling processing.

Other initiatives

- 3) Investigate options for waste to energy to reduce reliance on landfill.
- 4) Complete a Domestic Wastewater Management Plan.

Service Performance Outcome Indicators*

Service	Indicator	2019	2020	2021
		Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Appearance of public areas	Performance	79	74	74
Environmental sustainability	Performance	61	63	63
Waste collection	Satisfaction	162.81	132.01	132.01
Waste collection	Service standard	4.49	4.6	4.6
Waste collection	Service cost	\$111.26	\$98.56	\$98.56
Waste collection	Service cost	\$59.15	\$53.99	\$53.99
Waste collection	Waste diversion	47.78%	49.46%	49.46%

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

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

A stroll through Warrnambool's streets reveals some excellent street art, much of which has been added in the past decade. The street art reflects a growing arts and culture scene in Warrnambool. Along with well-established institutions such as the Council-owned Warrnambool Art Gallery and Lighthouse Theatre there are private art galleries and an influential artists' co-operative, the F Project.

Moyjil-Point Ritchie, at the mouth of the Hopkins River, contains evidence of human activity dating from at least 40,000 years ago and possibly much earlier. Acknowledgement of the area's rich indigenous history and increasing the opportunities to recognise Warrnambool's first people are important for Council. Warrnambool is a university city, providing opportunities for students to come to the city from outside the region to study – and for the region's young people to obtain a qualification closer to home.

While the health and wellbeing of Warrnambool's residents fares well on some measures (e.g. rates of physical activity, volunteering and access to open space), like every community, there are issues which require continued effort (e.g. educational attainment, family violence). Council's health and wellbeing plan details the priorities for action and sets the following objectives:

- Promote healthy lifestyles
- Seek equity, access, safety and inclusion for all
- Improve access to economic resources

Recreation is a significant part of the Warrnambool lifestyle and the city's residents embrace many sporting pursuits. A range of sports can be played competitively in the city and there are also opportunities for people to be physically active in a non-competitive environment.

Strategies to achieve Objective 2 are:

- 2.1 Promote healthy lifestyles.
- 2.2 Increase participation, connection, equity, access and inclusion.
- 2.3 Increase community health and social connection.
- 2.4 Encourage and support participation in sport, recreation and physical activity.
- 2.5 Encourage and support more lifelong learning.
- 2.6 Engage a broader range of people in cultural activities.
- 2.7 Actively acknowledge of local Aboriginal culture.
- 2.8 Increase participation opportunities for disadvantaged members of the community.

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

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Community Support Services	Government funded programs aimed at improving community participation, rural access programs and facilitation of migration to the South West and volunteer programs.	<i>Exp</i>	444	280	125
		<i>Rev</i>	387	237	85
		<i>NET</i>	57	43	40
Aged Services	This area provides a range of services including meals on wheels, personal care, respite, home maintenance, home care, adult day care and senior citizens programs.	<i>Exp</i>	3,685	3,869	3,725
		<i>Rev</i>	3,289	3,418	3,355
		<i>NET</i>	396	451	370

Family Services	This service provides family orientated support services including pre-schools, maternal & child health, child care, counselling & support, youth services, immunisation, family day care.	<i>Exp</i>	8,274	8,525	8,387
		<i>Rev</i>	7,412	6,924	6,638
		<i>NET</i>	862	1,602	1,749
Art and Culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Warrnambool Art Gallery and Light House Theatre.	<i>Exp</i>	2,774	2,451	1,760
		<i>Rev</i>	1,889	1,450	898
		<i>NET</i>	885	1,001	862
Library Services	Provision of quality library and information services to the community.	<i>Exp</i>	961	968	987
		<i>Rev</i>	-	-	-
		<i>NET</i>	961	969	987
Recreation	Provision of sport, recreation and cultural facilities, service and programs in response to identified community need and to provide information and advice to clubs and organisations involved in these areas.	<i>Exp</i>	494	556	510
		<i>Rev</i>	113	9	-
		<i>NET</i>	381	547	510
Leisure Centres	The Arc and Aquazone provide premier indoor community leisure facilities in South West Victoria, providing equitable and affordable access to a wide range of aquatic and fitness activities.	<i>Exp</i>	3,854	3,327	2,754
		<i>Rev</i>	3,287	2,477	1,486
		<i>NET</i>	567	850	1,268
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food premises.	<i>Exp</i>	274	284	296
		<i>Rev</i>	175	184	178
		<i>NET</i>	99	100	118
Festivals and Events Group	Delivers a range of promotions, festivals and events along with attracting events to the city to deliver economic benefits.	<i>Exp</i>	1,238	1,173	1,019
		<i>Rev</i>	40	3	12
		<i>NET</i>	1,198	1,170	1,032

Major initiatives

- 1) Continue implementation of the Reid Oval Redevelopment Project.
- 2) Continue implementation of the Library and Learning Centre project in conjunction with South West TAFE.

Other initiatives

- 3) Develop a proposal to develop a fit-for-purpose immunisation facility.
- 4) Implement the Merrivale Recreation Reserve irrigation, electrical upgrade and lighting improvement project.

Service Performance Outcome Indicators*

Service	Indicator	2019	2020	2020/21
		Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Aquatic facilities (health inspections)	Service standard	2	2.13	2.13
Aquatic facilities (reportable safety incidents)	Service standard	0	2.10	2.10
Aquatic facilities	Service cost (indoor facilities per visit)	\$2.07	\$3.50	\$3.50
Aquatic facilities	Service cost (outdoor facilities per visit)	\$4.36	\$9.82	\$9.82
Aquatic facilities	Utilisation	6.85	6.58	6.58
Food safety	Timeliness	1	2.7	2.7
Food safety	Service standard	99.64%	92.1%	92.1%
Food safety	Service cost	\$323.35	\$436.63	\$436.63
Food safety	Health and safety	84.21%	80.31%	80.31%
Library	Utilisation	4.49	3.98	3.98
Library	Resource standard	69.03%	61.36%	61.36%
Library	Service cost	\$8.13	\$7.72	\$7.72
Library	Participation	13.77%	12.47%	12.47%
Maternal and child health	Satisfaction	96.07%	99.61%	99.61%
Maternal and child health	Service standard	99.74%	100.77%	100.77%
Maternal and child health	Service cost	\$75.13	\$74.42	\$74.42
Maternal and child health	Participation	76.99%	76.6%	76.6%
Maternal and child health	Participation (Aboriginal children)	73.24%	73.63%	73.63%
Recreational facilities	Satisfaction	73	72	72

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

2.3 Strategic objective 3: Maintain and improve the physical spaces and visual appeal of the city

Warrnambool residents take great pride in the appearance of their city, both the built environment and the open spaces. As key infrastructure is renewed or replaced and as new residential areas become available Council considers the connectedness to facilities such as shops, parks and public transport services. In recent years Council has worked on ensuring better connections for pedestrians and cyclists.

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

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

Strategies to achieve Objective 3 are:

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

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

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual \$'000	Forecast \$'000	Budget \$'000
Asset Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include buildings, pavilions, roads, footpaths and tracks and drainage.	<i>Exp</i>	2,135	2,639	2,529
		<i>Rev</i>	606	586	610
		<i>NET</i>	1,529	2,053	1,919
Infrastructure Services	This service prepares and conducts capital works and maintenance planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include roads, laneways, car parks, foot/bike paths, drains and bridges.	<i>Exp</i>	6,527	6,785	6,932
		<i>Rev</i>	3,482	3,136	3,469
		<i>NET</i>	3,045	3,649	3,463
Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	<i>Exp</i>	2,355	2,327	2,359
		<i>Rev</i>	3,208	2,699	2,371
		<i>NET</i>	(853)	(372)	(12)

Major initiatives

- 1) Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the Portuguese monument and Wollaston Bridge.
- 2) Develop "significant & heritage" tree renewal program.

Other Initiatives

- 3) Identify and regularly monitor condition of asset classes.
- 4) Complete a review of the City Centre Car Parking Strategy.

Service Performance Outcome Indicators*

Service	Indicator	2019	2020	2020/21
		Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Roads	Satisfaction	67.89	33.9	33.9
Roads	Condition	96.48%	97.4%	97.4%
Roads	Service cost (reconstruction)	\$91.05	\$89.59	\$89.59
Roads	Service cost (resealing)	\$8.18	\$7.60	\$7.60
Roads	Satisfaction	58	57	57
Appearance of public areas	Performance	79	74	74
Animal management	Timeliness	1	2.87	2.87
Animal management	Service standard	84.24%	48.54%	48.54%
Animal management	Service cost	\$90.05	\$70.28	\$70.28

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

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

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

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

Challenges remain around the frequency, speed and reliability of rail services between Warrnambool and Melbourne however recent commitments from the Victorian Government have seen the addition of a fifth daily return service.

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

Over the past five years considerable effort has gone in to planning for this increase with large tracts of land rezoned to provide the city with a residential land supply of more than 25 years. Land near the eastern entrance to the city was also rezoned to create a supply of industrial land.

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

The educational and employment opportunities within Warrnambool present opportunities to retain and attract a diverse mix of people to the city to ensure it remains vibrant and cosmopolitan.

Strategies to achieve Objective 4 are:

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

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

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual \$'000	Forecast \$'000	Budget \$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	<i>Exp</i>	235	312	275
		<i>Rev</i>	164	133	75
		<i>NET</i>	71	179	200
City Strategy & Development	This service prepares and processes amendments to the Council Planning Scheme. This service processes statutory planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme, prepares major policy documents and processes amendments to the Council Planning Scheme.	<i>Exp</i>	1,309	1,437	1,440
		<i>Rev</i>	302	269	265
		<i>NET</i>	1,007	1,168	1,175
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	<i>Exp</i>	925	951	1,002
		<i>Rev</i>	1,178	1,195	1,290
		<i>NET</i>	(253)	(244)	(288)

Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	<i>Exp</i>	2,077	1,922	1,683
		<i>Rev</i>	3,088	2,596	1,325
		<i>NET</i>	(1,011)	(674)	358
Flagstaff Hill Maritime Village	A City and Regional tourism hub open 364 days of the year that includes a Visitor Information Centre and Flagstaff Hill Maritime Village which tells the maritime history of the region during the day and a 'Shipwrecked' Sound and Light Laser show in the evening.	<i>Exp</i>	1,957	1,817	1,396
		<i>Rev</i>	1,212	1,000	560
		<i>NET</i>	745	817	836
Economic Development	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	<i>Exp</i>	979	917	810
		<i>Rev</i>	42	33	26
		<i>NET</i>	937	884	784
Warrnambool Airport	This service provides a regional Airport that meets the needs of users and operates as a viable commercial enterprise to the benefit of the region.	<i>Exp</i>	316	325	338
		<i>Rev</i>	139	135	131
		<i>NET</i>	177	190	207
Port of Warrnambool	Council manages the Cities port facility on behalf of the State Government.	<i>Exp</i>	101	106	105
		<i>Rev</i>	101	100	102
		<i>NET</i>	-	6	3

Major initiatives

- 1) Deliver the Designated Area Migration Agreement (DAMA) representative role for the Great South Coast region and the Regional Certifying Body function on behalf of the Great South Coast.
- 2) Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).

Other initiatives

- 3) Deliver Social Housing Planning Project.
- 4) Deliver education and advisory services to business and industry to raise awareness of building regulation requirements.

Service Performance Outcome Indicators*

Service	Indicator	2019	2020	2020/21
		Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Tourism development	Satisfaction	69	69	69
Population growth	Satisfaction	64	62	62
Statutory planning	Timeliness	37	56.26	56.26
Statutory planning	Service standard	93.20%	77.75%	77.75%
Statutory planning	Service cost	\$1,928.14	\$2,717.54	\$2,717.54
Statutory planning	Decision-making	50%	63.38%	63.38%

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

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

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

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

Strategies to achieve Objective 5 are:

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

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

Service area	Description of services provided		2018/19 Actual \$'000	2019/20 Forecast \$'000	2020/21 Budget \$'000
Elected Council	Elected Council governs our City in partnership with and on behalf of our community, and encourages and facilitates participation of all people in civic life. Also includes contributions made to community groups and organisations.	<i>Exp</i>	597	597	547
		<i>Rev</i>	3	-	35
		<i>NET</i>	594	597	512
Governance & Risk	Responsible for supporting good governance within Council and implementing the Corporate Risk Management Framework, managing Council's insurance portfolio and providing internal support on insurance matters to council officers.	<i>Exp</i>	790	1,056	695
		<i>Rev</i>	56	309	2
		<i>NET</i>	734	747	693
Executive Services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements. Also includes media & marketing.	<i>Exp</i>	998	996	1,081
		<i>Rev</i>	2	-	-
		<i>NET</i>	996	996	1,081
Revenue & Customer Service	Provides a complete service in revenue collection, property management and a customer interface for various service units and a wide range of transactions. Includes contract valuation service.	<i>Exp</i>	1,752	1,725	1,733
		<i>Rev</i>	941	881	837
		<i>NET</i>	811	844	896
Information Services	Enables Council staff to have access to the information they require to efficiently perform their functions. Includes software support, licensing and lease commitments.	<i>Exp</i>	2,102	2,246	2,422
		<i>Rev</i>	44	6	-
		<i>NET</i>	2,058	2,240	2,422
Organisation Development	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time are highly productive in delivering Council's services to the community. Includes recruitment, staff inductions and training.	<i>Exp</i>	835	860	968
		<i>Rev</i>	-	-	-
		<i>NET</i>	835	860	968

Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, grants commission, insurances, overhead costs including utilities and unallocated grants commission funding.	<i>Exp</i>	1,885	2,389	2,908
		<i>Rev</i>	3,972	2,172	3,822
		<i>NET</i>	(2,087)	217	(914)
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	<i>Exp</i>	10,936	11,500	12,650
		<i>Rev</i>	-	-	-
		<i>NET</i>	10,936	11,500	12,650

Major initiatives

- 1) Prepare for the 2020 Council elections.
- 2) Lead the delivery of an organisational structure review in order to remain a contemporary employer and provide the community best value service delivery.

Other initiatives

- 3) Review the approach to Council meeting procedures to improve the accessibility and transparency of meetings.
- 4) Review and update the Long-Term Financial Plan to ensure Council remains financially sustainable.

Service Performance Outcome Indicators*

Service	Indicator	2019	2020	2020/21
		Actual	Forecast (similar councils ave.)	Forecast (similar councils ave.)
Governance	Transparency	5.19%	10.97%	10.97%
Governance	Consultation and engagement	47	54.5	54.5
Governance	Attendance	90.68%	92.22%	92.22%
Governance	Service cost	\$56,027.94	\$46,847.05	\$46,847.05
Governance	Satisfaction	48	53	53
Financial performance	Revenue level	\$1,920.58	\$1,807.13	\$1,807.13
Financial performance	Expenditure level	\$4,319.97	\$3,644.55	\$3,644.55
Financial performance	Workforce turnover	10.02%	12.76%	12.76%
Financial performance	Working capital	171.63%	292.26%	292.26%
Financial performance	Unrestricted cash	66.21%	72.41%	72.41%
Financial performance	Asset renewal	110.26%	72.67%	72.67%
Financial performance	Loans and borrowings	26.23%	28.77%	28.77%
Financial performance	Loans and borrowings (repayments)	4.84%	4.10%	4.10%
Financial performance	Indebtedness	16.79%	32.64%	32.64%
Financial performance	Adjusted underlying result	-1.03%	2.49%	2.49%
Financial performance	Rates concentration	51.47%	58.77%	58.77%
Financial performance	Rates effort	0.57%	0.61%	0.61%

* refer to table below for information on the calculation of Service Performance Outcome Indicators

Calculation of Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions. (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
		Participation in MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

2.3 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Sustain and enhance the natural environment	9,002	9,385	383
Foster a city that is socially and culturally rich	6,911	19,563	12,652
Maintain and improve the physical fabric of the city	5,370	11,820	6,450
Develop a modern economy with diverse and sustainable employment	3,275	7,049	3,774
Practice good governance through openness and accountability	5,658	10,354	4,696
Total	30,216	58,171	27,955
Expenses added in:			
Depreciation	12,650		
Amortisation - Right of use assets	200		
Capitalised expenditure	2,830		
Operational projects	45		
Net loss on disposal of property, plant and equipment	901		
Deficit before funding sources	46,842		
Funding sources added in:			
Rates and charges revenue	41,436		
Grants - capital	4,559		
Contributions - non monetary assets	4,000		
Total funding sources	49,995		
Operating (surplus)/deficit for the year	(3,153)		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2020/21 has been supplemented with projections to 2023/24 extracted from the Strategic Resource Plan.

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

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

Pending Accounting Standards

The 2020-21 budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of AASB 16 Leases, AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities, but pending accounting standards that will be in effect from the 2020-21 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2020-21 financial statements, not considered in the preparation of the budget include:

AASB 1059 Service Concession Arrangements: Grantors

Comprehensive Income Statement

For the four years ending 30 June 2024

		Forecast Actual 2019/20	Budget 2020/21	2021/22	Strategic Resource Plan Projections 2022/23 2023/24	
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	40,698	41,436	42,766	44,763	46,106
Statutory fees and fines	4.1.2	1,713	1,580	1,881	1,919	1,957
User fees	4.1.3	14,747	11,332	18,614	18,966	19,345
Grants - Operating	4.1.4	11,800	12,235	12,182	12,427	12,676
Grants - Capital	4.1.4	8,211	4,559	2,914	1,992	1,701
Contributions - monetary	4.1.5	4,154	801	816	831	847
Contributions - non-monetary	4.1.5	4,000	4,000	4,500	4,500	5,000
Other income	4.1.6	1,284	619	631	644	657
Total income		86,607	76,562	84,304	86,042	88,289
Expenses						
Employee costs	4.1.7	32,940	31,739	35,864	36,887	37,948
Materials and services	4.1.8	31,172	26,604	28,960	26,437	26,756
Depreciation	4.1.9	12,250	12,650	13,050	13,450	13,850
Amortisation - Right of use assets	4.1.10	200	200	200	200	200
Bad and doubtful debts		146	101	135	137	140
Borrowing costs		350	328	331	275	226
Other expenses	4.1.11	838	886	904	922	940
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		552	901	991	682	772
Total expenses		78,448	73,409	80,435	78,990	80,832
Surplus/(deficit) for the year		8,159	3,153	3,869	7,052	7,457
Other comprehensive income						
Net asset revaluation increment /(decrement)		10,000	10,000	10,000	10,000	10,000
Total comprehensive result		18,159	13,153	13,869	17,052	17,457

Balance Sheet

For the four years ending 30 June 2024

		Forecast Actual 2019/20	Budget 2020/21	2021/22	Strategic Resource Plan Projections 2022/23 2023/24	
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		3,604	1,677	2,157	2,312	1,593
Trade and other receivables		4,000	3,507	3,521	3,541	3,554
Other financial assets		8,000	9,000	10,000	11,000	13,000
Inventories		185	185	185	185	185
Other assets		1,300	1,310	1,320	1,330	1,340
Total current assets	4.2.1	17,089	15,679	17,183	18,368	19,672
Non-current assets						
Trade and other receivables		10	8	6	4	2
Investments in associates, joint arrangement and subsidiaries		650	665	680	695	710
Property, infrastructure, plant & equipment		655,178	674,307	686,194	700,594	718,174
Right-of-use assets	4.2.4	1,400	1,200	1,000	800	600
Total non-current assets	4.2.1	657,238	676,180	687,880	702,093	719,486
Total assets		674,327	691,859	705,063	720,461	739,158
Liabilities						
Current liabilities						
Trade and other payables		4,300	4,400	4,500	4,600	4,700
Trust funds and deposits		1,150	1,130	1,150	1,170	1,130
Provisions		6,800	7,004	7,214	7,431	7,653
Interest-bearing liabilities	4.2.3	1,694	2,085	1,834	1,883	1,934
Lease liabilities	4.2.4	200	200	200	200	200
Total current liabilities	4.2.2	14,144	14,819	14,898	15,284	15,617
Non-current liabilities						
Provisions		1,300	1,339	1,379	1,421	1,463
Interest-bearing liabilities	4.2.3	8,020	11,885	11,301	9,419	10,484
Lease liabilities	4.2.4	1,200	1,000	800	600	400
Total non-current liabilities	4.2.2	10,520	14,224	13,480	11,440	12,347
Total liabilities		24,664	29,043	28,378	26,724	27,964
Net assets		649,663	662,816	676,685	693,737	711,194
Equity						
Accumulated surplus		239,882	244,054	247,761	254,974	262,149
Reserves		409,781	418,762	428,924	438,763	449,045
Total equity		649,663	662,816	676,685	693,737	711,194

Statement of Changes in Equity

For the four years ending 30 June 2024

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019/20 Forecast Actual					
Balance at beginning of the financial year		631,504	232,679	392,485	6,340
Impact of adoption of new accounting standards					
Adjusted opening balance		631,504	232,679	392,485	6,340
Surplus/(deficit) for the year		8,159	8,159	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(1,235)	-	1,235
Transfers from other reserves		-	1,329	-	(1,329)
Balance at end of the financial year		649,663	240,932	402,485	6,246
2020/21 Budget					
Balance at beginning of the financial year		649,663	240,932	402,485	6,246
Surplus/(deficit) for the year		3,153	3,153	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves	4.3.1	-	(181)	-	181
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	662,816	243,904	412,485	6,427
2021/22					
Balance at beginning of the financial year		662,816	243,904	412,485	6,427
Surplus/(deficit) for the year		3,869	3,869	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(162)	-	162
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		676,685	247,611	422,485	6,589
2022/23					
Balance at beginning of the financial year		676,685	247,611	422,485	6,589
Surplus/(deficit) for the year		7,052	7,052	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	161	-	(161)
Balance at end of the financial year		693,737	254,824	432,485	6,428
2023/24					
Balance at beginning of the financial year		693,737	254,824	432,485	6,428
Surplus/(deficit) for the year		7,457	7,457	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(282)	-	282
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		711,194	261,999	442,485	6,710

Statement of Cash Flows

For the four years ending 30 June 2024

	Notes	Forecast Actual	Budget	Strategic Resource Plan Projections		
		2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		39,791	41,504	42,322	44,300	45,626
Statutory fees and fines		1,713	1,580	1,881	1,919	1,957
User fees		16,222	12,465	20,475	20,862	21,280
Grants - operating		20,010	16,794	15,096	14,419	14,378
Grants - capital						
Contributions - monetary		4,570	881	898	915	932
Interest received		284	284	289	295	301
Trust funds and deposits taken		-	-	20	20	-
Other receipts		1,100	354	376	384	392
Net GST refund / payment		(1,616)	(1,734)	(835)	(867)	(1,154)
Employee costs		(31,858)	(31,496)	(35,613)	(36,629)	(37,682)
Materials and services		(33,309)	(26,504)	(28,860)	(26,337)	(26,656)
Short-term, low value and variable lease payments						
Trust funds and deposits repaid		(49)	(20)	-	-	(40)
Other payments		(922)	(975)	(994)	(1,014)	(1,035)
Net cash provided by/(used in) operating activities	4.4.1	15,936	13,133	15,055	18,267	18,299
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(23,076)	(18,457)	(12,890)	(15,492)	(18,408)
Proceeds from sale of property, infrastructure, plant and equipment		720	471	481	490	500
Payments for investments		(9,000)	(14,000)	(14,000)	(14,000)	(14,000)
Proceeds from sale of investments		13,000	13,000	13,000	13,000	12,000
Net cash provided by/ (used in) investing activities	4.4.2	(18,356)	(18,986)	(13,409)	(16,002)	(19,908)
Cash flows from financing activities						
Finance costs		(350)	(328)	(331)	(275)	(226)
Proceeds from borrowings		1,400	5,950	1,250	-	3,000
Repayment of borrowings		(1,723)	(1,694)	(2,085)	(1,834)	(1,883)
Interest paid - lease liability						
Repayment of lease liabilities						
Net cash provided by/(used in) financing activities	4.4.3	(673)	3,928	(1,166)	(2,109)	891
Net increase/(decrease) in cash & cash equivalents		(3,093)	(1,925)	480	156	(718)
Cash and cash equivalents at the beginning of the financial year		6,696	3,603	1,678	2,158	2,314
Cash and cash equivalents at the end of the financial year		3,603	1,678	2,158	2,314	1,596

Statement of Capital Works

For the four years ending 30 June 2024

	Forecast Actual	Budget	Strategic Resource Plan Projections			
			2019/20	2020/21	2021/22	2022/23
NOTES	\$'000	\$'000	\$'000	\$'000	\$'000	
Property						
Land	-	480	-	-	-	
Total land	-	480	-	-	-	
Buildings	-	-	-	-	-	
Building improvements	4,325	3,094	2,062	2,035	4,686	
Total buildings	4,325	3,094	2,062	2,035	4,686	
Total property	4,325	3,574	2,062	2,035	4,686	
Plant and equipment						
Plant, machinery and equipment	828	1,129	1,151	1,174	1,198	
Computers and telecommunications	373	135	317	322	328	
Paintings and exhibits	88	75	75	75	75	
Total plant and equipment	1,289	1,339	1,543	1,571	1,601	
Infrastructure						
Roads	5,832	3,833	3,940	4,021	4,103	
Bridges	698	260	265	986	1,006	
Footpaths and cycleways	2,644	1,655	2,002	2,307	2,333	
Drainage	987	90	140	425	25	
Recreational, leisure and community facilities	6,330	6,235	2,000	3,400	3,900	
Parks, open space and streetscapes	2,654	572	540	547	554	
Aerodromes	33	-	30	30	30	
Off street car parks	56	59	260	61	62	
Other infrastructure	534	840	108	108	108	
Total infrastructure	19,768	13,544	9,285	11,885	12,121	
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408
Represented by:						
New asset expenditure	3,730	3,645	1,348	2,055	1,462	
Asset renewal expenditure	16,582	10,523	9,450	11,261	12,546	
Asset expansion expenditure	-	-	-	-	-	
Asset upgrade expenditure	5,070	4,289	2,092	2,175	4,400	
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408
Funding sources represented by:						
Grants	5,441	3,279	1,634	1,992	1,701	
Contributions	337	40	40	40	40	
Council cash	17,864	10,438	11,216	13,459	13,667	
Borrowings	1,740	4,700	-	-	3,000	
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408

Statement of Human Resources

For the four years ending 30 June 2024

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs	32,940	31,739	35,864	36,887	37,948
Total staff expenditure	32,940	31,739	35,864	36,887	37,948
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	395.0	361.0	395.0	395.0	395.0
Total staff numbers	395.0	361.0	395.0	395.0	395.0

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

Department	Budget	Full Time	Permanent Part time	Casual	Comprises Temporary
	2020/21				
	\$'000				
Corporate Strategies	6,482	4,894	1,588	55	-
City Infrastructure	8,675	7,792	883	80	-
Community Development	11,448	4,968	6,480	864	-
City Growth	3,841	3,233	608	294	-
Total permanent staff expenditure	30,446	20,887	9,559	1,293	-
Casuals, temporary and other expenditure	1,293				
Total expenditure	31,739				

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

Department	Budget	Full Time	Permanent Part time	Casual	Comprises Temporary
	2020/21				
	67				
City Infrastructure	98	86	12	1	-
Community Development	140	58	82	10	-
City Growth	41	33	8	3	-
Total permanent staff expenditure	346	225	121	15	-
Casuals, temporary and other expenditure	15				
Total staff	361				

4. Notes to the financial statements

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

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

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

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2020/21 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.0% in line with the rate cap.

<Insert other rate increases as applicable>.

"

This will raise total rates and charges for 2020/21 of \$41.52 million.

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

	2019/20 Forecast Actual	2020/21 Budget	Change	%
	\$'000	\$'000	\$'000	
General rates*	29,235	29,932	697	2.38%
Municipal charge*	4,743	4,875	132	2.78%
Waste management charge	6,590	6,421	(169)	(2.56%)
Supplementary rates and rate adjustments	-	133	133	N/A
Recreational land	74	75	1	1.35%
Interest on rates and charges	75	85	10	13.33%
Total rates and charges	40,717	41,521	804	1.97%

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

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

Type or class of land	2019/20 cents/\$CIV*	2020/21 cents/\$CIV*	Change
General rate for rateable other land properties	0.003726	0.003728	0.05%
General rate for rateable farm land properties	0.002297	0.002352	2.39%
General rate for rateable commercial land properties	0.006411	0.006641	3.59%
General rate for rateable industrial land properties	0.006372	0.006200	(2.70%)
General rate for rateable vacant land properties	0.005836	0.006163	5.60%
General rate for rateable industrial 2 land properties	0.004803	0.004830	0.56%
Recreational land category 1 properties	\$22,408.24	\$23,438.73	4.60%
Recreational land category 2 properties	0.003602	0.003623	0.58%

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

Type or class of land	2019/20 \$'000	2020/21 \$'000	Change \$'000	Change %
Other land	20,816	21,512	696	3.34%
Farm land	418	434	16	3.83%
Commercial land	4,997	5,163	166	3.32%
Industrial land	1,657	1,712	55	3.32%
Vacant land	984	1,111	127	12.91%
Industrial 2 land	106	-	(106)	(100.00%)
Recreational land category 1	22	23	1	6.54%
Recreational land category 2	51	52	1	1.96%
Total amount to be raised by general rates	29,051	30,007	956	3.29%

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

Type or class of land	2019/20 Number	2020/21 Number	Change Number	Change %
Other land	15,223	15,402	179	1.18%
Farm land	166	166	-	0.00%
Commercial land	948	944	(4)	(0.42%)
Industrial land	424	428	4	0.94%
Vacant land	604	665	61	10.10%
Industrial 2 land	1	-	(1)	(100.00%)
Recreational land category 1	1	1	-	0.00%
Recreational land category 2	16	16	-	0.00%
Total number of assessments	17,383	17,622	239	1.37%

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

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year. The valuations listed are still subject to final review by the Valuer

General Victoria (VGV). Figures may be subject to change until the VGV has provided council with a Generally True and Correct Declaration.

Type or class of land	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
Other land	5,586,429	5,770,923	184,494	3.30%
Farm land	182,242	184,547	2,305	1.26%
Commercial land	779,568	777,509	(2,059)	(0.26%)
Industrial land	260,131	276,138	16,007	6.15%
Vacant land	168,705	180,196	11,491	6.81%
Industrial 2 land	22,100	-	(22,100)	(100.00%)
Recreational land category 2	14,218	14,300	82	0.58%
Total value of land	7,013,393	7,203,613	190,220	2.71%

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

Type of Charge	Per Rateable Property 2019/20	Per Rateable Property 2020/21	Change	
	\$	\$	\$	%
Municipal charge	271.70	277.13	5.43	2.00%

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

Type of Charge	2019/20	2020/21	Change	
	\$ '000	\$ '000	\$ '000	%
Municipal charge	4,714	4,875	161	3.42%

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

Type of Charge	Per Rateable Property 2019/20	Per Rateable Property 2020/21	Change	
	\$	\$	\$	%
<i>Waste management charge</i>	389.98	379.09	(10.89)	(2.79%)

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

Type of Charge	2019/20	2020/21	Change	
	\$	\$	\$	%
<i>Waste management charge</i>	5,897	6,421	524	8.89%

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

	2019/20	2020/21		Change
	\$'000	\$'000	\$'000	%
<i>Rates and charges</i>	40,717	41,388	671	1.65%
<i>Supplementary rates</i>	-	133	133	N/A
Total Rates and charges	40,717	41,521	804	1.97%

4.1.1(l) Fair Go Rates System Compliance

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

	2019/20	2020/21
Total Rates	\$ 32,246	\$ 34,129
Number of rateable properties	17,369	17,605
Base Average Rate	\$ 1,857	\$ 1,939
Maximum Rate Increase (set by the State Government)	4.50%	2.00%
Capped Average Rate	\$ 1,940	\$ 1,977
Maximum General Rates and Municipal Charges Revenue	\$ 33,697	\$ 34,812
Budgeted General Rates and Municipal Charges Revenue	\$ 33,692	\$ 34,807
Budgeted Supplementary Rates	\$ 213	\$ 133
Budgeted Total Rates and Municipal Charges Revenue	\$ 33,905	\$ 34,940

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

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

- The making of supplementary valuations (2020/21: estimated \$133,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

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

- A general rate of 0.3728% (0.003728 cents in the dollar of CIV) for all rateable other land properties;
- A general rate of 0.2352% (0.002352 cents in the dollar of CIV) for all rateable farm land properties;
- A general rate of 0.6641% (0.006641 cents in the dollar of CIV) for all rateable commercial properties;
- A general rate of 0.6200% (0.006200 cents in the dollar of CIV) for all rateable industrial properties;
- A general rate of 0.6163% (0.006163 cents in the dollar of CIV) for all rateable vacant land properties; and
- A general rate of 0.4830% (0.004830 cents in the dollar of CIV) for all rateable industrial 2 properties.

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

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

Commercial land

Commercial land is any land, which is:

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

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

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

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

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2020/21 financial year.

Farm Land

"Farm land is any land, which is:

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2020/21 financial year.

Industrial land

Industrial land is any land, which is:

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

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

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

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

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

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

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

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

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

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

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

Vacant land

Vacant land is any land, which is:

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

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

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

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

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

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

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

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

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

Industrial 2 land

Industrial 2 land is any land, which is:

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

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2020/21 financial year.

Other land

Other land is any land, which is:

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2020/21 financial year.

Cultural and Recreational land

The amounts listed are subject to change until the Valuer General Victoria has provided council with a Generally True and Correct Declaration for the 2020 General Revaluation.

Ratepayer	Assess Number	Property Address	Amount \$
Showgrounds Reserve Committee Of Management	129359	331 Koroit St Warrnambool	9,637.18
Warrnambool Harness Racing Club	129759	48 Macdonald St Warrnambool	2,246.26
Warrnambool Golf Club Inc.	131150	1-35 Younger St Warrnambool	5,144.66
Warrnambool Swimming Club	131388	10 Queens Rd Warrnambool	1,485.43
Christ Church Tennis Club	132180	66 Henna St Warrnambool	1,956.42
Warrnambool Croquet Club Inc.	134926	60-62 Cramer St Warrnambool	532.58
Warrnambool Yacht Club Inc.	138135	44 Viaduct Rd Warrnambool	630.40
Warrnambool Racing Club Inc.	135344	2-64 Grafton Rd Warrnambool	17,462.86
Warrnambool Ski Club Inc.	138747	26 Simpson St Warrnambool	898.50
Warrnambool Lawn Tennis Club	139872	33-45 Pertobe Rd Warrnambool	2,119.46
Warrnambool Bowls Club	140336	81-85 Timor St Warrnambool	4,637.44
Warrnambool Kart Club	140883	162 Buckleys Rd Allansford	561.57
Dennington Bowling Club Inc.	141525	36 Princes Hwy	2,807.83
St Joseph Primary School Supergrass Tennis	141935	40 Bromfield St Warrnambool	1,271.67
Warrnambool City Memorial Bowling Club	134927	50-56 Cramer St Warrnambool	23,438.73
Warrnambool Offshore Light Game Fishing Club	17654	48 Viaduct Rd Warrnambool	54.35
Warrnambool BMX Club	159399	51 Pertobe Rd Warrnambool	362.30

4.1.2 Statutory fees and fines

	Forecast Actual	Budget	Change	
	2019/20	2020/21	\$'000	%
Animal control	488	517	29	5.94%
Health and local laws	153	162	9	5.88%
Parking fines	552	425	(127)	(23.01%)
Permits and certificates	134	137	3	2.24%
Town planning and building	386	338	(48)	(12.44%)
Total statutory fees and fines	1,713	1,579	(134)	(7.82%)

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

- Parking fines to decrease in 2020/21 as Council is currently offering a free parking initiative and the return to normal patrols will be phased in over time.

- Town Planning and Building fees are expected to return to its historical trajectory in 2020/21 following a number of large value applications in 2019/20 that are not expected to occur again in 2020/21."

4.1.3 User fees

	Forecast	Budget		Change
	Actual	2020/21		
	2019/20	\$'000	\$'000	%
Property management	774	801	27	3.49%
Indoor aquatic centre	1,526	861	(665)	(43.58%)
Childrens services	3,227	3,254	27	0.84%
Multi purpose sports stadium	930	617	(313)	(33.66%)
Cultural centres	1,173	608	(565)	(48.17%)
Regulatory control	1,459	1,231	(228)	(15.63%)
Tourism and promotion	951	527	(424)	(44.58%)
Foreshore holiday parks	2,572	1,297	(1,275)	(49.57%)
Livestock exchange	1,175	1,261	86	7.32%
Aged services fees	681	650	(31)	(4.55%)
Other fees and charges	279	223	(56)	(20.07%)
Total user fees	14,747	11,330	(3,417)	(23.17%)

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

Council sets fees based on market conditions and the cost associated with running a service, while giving consideration to those who may be suffering financial hardship.

Large decreases across Councils operating business due to the current COVID19 restrictions are expected to be in place for some time.

4.1.4 Grants

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

	Forecast Actual		Budget		Change	
	2019/20 \$'000	2020/21 \$'000	2020/21 \$'000	2020/21 \$'000	\$'000	%
Grants were received in respect of the following:						
Summary of grants						
Commonwealth funded grants	4,962	6,382	1,420			28.62%
State funded grants	15,049	10,412	(4,637)			(30.81%)
Total grants received	20,011	16,794	(3,217)			(16.08%)
(a) Operating Grants						
Recurrent - Commonwealth Government	3,859	5,841	1,982			51.36%
Victoria Grants Commission Financial Assistance Grant	1,575	3,213	1,638			104.00%
Victoria Grants Commission Local Roads	329	671	342			103.95%
Aged services	1,870	1,872	2			0.11%
National respite services	85	85	-			0.00%
Recurrent - State Government	5,603	5,479	(124)			(2.21%)
Port operations	95	97	2			2.11%
Economic development	15	15	-			0.00%
Family and children	3,158	3,228	70			2.22%
Aged services	803	735	(68)			(8.47%)
Cultural services	333	342	9			2.70%
Rural access	152	-	(152)			(100.00%)
Infrastructure Services	95	95	-			0.00%
Environmental initiatives	59	61	2			3.39%
School crossing supervision	193	192	(1)			(0.52%)
Pension rebate	700	714	14			2.00%
Total recurrent grants	9,462	11,320	1,858			19.64%
Non-recurrent - Commonwealth Government	154	116	(38)			(24.68%)
Economic Development	150	116	(34)			(22.67%)
Other	4	-	(4)			(100.00%)
Non-recurrent - State Government	2,184	799	(1,385)			(63.42%)
Economic development	262	-	(262)			(100.00%)
Family and children	849	470	(379)			(44.64%)
Aged services	94	86	(8)			(8.51%)
Recreation	12	-	(12)			(100.00%)
Cultural centres	99	114	15			15.15%
Infrastructure services	499	96	(403)			(80.76%)
Environment initiatives	162	33	(129)			(79.63%)
Other non-recurrent grants	207	-	(207)			(100.00%)
Total non-recurrent grants	2,338	915	(1,423)			(60.86%)
Total operating grants	11,800	12,235	435			3.69%
(b) Capital Grants						
Recurrent - Commonwealth Government	425	425	-			0.00%
Roads to recovery	425	425	-			0.00%
Total recurrent grants	425	425	-			0.00%
Non-recurrent - Commonwealth Government	524	-	(524)			(100.00%)
Infrastructure Services	24	-	(24)			(100.00%)
City Renewal	500	-	(500)			(100.00%)
Non-recurrent - State Government	7,262	4,134	(3,128)			(43.07%)
Port operations	-	1,280	1,280			#DIV/0!
Recreation	2,735	2,790	55			2.01%
Infrastructure services	2,473	64	(2,409)			(97.41%)
Environment initiatives	54	-	(54)			(100.00%)

City Renewal	2,000	-	(2,000)	(100.00%)
Total non-recurrent grants	7,786	4,134	(3,652)	(46.90%)
Total capital grants	8,211	4,559	(3,652)	(44.48%)
Total Grants	20,011	16,794	(3,217)	(16.08%)

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

Overall the level of grants will decrease by \$3.0 million compared to the 2019/20 forecast. This is mainly due to the large grants received in 2019/20 for the final City Renewal grant claims.

4.1.5 Contributions

	Forecast Actual	Budget	Change	
	2019/20	2020/21	\$'000	%
Monetary	4,154	801	(3,353)	(80.72%)
Non-monetary	4,000	4,000	-	0.00%
Total contributions	8,154	4,801	(3,353)	(41.12%)

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

This income can swing considerably between years as it is largely dependent on development activity driven by the housing market and developers. The 2019/20 forecast assumes contributions for the new Industrial Estate.

Non-monetary contributions occur when upon completion of new developments by external parties the Council takes ownership of the assets and recognises the value of the assets as non-cash contributions in its income statement. Council is expecting a similar level of subdivisions to be finalised in 2020/21.

4.1.6 Other income

	Forecast Actual	Budget	Change	
	2019/20	2020/21	\$'000	%
Interest	284	284	-	0.00%
Infrastructure services	56	51	(5)	(8.93%)
Recreation and cultural programs	1	-	(1)	(100.00%)
Family and community	8	15	7	87.50%
Reimbursements	847	164	(683)	(80.64%)
Other income	88	105	17	19.32%
Total other income	1,284	619	(665)	(51.79%)

4.1.7 Employee costs

	Forecast	Budget	Change	
	Actual	2020/21		
	2019/20	\$'000	\$'000	%
Wages and salaries	28,976	27,641	(1,335)	(4.61%)
WorkCover	816	920	104	12.75%
Superannuation	2,845	2,852	7	0.25%
Fringe benefit tax	303	326	23	7.59%
Total employee costs	32,940	31,739	(1,201)	(3.65%)

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

Employee costs are budgeted to decrease by \$1.4 million compared to the 2019/20 forecast. The major driver of this is the stand down of employees at operations that are impacted by COVID19 closures.

4.1.8 Materials and services

	Forecast	Budget	Change	
	Actual	2020/21		
	2019/20	\$'000	\$'000	%
Infrastructure services	7,058	5,764	(1,294)	(18.33%)
Waste management	3,956	3,897	(59)	(1.49%)
Recreation and cultural services	3,818	2,869	(949)	(24.86%)
Children's services	2,387	1,444	(943)	(39.51%)
Corporate services	5,086	5,226	140	2.75%
Tourism and promotions	2,434	1,255	(1,179)	(48.44%)
Aged services	1,008	747	(261)	(25.89%)
Foreshore caravan parks	833	764	(69)	(8.28%)
Livestock exchange	458	487	29	6.33%
Planning and building services	1,457	302	(1,155)	(79.27%)
Health and local laws	1,166	1,245	79	6.78%
Other	1,510	2,605	1,095	72.52%
Total materials and services	31,171	26,605	(4,566)	(14.65%)

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

Council's expenditure on materials and services is budgeted to decrease in 2020/21 due to the following:

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

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

4.1.9 Depreciation

	Forecast	Budget	Change	
	Actual	2020/21		
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Property	2,198	2,270	72	3.28%
Plant & equipment	1,536	1,585	49	3.19%
Infrastructure	8,516	8,795	279	3.28%
Total depreciation and amortisation	12,250	12,650	400	3.27%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.40 million for 2020/21 will be due to the capitalisation of new infrastructure completed in 2019/20.

4.1.10 Amortisation - Right of use assets

	Forecast	Budget	Change	
	Actual	2020/21		
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Right of use assets	200	200	-	0.00%
Total amortisation - right of use assets	200	200	-	0.00%

4.1.11 Other expenses

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

	Forecast	Budget	Change	
	Actual	2020/21		
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Councillor Allowances	274	290	16	5.84%
Operating Lease Rentals	439	474	35	7.97%
Other Expenses	125	121	(4)	(3.20%)
Total other expenses	838	885	47	5.61%

Other expenditure relates to a range of unclassified items including audit fees, Councillor allowances, lease costs and miscellaneous items. A small increase is expected in 2020/21 due to new gym and Information Technology equipment being leased in 2019/20.

4.2 Balance Sheet

4.2.1 Assets

"Cash assets include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of less than 90 days. Investments exceeding 90 days are classified as financial assets. These balances are projected to remain stable during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. It is expected to increase at the end of the 2019/20 due a number of rate and rental deferrals being granted through the hardship provisions in response to COVID19.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, drainage, plant and equipment, which has been built up by the

Council over many years. The increase in this balance is attributable to the net result of the capital works program, depreciation of assets, gifted assets and the sale and revaluation of assets.

4.2.2 Liabilities

"Trade and other payables are those to whom Council owes money as at 30 June. No significant movement is expected in this category for 2020/21.

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

4.2.3 Borrowings

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

	2019/20	2020/21
	\$	\$
Amount borrowed as at 30 June of the prior year	10,036	9,713
Amount proposed to be borrowed	1,400	5,950
Amount projected to be redeemed	(1,723)	(1,694)
Amount of borrowings as at 30 June	9,713	13,969

Interest-bearing loans and borrowings are liabilities of Council. The Council is budgeting to repay loan principal of \$1.7 million in 2020/21 and drawdown new loan funds of \$5.95 million to partially fund the Reid Oval upgrade, the Library & Learning Centre project, the Saleyards roof and invest in smart building projects to reduce energy costs.

4.2.4 Leases by category

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

	Forecast Actual	Budget
	2019/20	2020/21
	\$	\$
Right-of-use assets	-	-
Plant and equipment	1,400,000	1,200,000
Total right-of-use assets	1,400,000	1,200,000
Lease liabilities		
Current lease Liabilities		
Plant and equipment	200,000	200,000
Total current lease liabilities	200,000	200,000
Non-current lease liabilities		
Plant and equipment	1,200,000	1,000,000
Total non-current lease liabilities	1,200,000	1,000,000
Total lease liabilities	1,400,000	1,200,000

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 2.75%.

4.3 Statement of changes in Equity

4.3.1 Reserves

"Reserves contain both specific cash backed reserves and asset revaluation amounts. Cash backed reserves include statutory reserves, Councils drainage and Carparking/CBD funds. No significant variation is expected in 2020/21.

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

"

4.3.2 Equity

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

4.4 Statement of Cash Flows

Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

4.4.1 Net cash flows provided by/used in operating activities

The decrease in net cash from operating activities is mainly due to the closure of operating facilities due to COVID19.

The net cash flows from operating activities does not equal the operating result for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement.

4.4.2 Net cash flows provided by/used in investing activities

The forecast for 2019/20 represents a higher level of capital expenditure with major works including the finalisation of the Reid Oval and funded road projects.

4.4.3 Net cash flows provided by/used in financing activities

Net borrowings (Loan funds less repayments) for the 2020/21 budget include new borrowings for the Reid Oval upgrade, the Library & Learning Centre project, Saleyards roof and Councils investment in energy saving initiatives.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

Council has more than 240 major buildings with a replacement cost of over \$133 million and includes buildings and improvements for community facilities, sports facilities and pavilions and municipal buildings.

These assets require renewal investment in addition to the new scheduled building projects. The majority of Councils building capital works program is focused on asset renewal rather than building new assets.

Plant and equipment includes plant, machinery and equipment, computers and telecommunications and art works. The majority of the spend in this category for 2020/21 relates to renewing Councils plant, machinery and equipment.

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

In 2020/21, \$4.1 million will be spent on renewing the roads, \$3.5 million on recreational facilities, \$3.4 million on parks and open space.

	Forecast Actual		Budget	Change	%
	2019/20		2020/21		
	\$'000		\$'000	\$'000	
Property	4,325	3,574	(751)	(17.36%)	
Plant and equipment	1,291	1,339	48	3.72%	
Infrastructure	19,768	13,544	(6,224)	(31.49%)	
Total	25,384	18,457	(6,927)	(27.29%)	

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property & Land	3,574	480	1,772	1,322	-	-	2,574	1,000	
Plant and equipment	1,339	75	1,264	-	-	40	1,299	-	
Infrastructure	13,544	3,090	7,487	2,967	-	3,279	6,565	3,700	
Total	18,457	3,645	10,523	4,289	-	3,279	10,438	4,700	

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land non-specialised									
Land acquisition	480	480	-	-	-	-	-	480	-
Building Improvements									
Minor Works	180	-	180	-	-	-	-	180	-
Public Toilet Renewal	373	-	373	-	-	-	-	373	-
Building Renewal General Funding	857	-	857	-	-	-	-	857	-
Holiday Park Facility Improvements	150	-	150	-	-	-	-	150	-
Roof Access Audit and Improvements	50	-	50	-	-	-	-	50	-
Alviston House Fire Services Upgrade	95	-	-	95	-	-	-	95	-
Infrastructure Accessibility Fund	50	-	50	-	-	-	-	50	-
Replacement of Lighthouse Theatre Sound System	227	-	-	227	-	-	-	227	-
Replacement of obsolete profile lighting fixtures	112	-	112	-	-	-	-	112	-
Energy saving initiatives	1,000	-	-	1,000	-	-	-	-	1,000
TOTAL PROPERTY	3,574	480	1,772	1,322	-	-	-	2,574	1,000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant replacement	1,130	-	1,130	-	-	-	-	1,130	-
Computers and Telecommunications									
ICT strategy implementation	107	-	107	-	-	-	-	107	-
IT hardware	27	-	27	-	-	-	-	27	-
Paintings and Exhibits									
Art work acquisitions	35	35	-	-	-	-	20	15	-
Public art initiatives	40	40	-	-	-	-	20	20	-
TOTAL PLANT AND EQUIPMENT	1,339	75	1,264	-	-	-	40	1,299	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
Roads									
Local roads rehabilitation and resheets	2,880	-	2,880	-	-	425	-	2,455	-
Road reseal program	748	-	748	-	-	-	-	748	-
Road safety audit implementation	145	-	145	-	-	-	-	145	-
Street lighting improvements	30	-	30	-	-	-	-	30	-
Disabled parking	30	-	30	-	-	-	-	30	-
Bridges									
Bridge renewal	260	-	260	-	-	-	-	260	-
Footpaths and Cycleways									
Beach access	180	-	180	-	-	-	-	180	-
Footpath and bicycle path renewal	810	-	810	-	-	-	-	810	-
Footpath construction	135	135	-	-	-	-	-	135	-
Linkage paths	170	170	-	-	-	-	-	170	-
Small infrastructure fund projects	360	360	-	-	-	-	-	360	-
Drainage									
Priority backlog drainage	25	-	25	-	-	-	-	25	-
Japan Street catchment diversion	65	-	-	65	-	-	-	65	-
Recreational, Leisure & Community Facilities									
Recreational facilities upgrade	1,235	-	-	1,235	-	790	-	445	-
Reid Oval redevelopment	5,000	1,667	1,666	1,667	-	2,000	-	-	3,000
Parks, Open Space and Streetscapes									
Playground renewal	319	-	319	-	-	-	-	319	-
Public open space improvements	195	-	195	-	-	-	-	195	-
Levys Point CCTV	58	58	-	-	-	-	-	58	-
Off Street Car Parks									
Carpark linemarking	59	-	59	-	-	-	-	59	-
Other Infrastructure									
Livestock exchange improvements	60	-	60	-	-	-	-	60	-
Livestock exchange roof construction	700	700	-	-	-	-	-	-	700
Allansford boat ramp safety improvements	80	-	80	-	-	64	-	16	-
TOTAL INFRASTRUCTURE	13,544	3,090	7,487	2,967	-	3,279	-	6,565	3,700
TOTAL NEW CAPITAL WORKS	18,457	3,645	10,523	4,289	-	3,279	40	10,438	4,700

5. Financial performance indicators

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

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2019/20	2020/21	2021/22	2022/23	2023/24	+/-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(1.87%)	(2.79%)	0.80%	1.56%	1.87%	+
Liquidity								
Working Capital	Current assets / current liabilities	2	120.82%	105.80%	115.34%	120.18%	125.97%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	71.08%	61.72%	71.20%	76.83%	83.65%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	23.87%	33.71%	30.71%	25.25%	26.93%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		5.09%	4.88%	5.65%	4.71%	4.57%	+
Indebtedness	Non-current liabilities / own source revenue		16.81%	25.51%	20.83%	17.04%	17.92%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	135.37%	83.19%	72.41%	83.72%	90.58%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	6	54.70%	60.93%	55.62%	56.27%	56.51%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.58%	0.58%	0.58%	0.60%	0.60%	o

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2019/20	2020/21	2021/22	2022/23	2023/24	+/-
Efficiency								
Expenditure level	Total expenses/ no. of property assessments		\$4,513	\$4,166	\$4,610	\$4,595	\$4,725	+
Revenue level	Residential rate revenue / no. of residential property assessments		\$2,029	\$2,053	\$2,094	\$2,178	\$2,221	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		12.45%	14.20%	10.00%	10.00%	10.00%	-

Key to Forecast Trend:

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

Notes to indicators

1. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Following the financial recovery from COVID19, the underlying result is expected to be around the breakeven amount in the Strategic Resource Plan period.

2. Working Capital

The proportion of current liabilities represented by current assets. Working capital is shown to increase steadily over the Strategic Resource Plan.

3. Unrestricted Cash

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

4. Debt compared to rates

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

5. Asset renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council has received significant grants over the last few years which have assisted in meeting this ratio, however, as the grant funding has reduced the asset renewal ratio is declining over time. This means that Council is unable to meet its asset demand and backlog. Council's position begins to improve in 2022/23 if Council is able to successfully apply a rate cap variation.

6. Rates concentration

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

6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the FY 2020/21.

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

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
			\$	\$	\$	%	
Property Management							
User Fees & Charges							
Applications to use Crown & Council Land	Per Application	Non-Taxable	\$26.10	\$ 26.80	\$ 0.70	2.68%	Non-statutory
Licences preparation fee	Per Application	Taxable	\$115.30	\$ 118.40	\$ 3.10	2.69%	Non-statutory
Lease preparation fee	Per Application	Taxable	\$167.70	\$ 172.30	\$ 4.60	2.74%	Non-statutory
Survey plan fee	Per Application	Non-Taxable	\$1,677.00	\$1,723.00	\$ 46.00	2.74%	Non-statutory
Title search fee	Per Application	Non-Taxable	\$44.10	\$ 45.30	\$ 1.20	2.72%	Non-statutory
Outdoor Café /Laneway Bar Fees							
Licence Fee (per week)	Per Week	Non-Taxable	\$205.00	\$ 210.00	\$ 5.00	2.44%	Non-statutory
Table Fee (per table)	Per Table	Non-Taxable	\$ 42.00	\$ 43.00	\$ 1.00	2.38%	Non-statutory
Rate Search Fees							
Rate history search fee	1st 3 Hours	Non-Taxable	\$398.20	\$ 409.10	\$ 10.90	2.74%	Non-statutory
Rate history search fee	After 3 Hours	Non-Taxable	\$125.60	\$ 129.30	\$ 3.70	2.95%	Non-statutory
Rate history search fee (0-10 Years)	Each	Non-Taxable	\$ 23.10	\$ 23.80	\$ 0.70	3.03%	Non-statutory
Copy of previous years Rate Instalments Notices	Each	Non-Taxable	\$ 16.80	\$ 17.20	\$ 0.40	2.38%	Non-statutory
Search, retrieval and photocopying fees							
Search, inspection, retrieval or access fee	Per Search	Non-Taxable	\$ 24.90	\$ 25.60	\$ 0.70	2.81%	Non-statutory
Search, inspection, retrieval or access fee (Offsite)	Per Search	Non-Taxable	\$ 39.60	\$ 40.65	\$ 1.05	2.65%	Non-statutory
Photocopying/printing any document	Per A4/A3 page	Non-Taxable	\$ 0.65	\$ 0.69	\$ 0.04	6.15%	Non-statutory
Photocopying/printing any document	Per A1,2,0 page	Non-Taxable	\$ 5.20	\$ 5.35	\$ 0.15	2.88%	Non-statutory
Interest on Unpaid Monies other than rates and charges							
In accordance with Section 227(a) of the Local Government Act 1989 Council sets the rate of interest to apply to unpaid monies, other than rates and charges, presently at 10.00% but subject to change when the rate is set at 30th June 2020.							
Revenue Management							
Monetary Complaints: Notices on a Debt Filing Fee							
Less than \$500	Per Application	Non-Taxable	\$147.40	\$ 151.10	\$ 3.70	2.51%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$147.40	\$ 151.10	\$ 3.70	2.51%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$307.80	\$ 315.50	\$ 7.70	2.50%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$307.80	\$ 315.50	\$ 7.70	2.50%	Non-statutory

\$7,500 - \$9,999	Per Application	Non-Taxable	\$307.80	\$ 315.50	\$ 7.70	2.50%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$468.20	\$ 479.80	\$ 11.60	2.48%	Non-statutory
Necessary Certificate x2							
Less than \$500	Per Application	Non-Taxable	\$ 98.00	\$ 100.00	\$ 2.00	2.04%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$176.00	\$ 178.00	\$ 2.00	1.14%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$176.00	\$ 178.00	\$ 2.00	1.14%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$208.00	\$ 210.00	\$ 2.00	0.96%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$248.00	\$ 252.00	\$ 4.00	1.61%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$248.00	\$ 252.00	\$ 4.00	1.61%	Non-statutory
Professional (Item 1 Complaints)							
Less than \$500	Per Application	Non-Taxable	\$222.00	\$ 225.00	\$ 3.00	1.35%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$465.00	\$ 471.00	\$ 6.00	1.29%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$465.00	\$ 471.00	\$ 6.00	1.29%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$571.00	\$ 578.00	\$ 7.00	1.23%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$686.00	\$ 695.00	\$ 9.00	1.31%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$686.00	\$ 695.00	\$ 9.00	1.31%	Non-statutory
Service Fee							
Service Fee	Per Application	Non-Taxable	\$ 73.00	\$ 74.00	\$ 1.00	1.37%	Non-statutory
Revenue Management							
Other Professional Costs							
Warrant							
Less than \$500	Per Application	Non-Taxable	\$ 57.00	\$ 58.00	\$ 1.00	1.75%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$117.00	\$ 119.00	\$ 2.00	1.71%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$117.00	\$ 119.00	\$ 2.00	1.71%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$139.00	\$ 141.00	\$ 2.00	1.44%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$175.00	\$ 177.00	\$ 2.00	1.14%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$175.00	\$ 177.00	\$ 2.00	1.14%	Non-statutory
Summons for Oral Examination							
Less than \$500	Per Application	Non-Taxable	\$ 59.00	\$ 60.00	\$ 1.00	1.69%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$141.00	\$ 143.00	\$ 2.00	1.42%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$141.00	\$ 143.00	\$ 2.00	1.42%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$171.00	\$ 173.00	\$ 2.00	1.17%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$188.00	\$ 190.00	\$ 2.00	1.06%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$188.00	\$ 190.00	\$ 2.00	1.06%	Non-statutory
Necessary Affidavit							

Less than \$500	Per Application	Non-Taxable	\$100.00	\$ 101.00	\$ 1.00	1.00%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$207.00	\$ 210.00	\$ 3.00	1.45%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$207.00	\$ 210.00	\$ 3.00	1.45%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$251.00	\$ 254.00	\$ 3.00	1.20%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$300.00	\$ 304.00	\$ 4.00	1.33%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$300.00	\$ 304.00	\$ 4.00	1.33%	Non-statutory
Application for Order							
Less than \$500	Per Application	Non-Taxable	\$ 46.00	\$ 47.00	\$ 1.00	2.17%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 46.00	\$ 47.00	\$ 1.00	2.17%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 46.00	\$ 47.00	\$ 1.00	2.17%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$ 46.00	\$ 47.00	\$ 1.00	2.17%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$ 46.00	\$ 47.00	\$ 1.00	2.17%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$ 46.00	\$ 47.00	\$ 1.00	2.17%	Non-statutory
Revenue Management							
Instructions to Defend							
Less than \$500	Per Application	Non-Taxable	\$103.00	\$ 104.00	\$ 1.00	0.97%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$220.00	\$ 223.00	\$ 3.00	1.36%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$220.00	\$ 223.00	\$ 3.00	1.36%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$273.00	\$ 277.00	\$ 4.00	1.47%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$326.00	\$ 330.00	\$ 4.00	1.23%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$326.00	\$ 330.00	\$ 4.00	1.23%	Non-statutory
Order for Substituted Service							
Less than \$500	Per Application	Non-Taxable	\$150.00	\$ 152.00	\$ 2.00	1.33%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$271.00	\$ 275.00	\$ 4.00	1.48%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$271.00	\$ 275.00	\$ 4.00	1.48%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$322.00	\$ 326.00	\$ 4.00	1.24%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$379.00	\$ 384.00	\$ 5.00	1.32%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$379.00	\$ 384.00	\$ 5.00	1.32%	Non-statutory
Necessary Notice/Certificate							
Less than \$500	Per Application	Non-Taxable	\$ 49.00	\$ 50.00	\$ 1.00	2.04%	Non-statutory
\$500 - \$999	Per Application	Non-Taxable	\$ 88.00	\$ 89.00	\$ 1.00	1.14%	Non-statutory
\$1,000 - \$4,999	Per Application	Non-Taxable	\$ 88.00	\$ 89.00	\$ 1.00	1.14%	Non-statutory
\$5,000 - \$7,499	Per Application	Non-Taxable	\$104.00	\$ 105.00	\$ 1.00	0.96%	Non-statutory
\$7,500 - \$9,999	Per Application	Non-Taxable	\$124.00	\$ 126.00	\$ 2.00	1.61%	Non-statutory
\$10,000 - \$20,000	Per Application	Non-Taxable	\$124.00	\$ 126.00	\$ 2.00	1.61%	Non-statutory
Issue Fees							

Claim or Counterclaim								
Fee	Per Application	Non-Taxable	\$147.40	\$ 151.10	\$ 3.70	2.51%		Non-statutory
Application for Order								
Fee	Per Application	Non-Taxable	\$ 43.40	\$ 44.40	\$ 1.00	2.30%		Non-statutory
With Preparation	Per Application	Non-Taxable	\$ 70.90	\$ 72.50	\$ 1.60	2.26%		Non-statutory
46A Summons/46B Rehearing Application								
Fee	Per Application	Non-Taxable	\$153.20	\$ 157.00	\$ 3.80	2.48%		Non-statutory
With Preparation	Per Application	Non-Taxable	\$180.70	\$ 185.10	\$ 4.40	2.43%		Non-statutory
Revenue Management								
Summons for Oral Examination including hearing								
Fee	Per Application	Non-Taxable	\$101.20	\$ 103.70	\$ 2.50	2.47%		Non-statutory
Certificate for Supreme Court								
Fee	Per Application	Non-Taxable	\$ 20.20	\$ 20.70	\$ 0.50	2.48%		Non-statutory
With Preparation	Per Application	Non-Taxable	\$ 47.70	\$ 48.80	\$ 1.10	2.31%		Non-statutory
Application for Attachment of Earnings								
Fee	Per Application	Non-Taxable	\$144.50	\$ 148.10	\$ 3.60	2.49%		Non-statutory
Attachment of Earnings/Debt Order								
Fee	Per Application	Non-Taxable	\$ 20.20	\$ 20.70	\$ 0.50	2.48%		Non-statutory
With Preparation	Per Application	Non-Taxable	\$ 27.70	\$ 48.80	\$ 21.10	76.17%		Non-statutory
Warrant Fees								
Fee	Per Application	Non-Taxable	\$ 17.30	\$ 17.80	\$ 0.50	2.89%		Non-statutory
Sheriff's Warrant Fee	Per Application	Non-Taxable	\$198.10	\$ 203.00	\$ 4.90	2.47%		Non-statutory
Application under the Judgement Debt Recovery Act								
Summons for Examination	Per Application	Non-Taxable	\$153.20	\$ 157.00	\$ 3.80	2.48%		Non-statutory
Instalment Application/Agreement (Creditor)	Per Application	Non-Taxable	\$ 80.90	\$ 82.90	\$ 2.00	2.47%		Non-statutory
Application to Vary/Cancel (Creditor)	Per Application	Non-Taxable	\$ 80.90	\$ 82.90	\$ 2.00	2.47%		Non-statutory
Service Cost								
Attempted Service (Item 78)	Per Application	Non-Taxable	\$ 50.00	\$ 51.00	\$ 1.00	2.00%		Non-statutory
Service by Post (Item 77)	Per Application	Non-Taxable	\$ 13.00	\$ 13.00	\$ -	0.00%		Non-statutory
Allowance per km (Item 79)	Per Application	Non-Taxable	\$ 0.70	\$ 0.70	\$ -	0.00%		Non-statutory

		Coast & Rivers					
Mooring Fees							
Boat less than 10m pa	Per boat	Taxable	\$265.00	\$ 270.00	\$ 5.00	1.89%	Non-statutory
Boat 10.1m to 15m pa	Per boat	Taxable	\$335.00	\$ 340.00	\$ 5.00	1.49%	Non-statutory
Boat 15.1 – 20m pa	Per boat	Taxable	\$385.00	\$ 390.00	\$ 5.00	1.30%	Non-statutory
Boat 20.1 – 25m pa	Per boat	Taxable	\$475.00	\$ 480.00	\$ 5.00	1.05%	Non-statutory
Jetty Fees – pa: Permit for breakwater and Hopkins River	Per boat	Taxable	\$220.00	\$ 225.00	\$ 5.00	2.27%	Non-statutory
Mooring inspection fee	Per boat	Taxable	\$180.00	\$ 190.00	\$ 10.00	5.56%	Non-statutory
Mooring infrastructure hire	Per boat	Taxable	\$ 90.00	\$ 92.00	\$ 2.00	2.22%	Non-statutory
Berth permit or mooring licence - new application fee	Per boat	Taxable	\$ 80.00	\$ 80.00	\$ -	0.00%	Non-statutory
		Coast & Rivers					
Annual Parking Permit Fees							
Breakwater (per vehicle)	Per vehicle	Taxable	\$ 68.00	\$ 69.00	\$ 1.00	1.47%	Non-statutory
		Infrastructure Services					
Road Reserve Works Permit							
Minor Works less than \$10,000	Per Application	Non-Taxable	\$145.00	\$ 147.90	\$ 2.90	2.00%	Non-statutory
Minor Works great than \$10,000	Per Application	Non-Taxable	\$650.00	\$ 663.00	\$ 13.00	2.00%	Non-statutory
Minor Works Public Notice Fee	Per Application	Non-Taxable	\$ 50.00	\$ 51.00	\$ 1.00	2.00%	Non-statutory
Large Projects	Per Application	Non-Taxable	By Negotiation	By Negotiation	\$ -	0.00%	Non-statutory
Asset Protection Permit							
Asset Inspection Checklist	Per Application	Non-Taxable	\$145.00	\$ 147.90	\$ 2.90	2.00%	Non-statutory
Livestock Crossing Permit:							
Stock Crossing Permit	Per Application	Non-Taxable	\$145.00	\$ 147.90	\$ 2.90	2.00%	Non-statutory
Stormwater Legal Point of Discharge Application:							
Single dwelling development - Note 1	Per Application	Non-Taxable	\$141.20	\$ 141.20	\$ -	0.00%	Statutory
Information only - Note 1	Per Application	Non-Taxable	\$ 62.00	\$ 62.00	\$ -	0.00%	Statutory
Short notice fee - Note 1	Per Application	Non-Taxable	\$117.00	\$ 117.00	\$ -	0.00%	Statutory
Street tree – supply and install including maintenance period of 24 months - Note 1	Per Tree	Non-Taxable	\$355.00	\$ 362.10	\$ 7.10	2.00%	Statutory
Build Over Stormwater Easement Application - Note 1	Per Application	Non-Taxable	\$118.00	\$ 120.36	\$ 2.36	2.00%	Statutory
Rain Garden (small up to 4.5m2) – supply and install vegetated landscaping including maintenance period of 24 months	Per Rain Garden	Non-Taxable	\$ 3,200.00	\$3,264.00	\$ 64.00	2.00%	Non-statutory
Rain Garden (medium up to 9.0m2) – supply and install vegetated landscaping including maintenance period of 24 months	Per Rain Garden	Non-Taxable	\$ 3,600.00	\$3,672.00	\$ 72.00	2.00%	Non-statutory

Stormwater drainage line inspection (high resolution camera) – 4 hours	Per Inspection	Non-Taxable	\$670.00	\$ 683.40	\$ 13.40	2.00%	Non-statutory
Stormwater drainage line inspection (high resolution camera) – 8.5 hours	Per Inspection	Non-Taxable	\$ 1,390.00	\$1,417.80	\$ 27.80	2.00%	Non-statutory
Plan checking and supervision fee	Per Application	Non-Taxable	0.75% for plan checking and 2.5% for supervision (Based on the value of works)	0.75% for plan checking and 2.5% for supervision (Based on the value of works)	\$ -	0.00%	Non-statutory

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

Open Space Hires

Botanic Gardens - Weddings and Events							
Small Event - (No Marquee, Vehicle Access or Use of Rotunda)	Per event	Taxable	\$100.00	\$ 100.00	\$ -	0.00%	Non-statutory
Use of Band Rotunda and or Vehicle Access	Per hire	Taxable	\$160.00	\$ 170.00	\$ 10.00	6.25%	Non-statutory
Small Marquee (6m x 6m, or up to 36 square metres) weddings and events *	Per marquee	Taxable	\$525.00	\$ 550.00	\$ 25.00	4.76%	Non-statutory
Medium Marquee (8m x 8m, or up to 64 square metres) weddings and events *	Per marquee	Taxable	\$ 1,050.00	\$1,100.00	\$ 50.00	4.76%	Non-statutory
Large Marquee *	Per marquee	Taxable	Price on event application	Price on event application	\$ -	0.00%	Non-statutory

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

Lake Pertobe - Events

Community Events (not for profit)	Per event	Taxable	\$ -	\$-	\$ -	0.00%	Non-statutory
Small Events (under 200 attendees)	Per event	Taxable	\$265.00	\$ 280.00	\$ 15.00	5.66%	Non-statutory
Medium Events (between 200 to 500 attendees)	Per event	Taxable	\$525.00	\$ 550.00	\$ 25.00	4.76%	Non-statutory
Large Events (over 500 attendees)	Per event	Taxable	\$ 1,050.00	\$1,100.00	\$ 50.00	4.76%	Non-statutory

Lighthouse Theatre

Staff - all venues and user types							
Supervising Technician	Per hour	Taxable	\$ 56.50	\$ 58.50	\$ 2.00	3.54%	Non-statutory
Technician	Per hour	Taxable	\$ 51.50	\$ 53.50	\$ 2.00	3.88%	Non-statutory
Front of House Supervisor or Duty Officer	Per hour	Taxable	\$ 56.50	\$ 58.50	\$ 2.00	3.54%	Non-statutory
Front of House Officer (Box Office, Bar, Merchandise Seller)	Per hour	Taxable	\$ 51.50	\$ 53.50	\$ 2.00	3.88%	Non-statutory
Ticket Fees (patrons & ticket purchasers)							
Online/Web Booking Fee	Per booking	Taxable	\$ 6.50	\$ 6.50	\$ -	0.00%	Non-statutory
Phone Booking Fee	Per booking	Taxable	\$ 3.00	\$ 3.00	\$ -	0.00%	Non-statutory

Community & Local Non for Profit							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$540.00	\$ 560.00	\$ 20.00	3.70%	Non-statutory
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	\$340.00	\$ 350.00	\$ 10.00	2.94%	Non-statutory
THEATRE - Rehearsal (No Technical Equipment)	Per hour	Taxable	\$ 50.00	\$ 52.00	\$ 2.00	4.00%	Non-statutory
THEATRE - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
Lighthouse Theatre							
Community & Local Non for Profit							
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$350.00	\$ 360.00	\$ 10.00	2.86%	Non-statutory
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	\$230.00	\$ 235.00	\$ 5.00	2.17%	Non-statutory
STUDIO - Rehearsal (No Technical Equipment)	Per hour	Taxable	\$ 50.00	\$ 52.00	\$ 2.00	4.00%	Non-statutory
STUDIO - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
Local Artists and Non-local Non for Profit							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$780.00	\$ 800.00	\$ 20.00	2.56%	Non-statutory
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	\$340.00	\$ 350.00	\$ 10.00	2.94%	Non-statutory
THEATRE - Rehearsal (No Technical Equipment)	Per hour	Taxable	\$ 50.00	\$ 52.00	\$ 2.00	4.00%	Non-statutory
THEATRE - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$480.00	\$ 500.00	\$ 20.00	4.17%	Non-statutory
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	\$230.00	\$ 235.00	\$ 5.00	2.17%	Non-statutory
STUDIO - Rehearsal (No Technical Equipment)	Per hour	Taxable	\$ 50.00	\$ 52.00	\$ 2.00	4.00%	Non-statutory
STUDIO - Rehearsal (Inc. Technical Equipment)	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
Other Fees - Community, Non for Profits and Local Artists							
Equipment & Consumable Items							
Steinway Grand piano (plus tuning if required)	Per item	Taxable	\$ 51.50	\$ 53.50	\$ 2.00	3.88%	Non-statutory
Minimum Consumable Charge (gel, tape, batteries)	Per item	Taxable	\$ 30.00	\$ 31.00	\$ 1.00	3.33%	Non-statutory
Radio Mics	Per item	Taxable	\$ 45.00	\$ 45.00	\$ -	0.00%	Non-statutory
Ticketing Fees (hirer) - based on gross prices							

Tickets \$10.99 and under	Per ticket	Taxable	\$ 1.45	\$ 1.50	\$ 0.05	3.45%	Non-statutory
Tickets \$11.00 - \$39.99	Per ticket	Taxable	\$ 2.80	\$ 2.90	\$ 0.10	3.57%	Non-statutory
Tickets \$40.00 and over	Per ticket	Taxable	\$ 3.80	\$ 3.90	\$ 0.10	2.63%	Non-statutory
Credit Card/Electronic Payment Fee	Per ticket	Taxable	Up to 3%	Up to 3%	\$ -	0.00%	Non-statutory
Complimentary Tickets	Per ticket	Taxable	\$ 0.50	\$ 0.55	\$ 0.05	10.00%	Non-statutory
Event Creation and Set of Tickets	Per season	Taxable	\$ 52.50	\$ 52.50	\$ -	0.00%	Non-statutory
Lighthouse Theatre							
Ticketed Event: Subsidised Professional Companies							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 1,200.00	\$1,250.00	\$ 50.00	4.17%	Non-statutory
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	\$575.00	\$ 585.00	\$ 10.00	1.74%	Non-statutory
THEATRE - Rehearsal	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$590.00	\$ 615.00	\$ 25.00	4.24%	Non-statutory
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	\$340.00	\$ 350.00	\$ 10.00	2.94%	Non-statutory
STUDIO - Rehearsal	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
Ticketed Event: Standard Hirer Rates							
THEATRE ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$ 1,600.00	\$1,675.00	\$ 75.00	4.69%	Non-statutory
THEATRE ticketed performance - Second Performance same day	Per performance	Taxable	\$575.00	\$ 600.00	\$ 25.00	4.35%	Non-statutory
THEATRE - Rehearsal	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
STUDIO ticketed performance - Hire rate plus 5% of net ticket sales	Per performance	Taxable	\$600.00	\$ 625.00	\$ 25.00	4.17%	Non-statutory
STUDIO ticketed performance - Second Performance same day	Per performance	Taxable	\$340.00	\$ 350.00	\$ 10.00	2.94%	Non-statutory
STUDIO - Rehearsal	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
Other Fees - Subsidised theatre and Standard hires							
Equipment & Consumable Items							
Steinway Grand piano (plus tuning if required)	Per item	Taxable	\$230.00	\$ 230.00	\$ -	0.00%	Non-statutory
Minimum Consumable Charge (gel, tape, batteries)	Per item	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
Radio Mics	Per booking	Taxable	\$ 90.00	\$ 90.00	\$ -	0.00%	Non-statutory
Ticketing Fees (hirer) - based on gross prices							
Tickets \$10.99 and under	Per ticket	Taxable	\$ 3.10	\$ 3.20	\$ 0.10	3.23%	Non-statutory
Tickets \$11.00 - \$39.99	Per ticket	Taxable	\$ 4.10	\$ 4.20	\$ 0.10	2.44%	Non-statutory

Tickets \$40.00 - \$59.99	Per ticket	Taxable	\$ 5.10	\$ 5.25	\$ 0.15	2.94%	Non-statutory
Tickets \$60.00 and over	Per ticket	Taxable	\$ 6.10	\$ 6.25	\$ 0.15	2.46%	Non-statutory
Credit Card/Electronic Payment Fee	Per ticket	Taxable	Up to 3%	Up to 3%	\$ -	0.00%	Non-statutory
Complimentary Tickets	Per ticket	Taxable	\$ 0.50	\$ 0.55	\$ 0.05	10.00%	Non-statutory
Event Creation and Set of Tickets (Per Season)	Per season	Taxable	\$105.00	\$ 110.00	\$ 5.00	4.76%	Non-statutory
Urgent (<72hr) Event Creation and Set of Tickets (Per Season)	Per season	Taxable	\$210.00	\$ 220.00	\$ 10.00	4.76%	Non-statutory
Merchandise							
Including foyers, Theatre, Studio, Atrium and Meeting Room	Per sale	Taxable	12% on gross sales	12% on gross sales	\$ -	0.00%	Non-statutory
Lighthouse Theatre							
Non-Ticketed Event: Non for Profit Organisations							
THEATRE - Event Hire (up to 9 hrs)	Per session	Taxable	\$ 1,200.00	\$1,250.00	\$ 50.00	4.17%	Non-statutory
THEATRE - Additional Hours	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
STUDIO - Event Hire (up to 9 hrs)	Per session	Taxable	\$650.00	\$ 675.00	\$ 25.00	3.85%	Non-statutory
STUDIO - Additional Hours	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
MEETING ROOM - Monday to Friday between 9am & 5pm	Per booking	Taxable	\$250.00	\$ 260.00	\$ 10.00	4.00%	Non-statutory
MEETING ROOM - Weekdays outside of business hours and Weekends	Per booking	Taxable	By negotiation	By negotiation	\$ -	0.00%	Non-statutory
STUDIO: Used in conjunction with Theatre event hire	Per event per day	Taxable	\$390.00	\$ 400.00	\$ 10.00	2.56%	Non-statutory
MEETING ROOM: Used in conjunction with Theatre or Studio event hire	Per event per day	Taxable	\$150.00	\$ 155.00	\$ 5.00	3.33%	Non-statutory
MAIN FOYER - Monday to Friday between 9am & 5pm	Per booking	Taxable	\$330.00	\$ 330.00	\$ -	0.00%	Non-statutory
MAIN FOYER - Weekdays outside of business hours and Weekends	Per booking	Taxable	By negotiation	By negotiation	\$ -	0.00%	Non-statutory
Non-Ticketed Event: Non for Profit Organisations							
THEATRE - Event Hire (up to 9 hrs)	Per session	Taxable	\$ 2,000.00	\$2,075.00	\$ 75.00	3.75%	Non-statutory
THEATRE - Additional Hours	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
STUDIO - Event Hire (up to 9 hrs)	Per session	Taxable	\$780.00	\$ 810.00	\$ 30.00	3.85%	Non-statutory
STUDIO - Additional Hours	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
MEETING ROOM - Monday to Friday between 9am & 5pm	Per booking	Taxable	\$250.00	\$ 260.00	\$ 10.00	4.00%	Non-statutory
MEETING ROOM - Weekdays outside of business hours and Weekends	Per booking	Taxable	By negotiation	By negotiation	\$ -	0.00%	Non-statutory
STUDIO: Used in conjunction with Theatre event hire	Per event per day	Taxable	\$460.00	\$ 480.00	\$ 20.00	4.35%	Non-statutory
MAIN FOYER - Monday to Friday between 9am & 5pm	Per booking	Taxable	\$330.00	\$ 330.00	\$ -	0.00%	Non-statutory

MAIN FOYER - Weekdays outside of business hours and Weekends	Per booking	Taxable	By negotiation	By negotiation	\$ -	0.00%	Non-statutory
MAIN FOYER - Used in conjunction with Theatre: Event	Per booking	Taxable	No charge	No charge	\$ -	0.00%	Non-statutory
MAIN FOYER - Used in conjunction with Studio	Per hour	Taxable	\$115.00	\$ 115.00	\$ -	0.00%	Non-statutory
Room Change Surcharge (Change of Format from Standard)	Per booking	Taxable	\$ 60.00	\$ 62.50	\$ 2.50	4.17%	Non-statutory
Lighthouse Theatre							
Functions							
Catered Functions (Dinners, Luncheons, Weddings)							
STUDIO - Function Hire - up to 9 hrs access, includes Meeting Room	Per booking	Taxable	\$ 1,150.00	\$1,200.00	\$ 50.00	4.35%	Non-statutory
STUDIO - Additional Hire hours or Setup hours	Per hour	Taxable	\$ 60.00	\$ 62.00	\$ 2.00	3.33%	Non-statutory
MAIN FOYER - Used in conjunction with Catered Function	Per session	Taxable	\$125.00	\$ 125.00	\$ -	0.00%	Non-statutory
Other Fees							
Equipment & Consumables Items							
Steinway Grand Piano (plus tuning if required)	Per item	Taxable	\$230.00	\$ 230.00	\$ -	0.00%	Non-statutory
Radio Mics	Per booking	Taxable	\$ 90.00	\$ 90.00	\$ -	0.00%	Non-statutory
Rubbish Removal	Per skip bin	Taxable	\$110.00	\$ 125.00	\$ 15.00	13.64%	Non-statutory
AquaZone							
Day Admissions: Aquatics							
Adult swim	Per day	Taxable	\$ 7.00	\$ 7.10	\$ 0.10	1.43%	Non-statutory
Child swim (3-15 years)	Per day	Taxable	\$ 5.10	\$ 5.20	\$ 0.10	1.96%	Non-statutory
Concession swim	Per day	Taxable	\$ 5.30	\$ 5.40	\$ 0.10	1.89%	Non-statutory
Family swim (unlimited family members/same residence)	Per day	Taxable	\$ 20.80	\$ 21.20	\$ 0.40	1.92%	Non-statutory
Day Admissions: Health & Fitness							
Gymnasium	Per day	Taxable	\$ 19.50	\$ 19.90	\$ 0.40	2.05%	Non-statutory
Fitness class	Per class	Taxable	\$ 14.90	\$ 15.20	\$ 0.30	2.01%	Non-statutory
Older adult exercise class	Per class	Taxable	\$ 10.50	\$ 10.70	\$ 0.20	1.90%	Non-statutory
Preventative Health Classes	Per class	Taxable	\$ 6.00	\$ 6.10	\$ 0.10	1.67%	Non-statutory
School aerobics	Per class	Taxable	\$ 7.90	\$ 8.00	\$ 0.10	1.27%	Non-statutory
Personal Training 1 hour	Per session	Taxable	\$ 88.00	\$ 89.80	\$ 1.80	2.05%	Non-statutory
Personal Training 45 minutes	Per session	Taxable	\$ 66.00	\$ 67.30	\$ 1.30	1.97%	Non-statutory
Personal Training ½ hour	Per session	Taxable	\$ 48.00	\$ 49.00	\$ 1.00	2.08%	Non-statutory

Creche							
Member	Per child per hour	Taxable	\$ 7.50	\$ 7.60	\$ 0.10	1.33%	Non-statutory
Non Member	Per child per hour	Taxable	\$ 12.90	\$ 13.10	\$ 0.20	1.55%	Non-statutory
Learn to Swim (Pool Entry & Assessment)							
Per class (2nd child and 3rd child discounts apply)	Per class	Non-Taxable	\$ 14.50	\$ 14.80	\$ 0.30	2.07%	Non-statutory
Private lessons ½ hour lesson	Per lesson	Non-Taxable	\$ 52.00	\$ 53.00	\$ 1.00	1.92%	Non-statutory
1 hour lesson	Per lesson	Non-Taxable	\$101.00	\$ 103.00	\$ 2.00	1.98%	Non-statutory
School swim - no instruction	Per child	Non-Taxable	\$ 4.90	\$ 5.00	\$ 0.10	2.04%	Non-statutory
School swim - with instruction	Per child	Non-Taxable	\$ 7.00	\$ 7.10	\$ 0.10	1.43%	Non-statutory
School at pool	Per child	Non-Taxable	\$ 10.50	\$ 10.70	\$ 0.20	1.90%	Non-statutory
Learn to Swim Monthly Direct Debit	Per direct debit per month	Non-Taxable	\$ 59.30	\$ 60.50	\$ 1.20	2.02%	Non-statutory
Learn to Swim Monthly Direct Debit (Concession)	Per direct debit per month	Non-Taxable	\$ 41.50	\$42.30	\$ 0.80	1.93%	Non-statutory
AquaZone							
Group Entry							
Adult Swim	Per session	Taxable	\$ 6.30	\$ 6.40	\$ 0.10	1.59%	Non-statutory
Adult Gym	Per session	Taxable	\$ 17.55	\$ 18.00	\$ 0.45	2.56%	Non-statutory
Adult Fitness Class	Per session	Taxable	\$ 13.50	\$ 13.80	\$ 0.30	2.22%	Non-statutory
Other Fees							
Locker hire	Per hire	Taxable	\$ 4.00	\$ 4.10	\$ 0.10	2.50%	Non-statutory
Towel hire	Per hire	Taxable	\$ 4.00	\$ 4.10	\$ 0.10	2.50%	Non-statutory
Multi Pass – Health & Fitness							
Fitness class - 20 pass	Per pass	Taxable	\$307.20	\$ 313.30	\$ 6.10	1.99%	Non-statutory
Multi Pass – Aquatics							
Adult - 20 Pass	Per pass	Taxable	\$126.00	\$ 128.50	\$ 2.50	1.98%	Non-statutory
Adult -50 Pass	Per pass	Taxable	\$315.00	\$ 321.30	\$ 6.30	2.00%	Non-statutory
Child - 20 Pass	Per pass	Taxable	\$ 91.80	\$ 93.60	\$ 1.80	1.96%	Non-statutory
Child - 50 Pass	Per pass	Taxable	\$229.50	\$ 234.10	\$ 4.60	2.00%	Non-statutory
Concession - 20 Pass	Per pass	Taxable	\$ 95.40	\$ 97.30	\$ 1.90	1.99%	Non-statutory
Concession - 50 Pass	Per pass	Taxable	\$238.50	\$ 243.30	\$ 4.80	2.01%	Non-statutory
Multi Pass: Creche/Occasional Care							
1 child/1hr Creche - 10 Pass	Per pass	Taxable	\$ 71.25	\$ 72.70	\$ 1.45	2.04%	Non-statutory
1 child/1hr Occasional Care - 10 Pass	Per pass	Taxable	\$122.55	\$ 125.00	\$ 2.45	2.00%	Non-statutory

Facility Hire							
Up to four hours	Per booking	Taxable	\$530.00	\$ 540.60	\$ 10.60	2.00%	Non-statutory
Up to ten hours	Per booking	Taxable	\$830.00	\$ 846.60	\$ 16.60	2.00%	Non-statutory
Lane hourly - commercial	Per hour per lane	Taxable	\$ 45.00	\$ 45.90	\$ 0.90	2.00%	Non-statutory
Lane hourly - community	Per hour per lane	Taxable	\$ 4.90	\$ 5.00	\$ 0.10	2.00%	Non-statutory
Pool closure advertising fee	Per booking	Taxable	\$155.00	\$ 158.10	\$ 3.10	2.00%	Non-statutory
School booking cancellation fee (per lane) (<12 hrs notice)	Per lane	Taxable	\$ 41.00	\$ 41.80	\$ 0.80	1.95%	Non-statutory
Crèche	Per hour	Taxable	\$ 60.00	\$ 61.20	\$ 1.20	2.00%	Non-statutory
Multi-purpose room	Per hour	Taxable	\$ 60.00	\$ 61.20	\$ 1.20	2.00%	Non-statutory
Birthday Party							
Aqua Fun Pack	Per booking	Taxable	\$ 72.10	\$ 73.50	\$ 1.40	1.94%	Non-statutory
AquaZone							
Memberships - Gold							
12 months	Per membership	Taxable	\$ 1,047.00	\$1,068.00	\$ 21.00	2.01%	Non-statutory
3 months	Per membership	Taxable	\$523.50	\$ 534.00	\$ 10.50	2.01%	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ 99.00	\$ 101.00	\$ 2.00	2.02%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$ 87.20	\$ 88.90	\$ 1.70	1.95%	Non-statutory
Memberships - Gym and Swim							
12 months	Per membership	Taxable	\$980.91	\$1,000.50	\$ 19.59	2.00%	Non-statutory
3 months	Per membership	Taxable	\$471.45	\$ 480.90	\$ 9.45	2.00%	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ 99.00	\$ 101.00	\$ 2.00	2.02%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$ 81.69	\$ 83.30	\$ 1.61	1.97%	Non-statutory
Memberships - Fitness and Swim							
12 months	Per membership	Taxable	\$925.10	\$ 943.60	\$ 18.50	2.00%	Non-statutory
3 months	Per membership	Taxable	\$444.60	\$ 453.50	\$ 8.90	2.00%	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ 99.00	\$ 101.00	\$ 2.00	2.02%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$ 77.10	\$ 78.60	\$ 1.50	1.95%	Non-statutory
Memberships - Swim Only							
12 months	Per membership	Taxable	\$830.87	\$ 847.50	\$ 16.63	2.00%	Non-statutory
3 months	Per membership	Taxable	\$362.04	\$ 369.30	\$ 7.26	2.01%	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ 99.00	\$ 101.00	\$ 2.00	2.02%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$ 69.30	\$ 70.70	\$ 1.40	2.02%	Non-statutory

Memberships - Family Swim							
12 months	Per membership	Taxable	\$ 1,831.41	\$ 1,868.00	\$ 36.59	2.00%	Non-statutory
3 months	Per membership	Taxable	\$643.02	\$ 655.90	\$ 12.88	2.00%	Non-statutory
Direct debit joining fee	Per membership	Taxable	\$ 99.00	\$ 101.00	\$ 2.00	2.02%	Non-statutory
Direct debit monthly rate	Per membership per month	Taxable	\$152.67	\$ 155.70	\$ 3.03	1.98%	Non-statutory
Corporate							
10 – 20 people	Per group	Taxable	12.5% discount	12.5% discount	\$ -	0.00%	Non-statutory
21 + people	Per group	Taxable	15% discount	15% discount	\$ -	0.00%	Non-statutory
Warrnambool Art Gallery							
User Fees and Charges							
	Per admission	Taxable	Dependent on exhibition/ event	Dependent on exhibition/ event	\$ -	0.00%	Non-statutory
Admission to special exhibition/event							
Research Inquiry – per hour	Per hour	Taxable	\$ 45.00	\$ 45.00	\$ -	0.00%	Non-statutory
Curatorial Advice – per hour	Per hour	Taxable	\$125.00	\$ 125.00	\$ -	0.00%	Non-statutory
Education workshop/activity	Per activity	Taxable	Dependent on activity	Dependent on activity	\$ -	0.00%	Non-statutory
Public program event/activity	Per activity	Taxable	Dependent on activity	Dependent on activity	\$ -	0.00%	Non-statutory
Front-of-house and out-of-hours staff	Per hour	Taxable	\$ 45.00	\$ 45.00	\$ -	0.00%	Non-statutory
Annual Subscription							
Family	Per subscription	Taxable	\$ 70.00	\$ 70.00	\$ -	0.00%	Non-statutory
Family 3 Years	Per subscription	Taxable	\$200.00	\$ 200.00	\$ -	0.00%	Non-statutory
Individual	Per subscription	Taxable	\$ 40.00	\$ 40.00	\$ -	0.00%	Non-statutory
Individual 3 years	Per subscription	Taxable	\$110.00	\$ 110.00	\$ -	0.00%	Non-statutory
Individual concession	Per subscription	Taxable	\$ 25.00	\$ 25.00	\$ -	0.00%	Non-statutory
Individual concession 3 years	Per subscription	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
Life	Per subscription	Taxable	\$ 1,000.00	\$1,000.00	\$ -	0.00%	Non-statutory
Rental							
Exhibition in George Lance Gallery/Temporary Exhibition Gallery	Per Exhibition	Taxable	Negotiation	Negotiation	\$ -	0.00%	Non-statutory
Commission on art sales	Per sale	Taxable	40%	40%	\$ -	0.00%	Non-statutory
Commission on shop sales	Per sale	Taxable	100%	100%	\$ -	0.00%	Non-statutory
Meetings/functions	Per hour	Taxable	\$125.00	\$ 125.00	\$ -	0.00%	Non-statutory
Transparency/digital image (for reproduction)	Per item	Taxable	Negotiation	Negotiation	\$ -	0.00%	Non-statutory
Display easels (x2) – per hour each	Per hour / each	Taxable	\$ 10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Back loading frames – per hour each	Per hour / each	Taxable	\$ 10.00	\$ 10.00	\$ -	0.00%	Non-statutory

Lectern hire	Per hour	Taxable	\$ 10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Microphone and overhead PA	Per hour	Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Directional lighting (gallery spaces) – per event	Per event	Taxable	\$ 90.00	\$ 90.00	\$ -	0.00%	Non-statutory
Sports Grounds							
Sports ground casual hire (includes use of pavilion)		Taxable					
Half day	Per booking	Taxable	\$111.00	\$ 114.00	\$ 3.00	2.70%	Non-statutory
Full day	Per booking	Taxable	\$216.00	\$ 228.00	\$ 12.00	5.56%	Non-statutory
Pre-season training session	Per booking	Taxable	\$111.00	\$ 114.00	\$ 3.00	2.70%	Non-statutory
Unauthorised Use (penalty equivalent to full day)	Per event	Taxable	\$216.00	\$ 228.00	\$ 12.00	5.56%	Non-statutory
Unauthorised Works on Council Owned or Managed Land	Per event	Taxable	\$ 1,500.00	\$1,530.00	\$ 30.00	2.00%	Non-statutory
Football/Netball League Finals (senior competition that may also include junior competition) (per day)	Per day	Taxable	\$814.00	\$ 912.00	\$ 98.00	12.04%	Non-statutory
Football/Netball League Finals (junior competition only) (per day)	Per day	Taxable	\$406.00	\$ 456.00	\$ 50.00	12.32%	Non-statutory
Commercial hire (per day)	Per day	Taxable	\$ 1,086.00	\$1,107.72	\$ 21.72	2.00%	Non-statutory
Commercial cleaning of facilities (when left in unsuitable condition)	Per event	Taxable	At cost	At cost plus 25%	\$ -	0.00%	Non-statutory
Warrnambool Stadium							
Player Fees							
Adult	Per player	Taxable	\$ 10.80	\$ 11.00	\$ 0.20	1.85%	Non-statutory
Junior	Per player	Taxable	\$ 8.80	\$ 9.00	\$ 0.20	2.27%	Non-statutory
School	Per player	Taxable	\$ 5.50	\$ 5.70	\$ 0.20	3.64%	Non-statutory
Casual Shot	Per player	Taxable	\$ 5.00	\$ 5.00	\$ -	0.00%	Non-statutory
Stadium Hire							
Hourly rate with lights: commercial	Per hour	Taxable	\$350.00	\$ 350.00	\$ -	0.00%	Non-statutory
Hourly rate with lights: community/school	Per hour	Taxable	\$240.00	\$ 250.00	\$ 10.00	4.17%	Non-statutory
School use between 9am - 3pm	Per booking	Taxable	\$950.00	\$ 950.00	\$ -	0.00%	Non-statutory
Single court hourly: user group squads: with lights	Per hour	Taxable	\$ 30.00	\$ 32.00	\$ 2.00	6.67%	Non-statutory
Highball Court - up to 12 hours	Per booking	Taxable	\$500.00	\$ 500.00	\$ -	0.00%	Non-statutory
Highball Court - with lights: commercial	Per hour	Taxable	\$ 80.00	\$ 80.00	\$ -	0.00%	Non-statutory
Highball Court - with lights: community/school	Per hour	Taxable	\$ 55.00	\$ 60.00	\$ 5.00	9.09%	Non-statutory
Highball Court - School use between 9am - 3pm	Per booking	Taxable	\$350.00	\$ 350.00	\$ -	0.00%	Non-statutory
Show Court - up to 12 hours	Per booking	Taxable	\$650.00	\$ 650.00	\$ -	0.00%	Non-statutory
Show Court - with lights: commercial	Per hour	Taxable	\$ 80.00	\$ 80.00	\$ -	0.00%	Non-statutory
Show Court - with lights: community/school	Per hour	Taxable	\$ 55.00	\$ 60.00	\$ 5.00	9.09%	Non-statutory
Show Court - School use between 9am - 3pm	Per booking	Taxable	\$350.00	\$ 350.00	\$ -	0.00%	Non-statutory

Seahawks/Mermaids Home Games & Finals							
Both Teams	Per game	Taxable	\$680.00	\$ 680.00	\$ -	0.00%	Non-statutory
Single Team	Per game	Taxable	\$420.00	\$ 420.00	\$ -	0.00%	Non-statutory
Multi-Purpose Room							
Up to 12 hours (with other hires)	Per booking	Taxable	\$200.00	\$ 200.00	\$ -	0.00%	Non-statutory
Up to 12 hours (room only)	Per booking	Taxable	\$400.00	\$ 400.00	\$ -	0.00%	Non-statutory
Multi-purpose room - Per hour	Per hour	Taxable	\$ 60.00	\$ 60.00	\$ -	0.00%	Non-statutory
User groups up to 12 hours	Per booking	Taxable	\$150.00	\$ 150.00	\$ -	0.00%	Non-statutory
User groups per hour	Per hour	Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Meeting room up to 12 hours	Per booking	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
Meeting room - Per hour	Per hour	Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Facility Hire							
Kitchen facilities	Per booking	Taxable	\$175.00	\$ 180.00	\$ 5.00	2.86%	Non-statutory
User group sports hire up to 12 hours	Per booking	Taxable	\$ 1,200.00	\$1,250.00	\$ 50.00	4.17%	Non-statutory
3crt stadium Commercial users up to 12 hours	Per booking	Taxable	\$ 1,800.00	\$1,800.00	\$ -	0.00%	Non-statutory
2crt NB stadium up to 12 hours	Per booking	Taxable	\$950.00	\$ 950.00	\$ -	0.00%	Non-statutory
Warrnambool Stadium							
Gymnastics							
1 hour recreational class fee (per hour)	Per hour	Taxable	\$ 12.20	\$ 12.50	\$ 0.30	2.46%	Non-statutory
2 hour classes class fee (per hour)	Per hour	Taxable	\$ 12.20	\$ 12.50	\$ 0.30	2.46%	Non-statutory
3 hour class fee (per hour)	Per hour	Taxable	\$ 10.20	\$ 10.50	\$ 0.30	2.94%	Non-statutory
Above 3 hour class fee (per hour)	Per hour	Taxable	\$ 10.20	\$ 10.50	\$ 0.30	2.94%	Non-statutory
School gymnastics with instruction (per student)	Per student	Taxable	\$ 7.50	\$ 7.80	\$ 0.30	4.00%	Non-statutory
Small school group class fee (1hr)	Per booking	Taxable	\$ 90.00	\$ 100.00	\$ 10.00	11.11%	Non-statutory
Adult Group (per person)	Per person	Taxable	\$ 13.00	\$ 13.00	\$ -	0.00%	Non-statutory
Gymnastics facility hire (per hr) for external gymnastics groups	Per hour	Taxable	\$100.00	\$ 100.00	\$ -	0.00%	Non-statutory
Ed gym 1 hr class	Per booking	Taxable	\$ 11.00	\$ 11.00	\$ -	0.00%	Non-statutory
School Holiday Program 2 hr class	Per class	Taxable	\$ 22.00	\$ 24.00	\$ 2.00	9.09%	Non-statutory
Birthday Party Program per child	Per child	Taxable	\$ 13.50	\$ 13.50	\$ -	0.00%	Non-statutory
Outside School Hours Care							
Vacation care daily rate	Per day	Non-Taxable	\$ 81.00	\$ 83.00	\$ 2.00	2.47%	Non-statutory
After school care casual rate per session	Per session	Non-Taxable	\$ 30.00	\$ 30.00	\$ -	0.00%	Non-statutory
After school care permanent rate per session	Per session	Non-Taxable	\$ 25.50	\$ 26.00	\$ 0.50	1.96%	Non-statutory

Kindergartens							
Fees Per Term - 4 year old (15 hour per week)							
Term 3 & 4	Per term	Non-Taxable	\$332.00	\$ 340.00	\$ 8.00	2.41%	Non-statutory
Term 1 & 2	Per term	Non-Taxable	\$340.00	TBC	N/A	0.00%	Non-statutory
Fees Per Term- 3 year old (3 hours per week)							
Term 3 & 4	Per term	Non-Taxable	\$222.00	\$ 228.00	\$ 6.00	2.70%	Non-statutory
Term 1 & 2	Per term	Non-Taxable	\$228.00	TBC	N/A	0.00%	Non-statutory
Centre Based Care							
User Fees & Charges							
Daily fee - Jul to Dec	Per day	Non-Taxable	\$107.00	\$ 109.00	\$ 2.00	1.87%	Non-statutory
Daily fee - Jan to June	Per day	Non-Taxable	\$107.00	\$ 109.00	\$ 2.00	1.87%	Non-statutory
Family Day Care							
User Fees & Charges							
8am to 6pm – per hour	Fees & charges set by Educators under National guidelines	Non-Taxable	Fees & charges set by Educators under National guidelines	Fees & charges set by Educators under National guidelines	Fees & charges set by Educators under National guidelines	Fees & charges set by Educators under National guidelines	Non-statutory
After hours – per hour							
Public holidays – per hour							
Breakfast							
Lunch							
Dinner							
Snacks							
Trips							
Parent Admin Levy - per child per week, capped at 2 children	Per child per week	Non-Taxable	9.4	\$ 10.00	\$ 0.60	6.38%	Non-statutory
Educator Levy - per hour	Per hour	Non-Taxable	0.85	\$ 1.00	\$ 0.15	17.65%	Non-statutory
Home and Community Care							
Home Maintenance							
Lawn mowing and tip fees: low	Per hour	Non-Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Lawn mowing and tip fees: medium & couples	Per hour	Non-Taxable	\$ 38.00	\$ 38.00	\$ -	0.00%	Non-statutory
Lawn mowing and tip fees: Private	Per hour	Taxable	\$ 55.00	\$ 74.53	\$ 19.53	35.51%	Non-statutory
Property modification (plus cost of materials): low	Per hour	Non-Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Property modification (plus cost of materials): medium	Per hour	Non-Taxable	\$ 38.00	\$ 38.00	\$ -	0.00%	Non-statutory
Property modification (plus cost of materials): Private	Per hour	Taxable	\$ 55.00	\$ 74.80	\$ 19.80	36.00%	Non-statutory
<i>Note: Minimum 1 hour applies to home maintenance</i>							
Home Care							

Home care – low	Per hour	Non-Taxable	\$ 9.00	\$ 9.00	\$ -	0.00%	Non-statutory
Home care – medium	Per hour	Non-Taxable	\$ 16.00	\$ 16.00	\$ -	0.00%	Non-statutory
Home care – high	Per hour	Non-Taxable	\$ 38.00	\$ 38.00	\$ -	0.00%	Non-statutory
Personal care – low	Per hour	Non-Taxable	\$ 7.80	\$ 7.80	\$ -	0.00%	Non-statutory
Personal care – medium	Per hour	Non-Taxable	\$ 10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Respite care	Per hour	Non-Taxable	\$ 5.00	\$ 5.00	\$ -	0.00%	Non-statutory
CACPS	Per hour	Taxable	\$ 55.00	\$ 62.70	\$ 7.70	14.00%	Non-statutory
Post Acute Care	Per hour	Taxable	\$ 55.00	\$ 62.70	\$ 7.70	14.00%	Non-statutory
Plus travel costs per km - Private Clients / Fees for Service	Per km	Taxable	\$ 1.25	\$ 1.43	\$ 0.18	14.40%	Non-statutory

Note:

- Minimum 1 hour applies to Home Care and Respite Care services
- Minimum ½ hour applies to Personal Care services
- Minimum 1 hour will apply to all services provided outside of regular hours, Monday to Friday 6 am to 6pm
- Time and ½ is charged to CACPS and PAC after 6pm for the first 2 hours and then double time after that, Saturday incurs time and ½ for the first 2 hours and then double time before midday
- After midday until Monday morning 6am charges are double time
- All CHSP & HACC PYP Programs are GST free

Planned Activity Group							
Daily session fee – low & medium	Per session	Non-Taxable	\$ 8.00	\$ 8.00	\$ -	0.00%	Non-statutory
Daily session fee – high & full cost participants (GST free)	Per session	Non-Taxable	\$ 35.00	\$ 40.00	\$ 5.00	14.29%	Non-statutory
Meal	Per meal	Non-Taxable	\$ 9.00	\$ 9.10	\$ 0.10	1.11%	Non-statutory
Soup	Per soup	Non-Taxable	\$ 1.70	\$ 1.75	\$ 0.05	2.94%	Non-statutory
Sweet	Per sweet	Non-Taxable	\$ 1.70	\$ 1.75	\$ 0.05	2.94%	Non-statutory
Food Services							
Full cost meals (GST free)	Per meal	Non-Taxable	\$ 17.90	\$ 18.25	\$ 0.35	1.96%	Non-statutory
Option 1 Main meal, juice OR fruit	Per option	Non-Taxable	\$ 9.10	\$ 9.25	\$ 0.15	1.65%	Non-statutory
Option 2 Soup, main, dessert, juice OR fruit	Per option	Non-Taxable	\$ 11.90	\$ 12.10	\$ 0.20	1.68%	Non-statutory

Archie Graham Community Centre

User Fees & Charges							
Hydro pools casual admission	Per admission	Non-Taxable	\$ 9.00	\$ 9.00	\$ -	0.00%	Non-statutory
Commercial pool use	Per use	Non-Taxable	\$ 95.00	\$ 95.00	\$ -	0.00%	Non-statutory
Community pool use	Per use	Non-Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
Commercial rate per hour per room	Per hour per room	Non-Taxable	\$ 60.00	\$ 65.00	\$ 5.00	8.33%	Non-statutory
Regular Commercial Room Hire (with more than 10 bookings per year) per hour per room	Per hour per room	Non-Taxable	N/A	\$ 55.00	New	0.00%	Non-statutory
Casual community rate per hour per room	Per hour per room	Non-Taxable	\$ 35.00	\$ 35.00	\$ -	0.00%	Non-statutory

Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	Per person	Non-Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Community Computer Centre per 1 hour session	Per session	Non-Taxable	\$ 5.00	\$ 6.00	\$ 1.00	20.00%	Non-statutory
Health promotion programs: strength training	Per class	Non-Taxable	\$ 6.00	\$ 6.00	\$ -	0.00%	Non-statutory
Lite Moves	Per class	Non-Taxable	\$ 6.00	\$ 6.00	\$ -	0.00%	Non-statutory
Lite Pulse	Per class	Non-Taxable	\$ 6.00	\$ 6.00	\$ -	0.00%	Non-statutory
Moove & Groove	Per class	Non-Taxable	\$ 6.00	\$ 6.00	\$ -	0.00%	Non-statutory
Bike Hire Group Program	Per class	Non-Taxable	\$ 4.00	\$ 5.00	\$ 1.00	25.00%	Non-statutory
Health							
Food							
Class 1	Per application	Non-Taxable	\$470.00	\$ 480.00	\$ 10.00	2.13%	Non-statutory
Class 2 General - where not more than 5 full-time persons are employed	Per application	Non-Taxable	\$426.00	\$ 435.00	\$ 9.00	2.11%	Non-statutory
Class 2 - where more than five such full-time persons are employed, additional fee for each person in excess of five (total fee not to exceed \$1,500) (eg: supermarkets)	Per application	Non-Taxable	\$ 31.00	\$ 32.00	\$ 1.00	3.23%	Non-statutory
Class 2 - Community Group (eg not-for-profit groups)	Per application	Non-Taxable	No fee	No fee	\$ -	0.00%	Non-statutory
Class 2 - Canteens/sporting club kitchens	Per application	Non-Taxable	\$146.00	\$ 149.00	\$ 3.00	2.05%	Non-statutory
Class 3 General	Per application	Non-Taxable	\$165.00	\$ 168.00	\$ 3.00	1.82%	Non-statutory
Class 3 - Community Group (eg not-for-profit groups)	Per application	Non-Taxable	No fee	No fee	\$ -	0.00%	Non-statutory
Class 4	Per application	Non-Taxable	No fee	No fee	\$ -	0.00%	Non-statutory
Health							
Hairdressers, beauty salons (one off fee)	Per application	Non-Taxable	\$210.00	\$ 215.00	\$ 5.00	2.38%	Non-statutory
Beauty premises & skin penetration establishments	Per application	Non-Taxable	\$150.00	\$ 153.00	\$ 3.00	2.00%	Non-statutory
New Registration Fees							
New premises pre-application fee and/or pre-registration inspection fee	Per registration	Non-Taxable	\$200.00	\$ 205.00	\$ 5.00	2.50%	Non-statutory
Health							
Transfer fees							
Inspection request fee prior to transfer – 5 business days	Per application	Non-Taxable	\$210.00	\$ 215.00	\$ 5.00	2.38%	Non-statutory
Inspection request fee prior to transfer – 10 business days	Per application	Non-Taxable	\$150.00	\$ 155.00	\$ 5.00	3.33%	Non-statutory
Transfer fee	Per application	Non-Taxable	50% of annual fee	50% of annual fee	\$ -	0.00%	Non-statutory

Accommodation							
Accommodation premises	Per application		\$235.00	\$ 240.00	\$ 5.00	2.13%	Non-statutory
Other fees							
Re-inspection fee and request for inspection fee	Per application		\$ 82.00	\$ 84.00	\$ 2.00	2.44%	Non-statutory
Late payment fee	Per application		50% of annual fee	50% of annual fee	\$ -	0.00%	Non-statutory
Septic tanks							
Septic tank applications	Per application		\$560.00	\$ 570.00	\$ 10.00	1.79%	Non-statutory
Septic tank alterations (changes to disposal field only)	Per application		\$280.00	\$ 285.00	\$ 5.00	1.79%	Non-statutory
Caravan Parks							
Caravan Parks (per site)	Per application		Set by State Government	Set by State Government	\$ -	0.00%	Statutory
Pool sampling							
Optional fee for microbiological testing of potable water, swimming pools and spas	Per application		\$125.00	\$ 127.50	\$ 2.50	2.00%	Non-statutory
Notes:							
- Pro-rata fees apply for new registrations (quarterly)							
				Immunisation			
User Fees & Charges							
Application for immunisation records (search fee)	Per application	Non-Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Influenza vaccine & administration (flu injection)	Per injection	Taxable	\$ 25.00	\$ 25.00	\$ -	0.00%	Non-statutory
				Local Laws			
User Fees & Charges							
Derelict vehicle release	Per vehicle	Non-Taxable	\$400.00	\$ 410.00	\$ 10.00	2.50%	Non-statutory
Tables and chairs	Per table	Non-Taxable	\$185.00	\$ 185.00	\$ -	0.00%	Non-statutory
Goods on footpath	Per item	Non-Taxable	\$210.00	\$ 215.00	\$ 5.00	2.38%	Non-statutory
A/Frames permit	Per frame	Non-Taxable	\$150.00	\$ 150.00	\$ -	0.00%	Non-statutory
Itinerant trading annual permit	Per application	Non-Taxable	\$600.00	\$ 600.00	\$ -	0.00%	Non-statutory
Itinerant trading 6 monthly permit	Per application	Non-Taxable	\$350.00	\$ 350.00	\$ -	0.00%	Non-statutory
Itinerant trading weekend permit	Per application	Non-Taxable	\$125.00	\$ 125.00	\$ -	0.00%	Non-statutory
Itinerant trading organiser permit (markets and festivals)	Per application	Non-Taxable	\$ 1,500.00	\$1,500.00	\$ -	0.00%	Non-statutory
Impounded trolley release fee	Per trolley	Non-Taxable	\$110.00	\$ 115.00	\$ 5.00	4.55%	Non-statutory

Permit to burn	Per permit	Non-Taxable	\$100.00	\$ 115.00	\$ 15.00	15.00%	Non-statutory
Horses on beach trainer permit	Per permit	Non-Taxable	\$250.00	\$ 255.00	\$ 5.00	2.00%	Non-statutory
Horses on beach daily access fee	Per horse	Non-Taxable	\$ 3.50	\$ 3.50	\$ -	0.00%	Non-statutory
Horses on beach swim access fee	Per horse	Non-Taxable	\$ 2.00	\$ 2.00	\$ -	0.00%	Non-statutory
Hire of cat cage	Per cage	Non-Taxable	\$ 30.00	\$ 30.00	\$ -	0.00%	Non-statutory
Hire Citronella Collar per week	Per item	Non-Taxable	\$ 20.00	\$ 25.00	\$ 5.00	25.00%	Non-statutory
Hire Bark inhibitor per week	Per item	Non-Taxable	\$ 20.00	\$ 25.00	\$ 5.00	25.00%	Non-statutory
Hire Bark counter per week	Per item	Non-Taxable	\$ 20.00	\$ 25.00	\$ 5.00	25.00%	Non-statutory
Block slashing prior to declared fire season	Per job	Non-Taxable	\$150.00	\$ 155.00	\$ 5.00	3.33%	Non-statutory
Skip bin permit	Per permit	Non-Taxable	\$ 15.00	\$ 20.00	\$ 5.00	33.33%	Non-statutory
Parking Fees and Fines							
On-Street and Off Street (per hour)							
All parking zones 1P 2P 4P	Per hour	Taxable	\$ 1.40	\$ 1.40	\$ -	0.00%	Non-statutory
All Day	Per day	Taxable	\$ 3.00	\$ 3.00	\$ -	0.00%	Non-statutory
Disabled Parking		Taxable	\$ -	\$-	\$ -	0.00%	Non-statutory
Reserved bay permit in CBD per day	Per day	Taxable	\$ 15.00	\$ 15.00	\$ -	0.00%	Non-statutory
Credit Surcharge on Smart Meters							
Credit Surcharge on Smart Meters		Taxable	\$ 0.24	\$ 0.24	\$ -	0.00%	Non-statutory
Parking Permits - Disabled and Returned Service							
Replacement	Per permit	Non-Taxable	\$ -	\$-	\$ -	0.00%	Non-statutory
New	Per permit	Non-Taxable	\$ -	\$-	\$ -	0.00%	Non-statutory
Resident Parking permit	Per permit per annum	Non-Taxable	\$ 15.00	\$ 15.00	\$ -	0.00%	Non-statutory
Car parking Fines							
Car parking fines set by Council	Per fine	Non-Taxable	\$ 80.00	\$ 80.00	\$ -	0.00%	Non-statutory
Animal Registrations							
User Fees & Charges							
Unsterilised dog	Per dog	Non-Taxable	\$210.00	\$ 216.00	\$ 6.00	2.86%	Non-statutory
Sterilised dog	Per dog	Non-Taxable	\$ 70.00	\$ 72.00	\$ 2.00	2.86%	Non-statutory
Unsterilised dog (pensioner)	Per dog	Non-Taxable	\$105.00	\$ 108.00	\$ 3.00	2.86%	Non-statutory
Sterilised dog (pensioner)	Per dog	Non-Taxable	\$ 35.00	\$ 36.00	\$ 1.00	2.86%	Non-statutory
Dog over 10 years old	Per dog	Non-Taxable	\$ 70.00	\$ 72.00	\$ 2.00	2.86%	Non-statutory
Dog over 10 years old (pensioner)	Per dog	Non-Taxable	\$ 35.00	\$ 36.00	\$ 1.00	2.86%	Non-statutory
Dog kept for working with Livestock (rural)	Per dog	Non-Taxable	\$ 70.00	\$ 72.00	\$ 2.00	2.86%	Non-statutory
Dog kept for working with Livestock (rural) (pensioner)	Per dog	Non-Taxable	\$ 35.00	\$ 36.00	\$ 1.00	2.86%	Non-statutory
Dog registration at pound release	Per dog	Non-Taxable	\$ 35.00	\$ 36.00	\$ 1.00	2.86%	Non-statutory

Declared Dangerous or Restricted Breed	Per dog	Non-Taxable	\$300.00	\$ 320.00	\$ 20.00	6.67%	Non-statutory
Unsterilised cat	Per cat	Non-Taxable	\$210.00	\$ 216.00	\$ 6.00	2.86%	Non-statutory
Sterilised cat	Per cat	Non-Taxable	\$ 70.00	\$ 72.00	\$ 2.00	2.86%	Non-statutory
Cat registration at pound release	Per cat	Non-Taxable	\$ 35.00	\$ 36.00	\$ 1.00	2.86%	Non-statutory
Unsterilised cat (pensioner)	Per cat	Non-Taxable	\$105.00	\$ 108.00	\$ 3.00	2.86%	Non-statutory
Sterilised cat (pensioner)	Per cat	Non-Taxable	\$ 35.00	\$ 36.00	\$ 1.00	2.86%	Non-statutory
Permit to house a third dog / cat	Per cat	Non-Taxable	\$100.00	\$ 100.00	\$ -	0.00%	Non-statutory
Replacement registration tag	Per tag	Non-Taxable	\$ 20.00	\$ 20.00	\$ -	0.00%	Non-statutory
Registered Foster Carer	Per registration	Non-Taxable	\$ -	\$ 20.00	New	0.00%	Non-statutory
Foster Care Dog / Cat Fee	Per animal	Non-Taxable	\$ -	\$ 8.00	New	0.00%	Non-statutory
Grazing permit	Per permit	Non-Taxable	\$190.00	\$ 195.00	\$ 5.00	2.63%	Non-statutory
Registered animal businesses	Per businesses	Non-Taxable	\$200.00	\$ 205.00	\$ 5.00	2.50%	Non-statutory
Impounded animal release fee: Cat	Per Cat	Non-Taxable	\$155.00	\$ 158.00	\$ 3.00	1.94%	Non-statutory
Impounded animal release fee: Dog	Per Dog	Non-Taxable	\$155.00	\$ 158.00	\$ 3.00	1.94%	Non-statutory

Notes:

- Animal registration fees apply from 1 April 2020
- Pro-rata fees – 50% of pet registration fees apply after 1 November
- Deceased animals – 50% refund of fees available/claimed up to 1 November of current registration period

Warrnambool Livestock Exchange

User Fees & Charges							
Bobby Calves	Per animal	Taxable	\$ 4.30	\$ 4.30	\$ -	0.00%	Non-statutory
Calves	Per animal	Taxable	\$ 9.00	\$ 9.20	\$ 0.20	2.22%	Non-statutory
Bulls	Per animal	Taxable	\$ 20.00	\$ 20.40	\$ 0.40	2.00%	Non-statutory
Cattle	Per animal	Taxable	\$ 13.80	\$ 14.10	\$ 0.30	2.17%	Non-statutory
Sheep	Per animal	Taxable	\$ 0.75	\$ 1.00	\$ 0.25	33.33%	Non-statutory
Store - cattle	Per animal	Taxable	\$ 12.50	\$ 12.80	\$ 0.30	2.40%	Non-statutory
Surcharge for online Store Sales	Per animal	Taxable	\$ 2.00	\$ 2.00	\$ -	0.00%	Non-statutory
Dairy - cattle	Per animal	Taxable	\$ 15.00	\$ 15.30	\$ 0.30	2.00%	Non-statutory
Transit cattle	Per animal	Taxable	N/A	\$ 4.40	New	0.00%	Non-statutory

Warrnambool Livestock Exchange

User Fees & Charges							
Hire of dairy ring per head:							
<100 head	Per head	Taxable	\$ 13.00	\$ 15.30	\$ 2.30	17.69%	Non-statutory
>100 head	Per group	Taxable	\$ 1,300.00	\$1,400.00	\$ 100.00	7.69%	Non-statutory
>200 head	Per group	Taxable	\$ 1,700.00	\$1,800.00	\$ 100.00	5.88%	Non-statutory
>300 head	Per group	Taxable	\$ 2,100.00	\$2,200.00	\$ 100.00	4.76%	Non-statutory
>400 head	Per group	Taxable	\$ 2,500.00	\$2,600.00	\$ 100.00	4.00%	Non-statutory

>500 head	Per group	Taxable	\$ 3,000.00	\$3,100.00	\$ 100.00	3.33%	Non-statutory
Agents fees	Per annum	Taxable	\$ 110,000.00	\$ 114,000.00	\$ 4,000.00	3.64%	Non-statutory
Office rental (per office)	Per office	Taxable	\$ 2,780.00	\$2,780.00	\$ -	0.00%	Non-statutory
Truck Wash							
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday	Per minute	Taxable	\$ 1.10	\$ 1.13	\$ 0.03	2.73%	Non-statutory
Truck wash fees (per minute) all other times	Per minute	Taxable	\$ 1.55	\$ 1.59	\$ 0.04	2.58%	Non-statutory
Weigh Fees:							
- 1 Head	Per head	Taxable	\$ 2.90	\$ 2.95	\$ 0.05	1.72%	Non-statutory
- 2 Head	Per head	Taxable	\$ 2.40	\$ 2.45	\$ 0.05	2.08%	Non-statutory
- 3 Head	Per head	Taxable	\$ 2.10	\$ 2.15	\$ 0.05	2.38%	Non-statutory
- 4 Head	Per head	Taxable	\$ 1.80	\$ 1.85	\$ 0.05	2.78%	Non-statutory
- 5 Head	Per head	Taxable	\$ 1.40	\$ 1.45	\$ 0.05	3.57%	Non-statutory
- 6 Head or more	Per head	Taxable	\$ 1.10	\$ 1.15	\$ 0.05	4.55%	Non-statutory
Scanner fee hire per day	Per head	Taxable	\$120.00	\$ 125.00	\$ 5.00	4.17%	Non-statutory
Scanner transfer fee per head	Per head	Taxable	\$ 2.50	\$ 2.55	\$ 0.05	2.00%	Non-statutory
Cattle not sold at store sale: scanning fee per head	Per head	Taxable	\$ 3.00	\$ 3.10	\$ 0.10	3.33%	Non-statutory
Private weighs	Per head	Taxable	\$ 6.80	\$ 7.00	\$ 0.20	2.94%	Non-statutory
Flagstaff Hill Maritime Village							
Admission Fees							
Adults	Per admission	Taxable	\$ 19.00	\$ 19.00	\$ -	0.00%	Non-statutory
Concession	Per admission	Taxable	\$ 15.00	\$ 15.00	\$ -	0.00%	Non-statutory
Child	Per admission	Taxable	\$ 9.00	\$ 9.00	\$ -	0.00%	Non-statutory
Family	Per admission	Taxable	\$ 49.50	\$ 49.50	\$ -	0.00%	Non-statutory
Member School Education visits	Per admission	Taxable	\$ 4.50	\$ 4.50	\$ -	0.00%	Non-statutory
Additional Education Sessions	Per admission	Taxable	\$ 4.00	\$ 4.00	\$ -	0.00%	Non-statutory
Sound & Light Show Admissions							
Adults	Per admission	Taxable	\$ 31.00	\$ 31.00	\$ -	0.00%	Non-statutory
Concession	Per admission	Taxable	\$ 28.00	\$ 28.00	\$ -	0.00%	Non-statutory
Child	Per admission	Taxable	\$ 16.95	\$ 16.95	\$ -	0.00%	Non-statutory
Family (2A + 2C)	Per admission	Taxable	\$ 79.00	\$ 79.00	\$ -	0.00%	Non-statutory
Additional Child	Per admission	Taxable	\$ 12.00	\$ 12.00	\$ -	0.00%	Non-statutory
Flagstaff Hill Maritime Village							
Flagstaff Hill Memberships							
Individual	Per membership	Taxable	\$ 42.00	\$ 42.00	\$ -	0.00%	Non-statutory
Grandparents (2A + Children)	Per membership	Taxable	\$ 65.00	\$ 65.00	\$ -	0.00%	Non-statutory
Family (2A + Children)	Per membership	Taxable	\$ 85.00	\$ 85.00	\$ -	0.00%	Non-statutory

Full Family (2G + 2A + Children)	Per membership	Taxable	\$110.00	\$ 110.00	\$ -	0.00%	Non-statutory
Family Holiday Membership (2 Weeks)	Per membership	Taxable	\$ 50.00	\$ 50.00	\$ -	0.00%	Non-statutory
School Memberships							
Enrolment of 0-50 students	Per membership	Taxable	\$ 60.00	\$ 60.00	\$ -	0.00%	Non-statutory
Enrolment of 51-100 students	Per membership	Taxable	\$ 75.00	\$ 75.00	\$ -	0.00%	Non-statutory
Enrolment of 101-250 students	Per membership	Taxable	\$ 95.00	\$ 95.00	\$ -	0.00%	Non-statutory
Enrolment of 251-500 students	Per membership	Taxable	\$130.00	\$ 130.00	\$ -	0.00%	Non-statutory
Enrolment of 500 students or more	Per membership	Taxable	\$155.00	\$ 155.00	\$ -	0.00%	Non-statutory
Lighthouse Lodge							
Room Rate – Normal	Per night	Taxable	\$165.00	\$ 155.00	\$ (10.00)	-6.06%	Non-statutory
Room Rate – Peak	Per night	Taxable	\$190.00	\$ 175.00	\$ (15.00)	-7.89%	Non-statutory
Exclusive Use Rate – Normal	Per night	Taxable	\$390.00	\$ 375.00	\$ (15.00)	-3.85%	Non-statutory
Exclusive Use Rate - Peak	Per night	Taxable	\$440.00	\$ 450.00	\$ 10.00	2.27%	Non-statutory
Weddings and Functions							
Flagstaff – Ceremony Only	Per ceremony	Taxable	\$750.00	\$ 750.00	\$ -	0.00%	Non-statutory
Flagstaff – Marquee	Per marquee	Taxable	\$ 2,500.00	\$2,500.00	\$ -	0.00%	Non-statutory
Mission to Seaman's Church	Per event	Taxable	\$500.00	\$ 500.00	\$ -	0.00%	Non-statutory
The Wharf in front of the Steam Packet Inn	Per event	Taxable	\$550.00	\$ 550.00	\$ -	0.00%	Non-statutory
The Village Green	Per event	Taxable	\$550.00	\$ 550.00	\$ -	0.00%	Non-statutory
The Sailmaker's Loft	Per event	Taxable	\$800.00	\$ 800.00	\$ -	0.00%	Non-statutory
Wharf Theatre	Per event	Taxable	\$950.00	\$ 950.00	\$ -	0.00%	Non-statutory
Hire of the Steam Packet Inn (Hourly Rate)	Per hour	Taxable	\$150.00	\$ 150.00	\$ -	0.00%	Non-statutory
Wedding Photo's in the Village (Hourly Rate)	Per hour	Taxable	\$150.00	\$ 150.00	\$ -	0.00%	Non-statutory
Visitor Services							
User Fees & Charges							
Displays in Visitor Centre	Per week	Taxable	\$100.00	\$ 100.00	\$ -	0.00%	Non-statutory
	Fee for service	Taxable	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	Fee for service relates to Great Ocean Road Tourism Marketing Prospectus	\$ -	0.00%	Non-statutory
Display of brochures and access to visitor City Highlights 1 Hour Tour	Per tour	Taxable	\$ 85.00	\$ 95.00	\$ 10.00	11.76%	Non-statutory
<i>Note: Flagstaff Hill Maritime Village and Visitor Services fees will apply from 1 April 2020 in accordance with Tourism Industry Standards</i>							
Holiday Parks							
Surfside & Shipwreck Holiday Parks							

Sites Powered : Peak Season - Daily powered	Per site	Taxable	\$ 60.00	\$ 63.00	\$ 3.00	5.00%	Non-statutory
Sites Powered : Peak Season - Night two person	Per site	Taxable	\$ 60.00	\$ 63.00	\$ 3.00	5.00%	Non-statutory
Sites Powered : Peak Season - Night single	Per site	Taxable	\$ 50.00	\$ 54.00	\$ 4.00	8.00%	Non-statutory
Sites Powered: High Season - Daily powered	Per site	Taxable	\$ 50.00	\$ 53.00	\$ 3.00	6.00%	Non-statutory
Sites Powered: High Season - Night two person	Per site	Taxable	\$ 40.00	\$ 43.00	\$ 3.00	7.50%	Non-statutory
Sites Powered: High Season - Night single	Per site	Taxable	\$ 32.00	\$ 35.00	\$ 3.00	9.38%	Non-statutory
Sites Powered: Low Season - Daily powered	Per site	Taxable	\$ 45.00	\$ 48.00	\$ 3.00	6.67%	Non-statutory
Sites Powered: Low Season - Night two person	Per site	Taxable	\$ 35.00	\$ 38.00	\$ 3.00	8.57%	Non-statutory
Sites Powered: Low Season - Night single	Per site	Taxable	\$ 30.00	\$ 33.00	\$ 3.00	10.00%	Non-statutory
Surfside & Shipwreck Holiday Parks							
Sites Unpowered : Peak Season - Daily family unpowered	Per site	Taxable	\$ 50.00	\$ 53.00	\$ 3.00	6.00%	Non-statutory
Sites Unpowered : Peak Season - Night two person	Per site	Taxable	\$ 50.00	\$ 53.00	\$ 3.00	6.00%	Non-statutory
Sites Unpowered : Peak Season - Night single	Per site	Taxable	\$ 40.00	\$ 44.00	\$ 4.00	10.00%	Non-statutory
Sites Unpowered: High Season - Daily family	Per site	Taxable	\$ 40.00	\$ 43.00	\$ 3.00	7.50%	Non-statutory
Sites Unpowered: High Season - Night two person	Per site	Taxable	\$ 34.00	\$ 37.00	\$ 3.00	8.82%	Non-statutory
Sites Unpowered: High Season - Night single	Per site	Taxable	\$ 29.00	\$ 29.00	\$ -	0.00%	Non-statutory
Sites Unpowered: Low Season - Night family	Per site	Taxable	\$ 35.00	\$ 38.00	\$ 3.00	8.57%	Non-statutory
Sites Unpowered: Low Season - Night two person	Per site	Taxable	\$ 31.00	\$ 34.00	\$ 3.00	9.68%	Non-statutory
Sites Unpowered: Low Season - Night single	Per site	Taxable	\$ 25.00	\$ 28.00	\$ 3.00	12.00%	Non-statutory
Surfside Cabins							
Beach Chalet: Peak Season - Daily	Per chalet	Taxable	\$250.00	\$ 265.00	\$ 15.00	6.00%	Non-statutory
Beach Chalet: Peak Season - Weekly	Per chalet	Taxable	\$ 1,750.00	\$1,855.00	\$ 105.00	6.00%	Non-statutory
Beach Chalet: High Season - Daily	Per chalet	Taxable	\$200.00	\$ 215.00	\$ 15.00	7.50%	Non-statutory
Beach Chalet: High Season - Weekly	Per chalet	Taxable	\$ 1,400.00	\$1,505.00	\$ 105.00	7.50%	Non-statutory
Beach Chalet: Low Season - Daily	Per chalet	Taxable	\$175.00	\$ 190.00	\$ 15.00	8.57%	Non-statutory
Beach Chalet: Low Season - Weekly	Per chalet	Taxable	\$ 1,225.00	\$1,330.00	\$ 105.00	8.57%	Non-statutory
Cedar Cabins: Peak Season - Daily	Per cabin	Taxable	\$185.00	\$ 195.00	\$ 10.00	5.41%	Non-statutory
Cedar Cabins: Peak Season - Weekly	Per cabin	Taxable	\$ 1,295.00	\$1,365.00	\$ 70.00	5.41%	Non-statutory
Cedar Cabins: High Season - Daily	Per cabin	Taxable	\$150.00	\$ 160.00	\$ 10.00	6.67%	Non-statutory
Cedar Cabins: High Season - Weekly	Per cabin	Taxable	\$ 1,050.00	\$1,120.00	\$ 70.00	6.67%	Non-statutory
Cedar Cabins: Low Season - Daily	Per cabin	Taxable	\$130.00	\$ 140.00	\$ 10.00	7.69%	Non-statutory
Cedar Cabins: Low Season - Weekly	Per cabin	Taxable	\$910.00	\$ 980.00	\$ 70.00	7.69%	Non-statutory
Mariner cottages: Peak Season - Daily	Per cottage	Taxable	\$175.00	\$ 180.00	\$ 5.00	2.86%	Non-statutory
Mariner cottages: Peak Season - Weekly	Per cottage	Taxable	\$ 1,225.00	\$1,260.00	\$ 35.00	2.86%	Non-statutory

Mariner cottages: High Season - Daily	Per cottage	Taxable	\$140.00	\$ 145.00	\$ 5.00	3.57%	Non-statutory
Mariner cottages: High Season - Weekly	Per cottage	Taxable	\$980.00	\$1,015.00	\$ 35.00	3.57%	Non-statutory
Mariner cottages: Low Season - Daily	Per cottage	Taxable	\$120.00	\$ 125.00	\$ 5.00	4.17%	Non-statutory
Mariner cottages: Low Season - Weekly	Per cottage	Taxable	\$840.00	\$ 875.00	\$ 35.00	4.17%	Non-statutory
Waste Management							
Waste Charges							
FOGO Compostable Liners (roll of 150)	Per roll	Taxable	\$ 10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Bin springs	Per springs	Taxable	\$ 10.00	\$ 10.00	\$ -	0.00%	Non-statutory
Bin latches	Per latch	Taxable	\$ -	\$ 5.00	New	0.00%	Non-statutory

Statutory Planning Fees

All fees are set by the State Government of Victoria in accordance with the Planning and Environment (Fees) Regulation 2016 and the Subdivision (Fees) Regulation 2016, and are subject to change. Statutory planning fees are GST Free unless specified.

Non-statutory Planning Fees							
Planning							
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	Per permit	Non-Taxable	\$205.30	\$ 209.40	\$ 4.10	2.00%	Non-statutory
Extension of time for Planning Permits:							
- First extension	Per application	Non-Taxable	\$106.10	\$ 108.20	\$ 2.10	1.98%	Non-statutory
- Second extension	Per application	Non-Taxable	\$294.30	\$ 300.20	\$ 5.90	2.00%	Non-statutory
- Additional extensions	Per application	Non-Taxable	\$399.10	\$ 407.10	\$ 8.00	2.00%	Non-statutory
Approval of Development Plans to the satisfaction of the Responsible Authority	Per application	Non-Taxable	\$693.30	\$ 707.15	\$ 13.85	2.00%	Non-statutory
Approval of amendments to Development Plans to the satisfaction of the Responsible Authority	Per application	Non-Taxable	\$693.30	\$ 707.15	\$ 13.85	2.00%	Non-statutory
Approval of 173 Agreements - plus cost of legal advice if required	Per application	Non-Taxable	\$171.00	\$ 174.40	\$ 3.40	1.99%	Non-statutory
Review of compliance of Section 173 Agreements - (plus cost of legal advice if required)	Per application	Non-Taxable	\$171.00	\$ 174.40	\$ 3.40	1.99%	Non-statutory
Liquor License requests	Per License	Non-Taxable	\$159.60	\$ 162.80	\$ 3.20	2.01%	Non-statutory
Notification of Planning Applications or Planning Scheme Amendments:							
- Up to 10 letters/notices	Per letter/notice up to 10	Non-Taxable	\$114.00	\$ 116.30	\$ 2.30	2.02%	Non-statutory
- Additional letters/notices	Per letter/notice	Non-Taxable	\$ 5.50	\$ 5.60	\$ 0.10	1.82%	Non-statutory
Property Inquiry relating to planning history	Per inquiry	Non-Taxable	\$ 79.90	\$ 81.50	\$ 1.60	2.00%	Non-statutory

Mapping Products (Commercial Use)

Option of a) aerial photography or b) customised colour map using standard map layers (no photography). Scale to be determined by customer. Can be provided as hardcopy or PDF. When provided as a PDF, the size represents the size the map will be in the PDF and still be printed at a reasonable resolution.

Size								
A0	Per print	Non-Taxable	\$146.30	\$ 149.20	\$ 2.90	1.98%		Non-statutory
A1	Per print	Non-Taxable	\$116.00	\$ 118.30	\$ 2.30	1.98%		Non-statutory
A2	Per print	Non-Taxable	\$ 86.70	\$ 88.45	\$ 1.75	2.02%		Non-statutory
A3	Per print	Non-Taxable	\$ 59.60	\$ 60.80	\$ 1.20	2.01%		Non-statutory
A4	Per print	Non-Taxable	\$ 57.40	\$ 58.55	\$ 1.15	2.00%		Non-statutory

Mapping Products (Commercial Use)

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

A0	Per print	Non-Taxable	\$228.10	\$ 232.65	\$ 4.55	1.99%		Non-statutory
A1	Per print	Non-Taxable	\$176.70	\$ 180.25	\$ 3.55	2.01%		Non-statutory
A2	Per print	Non-Taxable	\$133.30	\$ 135.95	\$ 2.65	1.99%		Non-statutory
A3	Per print	Non-Taxable	\$ 86.70	\$ 88.45	\$ 1.75	2.02%		Non-statutory
A4	Per print	Non-Taxable	\$ 43.30	\$ 44.15	\$ 0.85	1.96%		Non-statutory

Statutory Building Fees

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

Non Statutory Building Fees

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

Class: 1B & 2-9 Residential and commercial works other than Class 1A	Value >\$23,500	Taxable	4 (Value +1300 +√Value)	4 (Value +1300 +√Value)	\$ -	0.00%		Non-statutory
	Minimum Fee:	Taxable	\$923.00	\$ 941.00	\$ 18.00	1.95%		Non-statutory
	Up to \$150,000	Taxable	\$1,853.00	\$1,890.00	\$ 37.00	2.00%		Non-statutory
	\$150,001-\$200,000	Taxable	\$2,586.00	\$2,638.00	\$ 52.00	2.01%		Non-statutory
Class: 1A All dwellings – single detached houses or attached multi-units development.	\$200,001-\$250,000	Taxable	\$3,319.00	\$3,385.00	\$ 66.00	1.99%		Non-statutory
	\$250,001-\$300,000	Taxable	\$4,053.00	\$4,134.00	\$ 81.00	2.00%		Non-statutory
	>\$300,000	Taxable	Value+74	Value+72	\$ 2.00	2.70%		Non-statutory
Class: 1A Dwellings – extensions/alterations (including demolitions)	Large projects	Taxable	Negotiable	Negotiable	\$ -	0.00%		Non-statutory
	Up to \$10,000	Taxable	\$679.00	\$ 693.00	\$ 14.00	2.06%		Non-statutory
	\$10,001-\$20,000	Taxable	\$868.00	\$ 885.00	\$ 17.00	1.96%		Non-statutory
	\$20,001-\$50,000	Taxable	\$1,153.00	\$1,176.00	\$ 23.00	1.99%		Non-statutory

Class: 1A Dwellings – internal alterations/minor works	\$50,001-\$100,000	Taxable	\$1,653.00	\$1,686.00	\$ 33.00	2.00%	Non-statutory
	\$100,001-\$150,000	Taxable	\$2,153.00	\$2,196.00	\$ 43.00	2.00%	Non-statutory
	>\$150,000	Taxable	Value+69	Value+67	\$ 2.00	2.90%	Non-statutory
	Up to \$10,000	Taxable	\$506.00	\$ 516.00	\$ 10.00	1.98%	Non-statutory
	\$10,001-\$20,000	Taxable	\$679.00	\$ 693.00	\$ 14.00	2.06%	Non-statutory
	\$20,001-\$50,000	Taxable	\$899.00	\$ 917.00	\$ 18.00	2.00%	Non-statutory
	\$50,001-\$100,000	Taxable	\$1,266.00	\$1,291.00	\$ 25.00	1.97%	Non-statutory
	>\$100,000	Taxable	Value+78	Value+76	\$ 2.00	2.56%	Non-statutory
	Up to \$10,000	Taxable	\$506.00	\$ 516.00	\$ 10.00	1.98%	Non-statutory
	\$10,001-\$20,000	Taxable	\$679.00	\$ 693.00	\$ 14.00	2.06%	Non-statutory
Class: 10A/10B Minor works – garages, carports, pools, fences etc.	\$20,001-\$50,000	Taxable	\$899.00	\$ 917.00	\$ 18.00	2.00%	Non-statutory
	\$50,001-\$100,000	Taxable	\$1,266.00	\$1,291.00	\$ 25.00	1.97%	Non-statutory
	>\$100,000	Taxable	Value+78	Value+76	\$ 2.00	2.56%	Non-statutory

Non Statutory Building Fees

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

Any additional inspection	Domestic	Taxable	\$194.20	\$ 198.10	\$ 3.90	2.01%	Non-statutory
	Commercial	Taxable	\$262.70	\$ 267.95	\$ 5.25	2.00%	Non-statutory
Amendment and/or extension of building permits; Amendment of approved plans	Domestic	Taxable	\$193.90	\$ 198.10	\$ 4.20	2.17%	Non-statutory
	Commercial	Taxable	N/A	\$ 267.95	New	0.00%	Non-statutory
Additional Building Fees							
Administration of Building Notice	Per notice	Taxable	\$684.20	\$ 697.90	\$ 13.70	2.00%	Non-statutory
Administration of Building Order	Per order	Taxable	\$456.10	\$ 465.20	\$ 9.10	2.00%	Non-statutory
Temporary Structure Siting Approval	Per siting	Taxable	\$456.10	\$ 465.20	\$ 9.10	2.00%	Non-statutory
Occupancy Permit for Places of Public Entertainment (POPE)	Per permit	Taxable	\$570.20	\$ 581.60	\$ 11.40	2.00%	Non-statutory
Provide copy of Building Permit or Occupancy Permit (with owners consent)	Per permit	Taxable	\$ 80.00	\$ 82.00	\$ 2.00	2.50%	Non-statutory
Provide copy of Building Permit including plans – Domestic (with owners consent)	Per permit	Taxable	\$140.00	\$ 143.00	\$ 3.00	2.14%	Non-statutory
Provide copy of Building Permit including plans – Commercial (with owners consent)	Per permit	Taxable	\$320.00	\$ 327.00	\$ 7.00	2.19%	Non-statutory
Essential Safety Measure Assessment - minimum fee	Per assessment	Taxable	\$627.20	\$ 639.75	\$ 12.55	2.00%	Non-statutory

Council Budget 2020-2021 and Council Plan 2017-2021 (2020 revision)

#1

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, May 14, 2020 2:24:49 PM
Last Modified: Thursday, May 14, 2020 2:25:21 PM
Time Spent: 00:00:32
IP Address: 101.160.8.221

Page 1: Have your say on the Budget and Council Plan

Q1 **Budget 2020-2021**

I wish to provide feedback on the

Q2

Please write your feedback below

Test

Q3 **Respondent skipped this question**

Upload any supporting documents or submission.

Q4 **No**

Do you wish to present in support of your submission by video link at the Council meeting on June 15?

Q5

Please provide your name and a contact email.

Name **Test**

City/Town **Test**

Email Address **Test**

Council Budget 2020-2021 and Council Plan 2017-2021 (2020 revision)

#2

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, May 27, 2020 7:44:45 AM
Last Modified: Wednesday, May 27, 2020 7:50:31 AM
Time Spent: 00:05:46
IP Address: 180.150.37.255

Page 1: Have your say on the Budget and Council Plan

Q1

Budget 2020-2021

I wish to provide feedback on the

Q2

Please write your feedback below

Has any provision been made for capital spending on the Japanese garden. In particular, access from Grieve St via the path that goes between the quarry & Wannan Water, solar power to the garden, water to the garden, signage to the garden from Grieve St. These are all aspects of the garden which in previous years have been brought to the attention of Council, and all are needed to make the garden both more accessible and more attractive to the public.

Q3

Respondent skipped this question

Upload any supporting documents or submission.

Q4

Yes

Do you wish to present in support of your submission by video link at the Council meeting on June 15?

Q5

Please provide your name and a contact email.

Name	John O'Brien
City/Town	Warrnambool
Email Address	johnob2@yahoo.com.au

Council Budget 2020-2021 and Council Plan 2017-2021 (2020 revision)

#3

COMPLETE

Collector: Web Link 2 (Web Link)
Started: Wednesday, May 27, 2020 1:38:05 PM
Last Modified: Wednesday, May 27, 2020 1:41:45 PM
Time Spent: 00:03:39
IP Address: 101.160.8.221

Page 1: Have your say on the Budget and Council Plan

Q1

Budget 2020-2021

I wish to provide feedback on the

Q2

Please write your feedback below

The angle parks used by our Heatherlie residents between Heatherlie and the Uniting Church, off Koroit St, are poorly lit, creating a safety issue for residents either going out or returning home in the dark

As well, opportunistic vandals have made nuisances of themselves by vandalising our residents' vehicles – breaking windscreen wipers, scratching/denting door panels, breaking rear view mirrors, smashing vehicle rear windows

If the area was better lit residents would feel safer accessing their cars of an evening, and possibly the would-be vandals might be less willing to do damage to other people's property

Whilst our security cameras cover our residents' vehicles, when an incident occurs the footage is too dim for the police to identify suspects or for residents to use for insurance claims.

We trust that you and your department might look on this area favourably and install lighting so that our residents and their property can feel safe.

Q3

Respondent skipped this question

Upload any supporting documents or submission.

Q4

Yes

Do you wish to present in support of your submission by video link at the Council meeting on June 15?

Q5

Please provide your name and a contact email.

Name **Lyn Burns**
City/Town **Warrnambool**
Email Address **admin@heatherliehomes.com.au**

Council Budget 2020-2021 and Council Plan 2017-2021 (2020 revision)

#4

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, May 27, 2020 4:47:06 PM
Last Modified: Wednesday, May 27, 2020 4:52:19 PM
Time Spent: 00:05:13
IP Address: 101.160.8.221

Page 1: Have your say on the Budget and Council Plan

Q1 **Budget 2020-2021**

I wish to provide feedback on the

Q2

Please write your feedback below

See attachment.

Q3

Upload any supporting documents or submission.

WCC 2020-21 Budget Submission - AFL Western District.pdf (4.8MB)

Q4 **No**

Do you wish to present in support of your submission
by video link at the Council meeting on June 15?

Q5

Please provide your name and a contact email.

Name	Matthew Ross, Tim Mason, Kylie Murphy
City/Town	Warrnambool
Email Address	matthew.dross@afl.com.au

Council Budget 2020-2021 and Council Plan 2017-2021 (2020 revision)

#5

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, May 29, 2020 2:13:12 PM
Last Modified: Friday, May 29, 2020 2:37:49 PM
Time Spent: 00:24:36
IP Address: 101.176.30.151

Page 1: Have your say on the Budget and Council Plan

Q1

Both documents

I wish to provide feedback on the

Q2

Please write your feedback below

See attached

Q3

Upload any supporting documents or submission.

Submission to Warrnambool City Council Plan and Budget 202021 - LMCLEOD.pdf (504.9KB)

Q4

No

Do you wish to present in support of your submission by video link at the Council meeting on June 15?

Q5

Please provide your name and a contact email.

Name	Lisa McLeod
City/Town	Bushfield
Email Address	mcleods3280@gmail.com

Council Budget 2020-2021 and Council Plan 2017-2021 (2020 revision)

#6

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, June 01, 2020 8:17:16 AM
Last Modified: Monday, June 01, 2020 8:20:43 AM
Time Spent: 00:03:26
IP Address: 120.150.71.215

Page 1: Have your say on the Budget and Council Plan

Q1

Budget 2020-2021

I wish to provide feedback on the

Q2

Please write your feedback below

Please see attached document

Q3

Upload any supporting documents or submission.

Budget Submission.docx (18.3KB)

Q4

Yes

Do you wish to present in support of your submission by video link at the Council meeting on June 15?

Q5

Please provide your name and a contact email.

Name	Ben Blain
City/Town	Warrnambool
Email Address	ackroydmort@gmail.com

Council Budget 2020-2021 and Council Plan 2017-2021 (2020 revision)

#7

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, June 03, 2020 1:13:46 PM
Last Modified: Wednesday, June 03, 2020 1:15:48 PM
Time Spent: 00:02:01
IP Address: 101.160.8.221

Page 1: Have your say on the Budget and Council Plan

Q1 **Budget 2020-2021**

I wish to provide feedback on the

Q2 **Respondent skipped this question**

Please write your feedback below

Q3
Upload any supporting documents or submission.

Victorian Farmers Federation budget submission.pdf (70KB)

Q4 **No**

Do you wish to present in support of your submission
by video link at the Council meeting on June 15?

Q5
Please provide your name and a contact email.

Name **David Jochinke, Victorian Farmers Federation**

Council Budget 2020-2021 and Council Plan 2017-2021 (2020 revision)

#8

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, June 03, 2020 1:25:03 PM
Last Modified: Wednesday, June 03, 2020 1:34:43 PM
Time Spent: 00:09:39
IP Address: 101.160.8.221

Page 1: Have your say on the Budget and Council Plan

Q1 **Budget 2020-2021**

I wish to provide feedback on the

Q2 **Respondent skipped this question**

Please write your feedback below

Q3
Upload any supporting documents or submission.

D and C Thompson Budget Submission.pdf (4.3MB)

Q4 **Yes**

Do you wish to present in support of your submission
by video link at the Council meeting on June 15?

Q5
Please provide your name and a contact email.

Name	David and Christine Thompson
City/Town	Woolsthorpe
Email Address	Tel: 0428 449 921

Council Budget 2020-2021 and Council Plan 2017-2021 (2020 revision)

#9

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, June 03, 2020 1:36:13 PM
Last Modified: Wednesday, June 03, 2020 1:38:09 PM
Time Spent: 00:01:56
IP Address: 101.160.8.221

Page 1: Have your say on the Budget and Council Plan

Q1 **Budget 2020-2021**

I wish to provide feedback on the

Q2 **Respondent skipped this question**

Please write your feedback below

Q3
Upload any supporting documents or submission.

Community Clubs Victoria budget submission.pdf (539.1KB)

Q4 **No**

Do you wish to present in support of your submission by video link at the Council meeting on June 15?

Q5
Please provide your name and a contact email.

Name	Leon Wiegard, Community Clubs Victoria
City/Town	Melbourne
Email Address	ccv@ccv.net.au

Good morning Nick and Councillors

I wish to apologise that I will be unable to speak at tonight's Council meeting due to ill health (I have tested negative for Covid-19, Influenza A&B, Rhinovirus – but still suffer the effects of a yet unknown virus 😞)

However, I was going to add the following to my submission, and wonder if it would be permissible for maybe Kylie or Sue to speak to the meeting on my behalf? If not, that's ok

- Some of the cars that park in the angle parks have been vandalised 2 and 3 times
- Damage incurred – Wireless aerials bent or broken off (for one resident this happened 3 times)
 - Side window broken
 - Back window smashed
 - Rear badges on boot stolen from three different vehicles
 - Scratches on vehicle
 - Rear view mirror broken off

One lady is terrified to go out at night to go to the car; she is scared of the darkness and potential for people to hide in the bushes.

Thank you for the opportunity to speak on behalf of the residents at Heatherlie who use these spaces, but would enjoy the added security of lighting over their cars to help prevent vandalism.

Regards

Lyn Burns

Executive Officer

Governance and Resident Services

Heatherlie Homes, PO Box 365 (103-111 Koroit Street)

Warrnambool VIC 3280

P: 03 5561 5565



AFL Western District
PO Box 523
WARRNAMBOOL VIC 3280

Wednesday, 20 May 2020

Ms Alison Kemp,
Manager – Recreation and Culture,
Warrnambool City Council,
25 Liebig Street,
Warrnambool VIC 3280

Dear Ms Kemp,

Re: Budget Response - Warrnambool City Council Draft 2020-2021 Budget

On behalf of leagues and clubs participating in community football and netball at Warrnambool City Council ('Council') facilities, we wish to provide a response to the draft 2020-21 budget as presented at Council's ordinary meeting on 4 May 2020.¹

Statistics on Participation Levels

Leagues that ordinarily play a substantial number of matches and/or are based within Council boundaries are:

1. Hampden Football Netball League Inc ('HFNL')
2. Warrnambool & District Football Netball League ('WDFNL')
3. Western Victoria Female Football League ('WVFFL')

We outline the below summary of Council grounds and associated tenant clubs:

Council Sports Ground	Tenant/s
Allansford Recreation Reserve	Allansford Football Netball Club
Bushfield Recreation Reserve	North Warrnambool Eagles Football Netball Club
Davidson Oval	Old Collegians Football Netball Club
Dennington Recreation Reserve	Dennington Football Netball Club
Friendly Societies Park	South Warrnambool Football Netball Club
Mack Oval	Russells Creek Football Netball Club
Merrivale Recreation Reserve	Merrivale Football Netball Club
Reid Oval	Warrnambool Football Netball Club / East Warrnambool Football Netball Club
Walter Oval	South Rovers Football Netball Club

For additional context, we outline the below registered participants associated with each tenant club above in the year 2019. Please note that these figures include only registered players/officials with

¹ <http://www.yoursaywarrnambool.com.au/budget-2020-2021-and-council-plan>

AFL Victoria and Netball Victoria. Social club members are not included or any unregistered associated club supporters. A La Trobe University study in 2015 found that for every player, clubs reached a further 10 people in their community.² Effectively, this would provide coverage over 30,000 people across the entire Council population of 34,000.³

2019 Registered Participants at WCC Tenant Clubs

	FOOTBALL			
	Males	Females	Total	Average Age
HFNL	828	45	873	23
WDFNL	1,142	44	1,186	24
WVFFL	12	129	141	23
	1,982	218	2,200	

	NETBALL			
	Males	Females	Total	Average Age
HFNL	0	333	333	17
WDFNL	0	521	521	20
	0	854	854	

	TOTAL			
	Males	Females	Total	Average Age
HFNL	828	378	1,206	21
WDFNL	1,142	565	1,707	23
WVFFL	12	129	141	23
	1,982	1,072	3,054	

² <https://www.aflvic.com.au/wp-content/uploads/2015/02/Latrobe-Value-of-a-Community-Football-Club-Final-PDF.pdf>

³ <https://www.warrnambool.vic.gov.au/city-information>

Focus Area 1 - Casual Ground Hire Fees

We have reviewed the draft casual ground charges in the 2020-2021 budget – with a particular focus being on Football/Netball League Finals day rates.

We note the following rates:

1. **2016/17: \$501.00**
2. **Proposed 2020/21: \$912.00**

This represents an 82.04% total increase across a period of 5 years. In the previous five-year period across 2011/12 – 2015/16 the same effective increase was 8.22% (\$450 increasing to \$487).

Focus Area 2 - Sports Ground Seasonal Use Fee

We have reviewed the annual charges to clubs for seasonal use of Council facilities. We do note that no detail has been provided on the expected charges for 2020/21 in the draft budget. We understand a briefing was to occur in April 2020 that has not occurred - we understand that COVID-19 may have impacted this timeline.

We note the following rates (using HFNL club as example):

1. **2015/16: \$4,866.61**
2. **Actual 2019/20: \$10,084.00**

This represents an 107.21% increase across a period of 4 years.

Submission Discussion Points

We wish to highlight the following discussion points in relation to these significant fee increases:

1. The community club and league revenue available to pay these charges is predominantly sourced via business sponsorship. Sponsorship revenues of clubs have been heavily restricted in recent years owing to the economic conditions faced and will be exacerbated by the impacts of COVID-19 in coming years. Anecdotally, all club and league sponsorship revenue has either remained stagnant or decreased over the periods analysed above. Through increasing the fees and charges by such a substantial amount pressure is placed on clubs and leagues which is ultimately a burden on club volunteers.
2. It is noted in the Council Plan 2017-2021 (revised 2020) that fostering a healthy, welcoming city that is socially and culturally rich is a key objective. We believe there is a disconnect between this objective and the substantial year-on-year increases in Council fees imposed on sporting clubs. Our clubs provide social hubs of connectivity for community members and avenues for participating in sport. We are cautious of the impacts that a high 'cost to play' has on the ability of clubs to continue to provide such vibrant opportunities for Council residents.
3. In the 2018/19 Annual Report, the Aquazone leisure centre costed Council a net \$570k. The expected net cost of sport/recreation services in 2019/20 as identified in the draft budget is \$547k. On an assumed membership base of 3,000, it costs Council approximately \$190 for every member of Aquazone.

Applying the same logic to sport/recreation services and assuming that 100% of this cost was for football and netball facilities (where it actually includes other community sporting groups), the cost to Council per member (assuming 9,000 associated participants and social club members) is \$61.

We understand the importance of Council's endeavours to recoup costs of maintaining facilities but seek an equitable fashion of this cost distribution across all community facilities.

4. Community sporting clubs provide extensive social value to a community – for every \$1 spent, there is at least a \$4.40 return in social value (La Trobe University study, 2015). The benefits include social connectedness, wellbeing and mental health status, employment outcomes, personal development, physical health, civic pride and support of other community groups. AFL Western District is concerned with the pace of fee increases and the threat this is to our club's viability.

Recommendations

1. AFL Western District, associated leagues and clubs seek a 5-year freeze on casual and seasonal charges as they are to apply to community football and netball clubs based on the existing 2019/20 fee structure.
2. Council seek to ensure equitable spread of costs across all facilities on a basis of number of members associated with each and acknowledge the large social value of community sporting clubs within the Council.

We appreciate the consideration of Council in this respect.

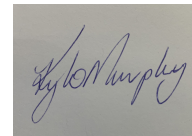
Yours Sincerely,



Matthew Ross
AFL Western District
Commercial & Operations Manager



Tim Mason
HFNL
President



Kylie Murphy
WDFNL
President

Cc: Warrnambool City Council tenant club Presidents

To Warrnambool City Council,

It has been great to see the State and Federal governments offering assistance to the community. Over the past few weeks, Warrnambool City Council has started to offer some relief but the Ratepayers Association believes it could be doing more by making some changes to the current budget. Warrnambool is a global tourist destination, hospitality our 4th largest employer has been hit hard by the effects of this recession. According to the spatial profile of Warrnambool nearly 19% of jobs have been lost due to the effects of COVID-19, we believe all residents need relief from our council.

The Warrnambool Ratepayers Association would hope the Council would consider the following relief measures

- **A rate freeze for all properties** - All residents and businesses are feeling the mental and financial pressures brought on by this pandemic. The Ratepayers Association believes the state and federal government are not raising tax revenue streams and instead are offering broad stimulus to the community, we believe Warrnambool City Council should be doing the same. **According to the budget, this measure will cost 738K**
- **Waiver of all shop and community fees** - Our local businesses and community organisations have been hit the hardest by the COVID restrictions. The Warrnambool Ratepayers Association commends the current efforts of the Warrnambool City Council but believes that more could be done to offer relief. A refund of food registration and health premises fees for the entire 20/21 financial year would be beneficial to those struggling. Waiving of fees for community and sporting groups for use of City-owned land/grounds and buildings for the 20/21 budget would see a small reduction in revenue of around 145K. It is not just sporting groups but also community organisations that are affected by the current COVID recession. Warrnambool City Council can help businesses and community groups get back on their feet after the pandemic. **According to the budget, these measures will cost around 285K**
- **Free Parking**- We would like to see free parking for at least the entire 20/21 financial year. We need to see Council enforce time limits during this period to keep the spaces turning over for maximum impact for traders, this will also provide a source of revenue for the council. Even after the pandemic has passed, we believe the behaviour of shoppers will be changed forever. **According to the budget, this measure will cost around 1.4m.**

The Total Stimulus measures proposed by the Warrnambool Ratepayers Association will cost 2.4m

These measures could be funded by showing restraint on large capital projects. We are not saying to cancel these projects we are suggesting a deferral for at least 12 months and then reassess the financial position of the council in 21/22.

- **The Community Learning Hub**- The Warrnambool Ratepayers Association would like to see this project deferred for 12 months. It isn't just the project that is going to cost the council but refurbishment of the library space when vacant. The Council is planning to borrow 3 million dollars to refurbish the old library space. **If this project is deferred, it will save the budget 5.5million in borrowed funds and 500K in the council budget.**
- **The Reid Oval Redevelopment**- The Warrnambool Ratepayers Association would like to see the groundworks and the lights finished with the money from the state government grant, but a deferral on the redevelopment of the clubrooms. The Ratepayers Association has been advocating with user groups involved in the redevelopment. The facility should suit all user groups and be the best in the region, not the best we can do on a limited budget. **If this project is deferred it could save 3 million in borrowings and leave 1.6 million as allocated in the budget for further stimulus measures.**
- **Upper management pay decreases**- According to the 18/19 Annual Report the top 9 employee salaries cost the Warrnambool City Council budget 1.5 million dollars per annum. The Ratepayers Association believes the Warrnambool City Council should

follow the lead of private boards, and take a 10% pay decrease with all bonuses being suspended until the 21/22 budget. **This measure would see a saving of 150K to the budget.**

If the Warrnambool City Council implements these measures, we could save 2.25million in the current budget and also save 8.5 million dollars in borrowings and interest. These savings in the budget are sufficient to implement all of the stimulus measures put forward by the Ratepayers Association.

The Association believes that all residents of the community need relief through council measures. Stimulus from the construction of these facilities will benefit a few, while the proposed measures we have put forward will support every single ratepayer in Warrnambool.

We find it very disappointing the Warrnambool City Council is planning to break the rate cap again within 2 years. It was made clear by 97% of respondents that **ratepayers don't want to be charged extra rates.**

The Ratepayers Association would like to see the 450K of unallocated stimulus money be used in a grant program much like the Corangamite Shire. This program should be run by using current resources within the council so as not to utilise any of the funding. The local economy will be stimulated immediately by encouraging businesses to spend. This needs to be rolled out in July while restrictions are being eased, any later and these measures will not have the desired effect on the local economy. This will be critical to saving businesses and jobs in our city.

We need to reassess some of the council businesses that are creating unnecessary pressure on the Budget. One that stands out every year is the operation of Flagstaff Hill, it is projected to be running at an 800K deficit. The Ratepayers Association understands this is an important tourism hub but we need to look at it as a business. The council needs to find a way to make this icon break-even to ease pressure on the budget. One of the principles in this budget is offering good value for money, propping up Flagstaff Hill year after year is a complete waste of ratepayer's funds.

The Warrnambool Ratepayers Association hopes that using these measures the Warrnambool City Council can offer relief to all the residents of Warrnambool. Everyone has been affected by this pandemic in some way and we all need support from our governments to come out on the other side.

Regards

Benjamin Blain
Vice President
Warrnambool Ratepayers Association

From: Charles Everist
Sent: Mon, 18 May 2020 11:24:41 +1000
To: Warrnambool City Council
Subject: 2020/21 Draft Budgets - Farm Rates

Cr Tony Herbert
Mayor
Warrnambool City Council
25 Liebig Street
WARRNAMBOOL, VIC 3280

By email: therbert@warrnambool.vic.gov.au

18 May 2020

Dear Cr Herbert,

RE: 2020/21 Draft Budget - Farm Rates

Victorian agriculture cannot be expected to shoulder an even greater rating burden as we work to help rebuild the state's economy in the wake of COVID-19.

That's why I am writing to all Victorian local government councils to encourage a fair and balanced rating strategy, and to extend an invitation to partner with the Victorian Farmers Federation (VFF) in advocating for an overhaul to Victoria's rating system.

The VFF recognises the difficult position councils face when it comes to the resources available to them to develop a fair rating strategy. Victoria's rating system has created the situation whereby regional and rural ratepayers pay more in rates as a percentage of the value of their property than ratepayers in metropolitan Melbourne.

What's more, regional and rural ratepayers often receive and have access to fewer services from local government than ratepayers in the city.

The VFF is deeply concerned about the inequities that all regional and rural ratepayers face, not just farmers. Changes must be made to the state's rating strategy in the long term and we would welcome the opportunity to work with Warrnambool City Council to advocate for reform.

However, our expectation remains that all councils will put forward a fair and equitable rating strategy this year, particularly in light of recent drought conditions, the bushfires and the COVID pandemic.

The VFF constantly monitors and reports on the rates set by all local government councils to promote fair rating strategies and to actively campaign against unfair and inequitable rate hikes.

The VFF will be vocal in calling out councils that unfairly shift the rating burden onto farmers and the agricultural sector, whilst acknowledging and publicly commending councils that strike balance in their rating strategy.

The current model of using land valuations for striking rates, places undue financial stress on farming businesses as the value attributed to farm land does not reflect farm businesses' revenue generation nor capacity to pay. Differential rates were introduced as a tool for councils to address equity issues arising from the land valuation method of determining rates.

The fundamental principle should be that as the value of farmland increases, the differential rate is adjusted to reduce the rate in the dollar so that the rate burden paid by the farm sector remains stable. The VFF expects that Warrnambool City Council will use the mechanisms it has available to maintain a balanced rating strategy.

The VFF is very happy to meet with your council to discuss your rating plans for 2020/21 and how we may work together to advocate for long term reform. To discuss further, please contact Luke Hooke, Manager, Stakeholder Policy and Advocacy, on 0428 288 909 or at lhooke@vff.org.au.

Yours sincerely,



David Jochinke
President

Victorian Farmers Federation

cc: Mr Peter Schneider, Chief Executive Officer, Warrnambool City Council

Message protected by MailGuard: e-mail anti-virus, anti-spam and content filtering.
<http://www.mailguard.com.au>

D & C THOMPSON

Mobile: 0428449921

831 Koroit-Woolsthorpe Rd

WOOLSTHORPE VIC. 3276

BUDGET SUBMISSION
JUNE 2020

Warrnambool City Council	
27 MAY 2020	
Ref No	
Officer	
Scanned Yes / No	Ch:

D & C THOMPSON

Mobile: 0428449921

831 Koroit-Woolsthorpe Rd

WOOLSTHORPE VIC. 3276

20TH May, 2020

We would like to submit the following on the Warrnambool City Council Budget 2020.

Our submission is focused on the issue of the Warrnambool Livestock Exchange.

We fail to understand why Warrnambool City Council is borrowing \$700,000 to be used to roof the C Pens at the Warrnambool Saleyards, when this expense has been fully covered by farmers and agents through levies imposed on them, over several years now, to cover Capital Improvements at the Warrnambool Saleyards.

In 2009 Warrnambool City Council had intentions to close the Warrnambool Saleyards. In 2010 farmers agreed to a \$2.00 levy per head of mature cattle sold through the saleyards to be applied to fund CAPITAL IMPROVEMENTS at the saleyards. NOTE: Capital Improvements not Repairs and Maintenance. Repairs and maintenance are normal operating costs which are funded through fees and charges such as Yard fees, Weigh fees, and Agents' fees etc.

Over the years the yard fees have normally increased by 20 to 50 cents at a time as you can see by the following:

Date	Yard Fees	Increase
2014	\$10.95	
2015	\$11.20	0.25 cents
2016	\$11.45	0.25 cents
2017	\$11.70	0.25 cents
2018	\$12.00	0.30 cents
2019	\$12.50	0.50 cents

So, you see a pattern here that the normal increase in yard fees is usually a matter of cents per head.

In November 2010 yard fees were \$8.80 per head, yet in February 2011 (after discussions with farmers) yard fees increased by \$2.53 per head to \$11.33. We believe this strongly supports the case that 0.53 cents was a normal price increase in yard fees at the time and that the \$2.00 per head was exactly the levy imposed on farmers to fund CAPITAL IMPROVEMENTS at the saleyards. I have attached evidence of this in our own account sale documents.

As the increase was, as we have stated above, \$2.53 it is a noticeably clear indication of the \$2.00 per head being a levy not a price increase.

So this brings us to our next point that the levy imposed should be spent on the purpose for which it was collected and not used as consolidate revenue as has been stated to us in the past.

In a letter sent to David Thompson from the Warrnambool City Council Director of Corporate Services, dated 8th May 2019, it states that over a ten year period Warrnambool City Council will have collected \$1,454,004 from this \$2.00 per head levy (not price increase). It also states that Capital Expenditure over these 10 years is expected to be \$1,639,000 which includes \$600,000 budgeted to roof the C pens at the Warrnambool Saleyards. We believe the expenditure figures to be flawed as they include normal repairs and maintenance at the Warrnambool Saleyards such as, replacement of railings and replacement of scanning equipment, which are NOT Capital Expenditure and as such should not be included in these figures.

The normal fees paid for by agents and farmers should well and truly cover these repairs and maintenance expenses, after all the Warrnambool Saleyards has always made a yearly profit for Warrnambool City Council.

We also fail to comprehend how the cost of roofing the C pens at the Saleyards has blown out to \$1.1 million from the \$600,000 budgeted for in 2019/2020 as stated in the Warrnambool City Council's own budget figures as stated in the letter referred to from the Warrnambool City Council Director of Corporate Services.


We believe the roofing of the C Pens at the Saleyards should have already been completed. We are in full agreement that the roof of the C Pens needs to happen and should not be delayed any further.

In conclusion the borrowing of \$700,000, we believe, should not form part of the funding for this roofing as this expense should already be accounted for within the \$2.00 levy paid by the farmers.

David Thompson



Christine Thompson



We have attached the following documents in support of our submission:

Account sale invoices

Letters from Director of Corporate Service, Warrnambool City Council

Copy of Standard article regarding. \$700,000 loan to pay for saleyards roof

\$700,000 loan to pay for saleyards roof

LOCAL GOVERNMENT Warrnambool

WARRNAMBOOL saleyards is set to get a new \$1.1 million roof with the city council set to borrow \$700,000 to fund the project.

The funding injection for the saleyards infrastructure came as the facility posted its busiest month since at least

2013, and was tracking ahead of budget despite the impact of the coronavirus.

The council had set aside \$600,000 in the current year's budget for a new more efficient roof which would also harvest rainwater, but it was put on hold when late last year it was revealed the costs had blown out to about \$1

million. The council will now borrow \$700,000 to fund the project while it awaits on the outcome of a grant submission to the Victorian Government which would reduce the loan amount.

Cr Peter Sycopoulis told Monday night's council meeting that he was pleased to see the borrowing allo-

cation in the budget for the saleyards roof which was "long overdue".

Cr Kylie Gaston said it was time to get the saleyards roof done for both animal welfare and also an "important show of confidence" in the saleyards.

The project is expected to start "as soon as possible"

pending the outcome of the grant application and favourable weather conditions.

The new roof will include a stormwater capture and retention component.

"The detailed design is complete, all stakeholders are behind the project and a logistics plan is in place that will allow sales to continue

through construction," the council said in a statement.

Cr Sue Cassidy said saleyards performance was very strong in March and was likely to be seen during April as well with the facility still being able to hold sales was held its first stock live-stream sale.

- KATRINA LOVELL

Suite 1,
505 Raglan Parade,
Warrnambool 3280
ABN 85 050 199 945



D.R. BOWEN: OFFICER IN EFFECTIVE CONTROL

Telephone:
(03) 5562 4022
Facsimile:
(03) 5560 5436

Account Sale

D & C THOMPSON
831 KOROIT/WOOLSTHORPE ROAD

WOOLSTHORPE VIC 3276

Date: Wednesday, 4 August, 2010
Reference Code: HDO543-THODC.C
Account Code: THODC
ABN: 42-251-671-053

WARRNAMBOOL CATTLE SALE

Warrnambool

Sale: HDO543
Date: 04/08/2010

Cattle Cattle (Store/Prime)

Pen ID /Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Price	Dr Cr	Amount	Tax	Total
5	1	Bull	170.00	730.00	730.00	1,241.00	Cr	1,241.00	124.10	1,365.10
106	1	Cow	106.00	365.00	365.00	386.90	Cr	386.90	38.69	425.59
Totals	2		148.67	547.50	1,095.00	813.95		1,627.90	162.79	1,790.69

Charges

Pen ID /Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Price	Dr Cr	Amount	Tax	Total
		Commission					Dr	89.54	8.96	98.50
		Transit Guarantee					Dr	8.14	0.81	8.95
		Cartage (TOM PLACE)					Dr	70.00	7.00	77.00
		National Transaction Levy					Dr	10.00	0.00	10.00
		Victorian Compensation Duty					Dr	4.15	0.00	4.15
		Weigh Fee					Dr	8.30	0.83	9.13
		Yard Fees					Dr	16.00	1.60	17.60
Totals			0.00					206.13	19.20	225.33

GST Paid (Inputs) \$19.20
GST Collected (Outputs) \$162.79

"IN ARRANGING TRANSIT GUARANTEE, SKBW RECEIVES AN ADMINISTRATION FEE"

17-60
2
8-80 per head.

Suite 1,
 505 Raglan Parade,
 Warrnambool 3280
 ABN 85 050 199 945



Telephone:
 (03) 5562 4022
 Facsimile:
 (03) 5560 5436

Account Sale

D & C THOMPSON
 831 KOROIT/WOOLSTHORPE ROAD
 WOOLSTHORPE VIC 3276

Date: Wednesday, 3 November, 2010
 Reference Code: HDO697-THODC.C
 Account Code: THODC
 ABN: 42-251-671-053

WARRNAMBOOL CATTLE SALE

Sale: HDO697
 Date: 03/11/2010

Cattle (Store/Prime)

Pen ID / Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Dr Price Cr	Amount	Tax	Total
24	1	Bull	170.00	845.00	845.00	1,436.50 Cr	1,436.50	143.65	1,580.15
170	1	Cow	151.00	570.00	570.00	860.70 Cr	860.70	86.07	946.77
173	2	Cows	132.00	480.00	960.00	633.60 Cr	1,267.20	126.72	1,393.92
174	1	Cow	143.00	445.00	445.00	636.35 Cr	636.35	63.64	699.99
Totals	5		148.96	564.00	2,820.00	840.15	4,200.75	420.08	4,620.83

Charges TAX INVOICE SECTION

Pen ID / Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Dr Price Cr	Amount	Tax	Total
		Commission				Dr	231.05	23.10	254.15
		Transit Guarantee				Dr	21.00	2.10	23.10
		Cartage (GJ & T & PJ KELSON)				Dr	60.00	6.00	66.00
		National Transaction Levy				Dr	25.00	0.00	25.00
		Victorian Compensation Duty				Dr	10.60	0.00	10.60
		Weigh Fee				Dr	13.50	1.35	14.85
		Yard Fees				* Dr	40.00	4.00	44.00
Totals			0.00				401.15	36.55	437.70

GST Paid (Inputs)	\$36.55	Credit Proceeds	3,799.60	383.53	4,183.13
GST Collected (Outputs)	\$426.09				

"IN ARRANGING TRANSIT GUARANTEE, SKBW RECEIVES AN ADMINISTRATION FEE"

Handwritten calculation:
 $\frac{44.00}{5} = 8.80$ per head.

Suite 1,
 505 Raglan Parade,
 Warrnambool 3280
 ABN 85 050 199 945



Telephone:
 (03) 5562 4022
 Facsimile:
 (03) 5560 5436

Account Sale

D & C THOMPSON
 831 KOROIT/WOOLSTHORPE ROAD
 WOOLSTHORPE VIC 3276

Date: Wednesday, 16 February, 2011
 Reference Code: HDO874-THODC.C
 Account Code: THODC
 ABN: 42-251-671-053

WARRNAMBOOL CATTLE SALE

Warrnambool

Sale: HDO874
 Date: 16/02/2011

Pen ID /Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Price	Dr Cr	Amount	Tax	Total
114	8	Steers V/PIC [REDACTED]	224.00	395.00	3,160.00	884.80	Cr	7,078.40	707.84	7,786.24
118	7	Steers V/PIC [REDACTED]	224.00	324.29	2,270.00	726.40	Cr	5,084.80	508.48	5,593.28
118	1	Stag Cattle V/PIC [REDACTED]	222.00	300.00	300.00	666.00	Cr	666.00	66.60	732.60
119	4	Heifers V/PIC [REDACTED]	217.00	350.00	1,400.00	759.50	Cr	3,038.00	303.80	3,341.80
Totals	20		222.54	356.50	7,130.00	793.36		15,867.20	1,586.72	17,453.92

Charges

TAX INVOICE SECTION

Pen ID /Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Price	Dr Cr	Amount	Tax	Total
		Commission					Dr	872.69	87.27	959.96
		Transit Guarantee					Dr	79.33	7.93	87.26
		Cartage (GJ & T & PJ KELSON)					Dr	120.00	12.00	132.00
		National Transaction Levy					Dr	100.00	0.00	100.00
		Victorian Compensation Duty					Dr	39.75	0.00	39.75
		Weight Fee					Dr	17.30	1.73	19.03
		Yard Fees					Dr	206.00	20.60	226.60
Totals			0.00					1,435.07	129.53	1,564.60

GST Paid (Inputs)	\$129.53	Credit Proceeds	14,432.13	1,457.19	15,889.32
GST Collected (Outputs)	\$1,586.72				

"IN ARRANGING TRANSIT GUARANTEE, SKBW RECEIVES AN ADMINISTRATION FEE"

÷ 20
 226-60

 11-33 per head

266 Timor Street,
 Warrnambool 3280

ABN 14 083 882 651

Saffin Kerr Bowen Rodwells

A RURALCO BUSINESS

Telephone:
 (03) 5562 4022

Facsimile:
 (03) 5560 5436

Account Sale

D & C THOMPSON
 831 KOROIT/WOOLSTHORPE ROAD

WOOLSTHORPE VIC 3276

Date: Wednesday, 19 February, 2014
 Reference Code: HDO2288-630913.C
 Account Code: 630913
 ABN: 42-251-671-053

WARRNAMBOOL CATTLE SALE
 Warrnambool

Sale: HDO2288
 Date: 19/02/2014

Pen ID	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Price	Dr Cr	Amount	Tax	Total
104	2	Steers V/PIC	210.00	375.00	750.00	787.50	Cr	1,575.00	157.50	1,732.50
104	1	Steer V/PIC	192.00	390.00	390.00	748.80	Cr	748.80	74.88	823.68
104	1	Heifer V/PIC	200.00	440.00	440.00	880.00	Cr	880.00	88.00	968.00
106	5	Mix Sex Cattle V/PIC	199.00	320.00	1,600.00	636.80	Cr	3,184.00	318.40	3,502.40
106	1	Vealer V/PIC	195.00	350.00	350.00	682.50	Cr	682.50	68.25	750.75
106	1	Heifer V/PIC	160.00	310.00	310.00	496.00	Cr	496.00	49.60	545.60
106	1	Heifer V/PIC	155.00	360.00	360.00	558.00	Cr	558.00	55.80	613.80
Totals	12		193.44	350.00	4,200.00	677.03		8,124.30	812.43	8,936.73

Charges

TAX INVOICE SECTION

Pen ID /Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Price	Dr Cr	Amount	Tax	Total
		Commission					Dr	446.84	44.68	491.52
		Transit Guarantee					Dr	40.62	4.06	44.68
		Cartage (GJ & T & PJ KELSON)					Dr	130.00	13.00	143.00
		National Transaction Levy					Dr	60.00	0.00	60.00
		Victorian Compensation Duty					Dr	20.45	0.00	20.45
		Weigh Fee					Dr	19.50	1.93	21.43
		Yard Fees					Dr	131.43	13.17	144.60
Totals			0.00					848.84	76.84	925.68

GST Paid (Inputs) \$76.84
 GST Collected (Outputs) \$812.43
Credit Proceeds \$7,275.46 \$735.59 \$8,011.05

"IN ARRANGING TRANSIT GUARANTEE, SKBW RECEIVES AN ADMINISTRATION FEE"

144.60
 = 12
 12.05 per head.

266 Timor Street,
Warrnambool 3280

ABN 14 083 882 651

Saffin Kerr Bowen Rodwells

A RURALCO BUSINESS

Telephone:
(03) 5562 4022

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(03) 5560 5436

Account Sale

D & C THOMPSON
831 KOROIT/WOOLSTHORPE ROAD

WOOLSTHORPE VIC 3276

Date: Wednesday, 28 October, 2015
Reference Code: HDO3334-630913.C
Account Code: 630913
ABN: 42-251-671-053

WARRNAMBOOL CATTLE SALE
Warrnambool

Sale: HDO3334
Date: 28/10/2015

Pen ID /Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Price	Dr Cr	Amount	Tax	Total
147	1	Cow V/PIC [REDACTED]	184.00	450.00	450.00	828.00	Cr	828.00	82.80	910.80
147	1	Cow V/PIC [REDACTED]				713.00	Cr	713.00	71.30	784.30
149	2	Cows V/PIC [REDACTED]	155.00	460.00	920.00	713.00	Cr	1,426.00	142.60	1,568.60
153	1	Cow V/PIC [REDACTED]	128.00	450.00	450.00	576.00	Cr	576.00	57.60	633.60
Totals	5		155.49	364.00	1,820.00	708.60		3,543.00	354.30	3,897.30
	5							\$3,543.00	\$354.30	\$3,897.30

Charges TAX INVOICE SECTION

Pen ID /Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Price	Dr Cr	Amount	Tax	Total
		Commission					Dr	194.87	19.48	214.35
		Transit Guarantee					Dr	17.72	1.77	19.49
		Cartage (GJ & T & PJ KELSON)					Dr	70.00	7.00	77.00
		National Transaction Levy					Dr	25.00	0.00	25.00
		Victorian Compensation Duty					Dr	8.95	0.00	8.95
		Weigh Fee					Dr	8.43	0.85	9.28
		Yard Fees					Dr	57.50	5.75	63.25
Totals			0.00					382.47	34.85	417.32
		GST Paid (Inputs)	\$34.85							
		GST Collected (Outputs)	\$354.30							
		Credit Proceeds						\$3,160.53	\$319.45	\$3,479.98

"IN ARRANGING TRANSIT GUARANTEE, SKBW RECEIVES AN ADMINISTRATION FEE"

266 Timor Street,
Warrnambool 3280
ABN 14 083 882 651

Saffin Kerr Bowen Rodwells

A RURALCO BUSINESS

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(03) 5560 5436

Account Sale

D & C THOMPSON
831 KOROITWOOLSTHORPE ROAD

WOOLSTHORPE VIC 3276

Date: Wednesday, 11 May, 2016
Reference Code: HDO3595-630913.C
Account Code: 630913
ABN: 42-251-671-053

Sale: HDO3595
Date: 11/05/2016

WARRNAMBOOL CATTLE SALE
Warrnambool

Pen ID /Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Price	Dr Cr	Amount	Tax	Total
56	1	Heifer V/PIC [REDACTED]	255.00	340.00	340.00	867.00	Cr	867.00	86.70	953.70
128	1	Cow V/PIC [REDACTED]	135.00	415.00	415.00	560.25	Cr	560.25	56.03	616.28
Totals	2		189.04	377.50	755.00	713.63		1,427.25	142.73	1,569.98
	2							\$1,427.25	\$142.73	\$1,569.98

Charges TAX INVOICE SECTION

Pen ID /Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Price	Dr Cr	Amount	Tax	Total
		Commission					Dr	78.50	7.85	86.35
		Transit Guarantee					Dr	7.14	0.71	7.85
		Cartage (GJ & T & PJ KELSON)					Dr	25.00	2.50	27.50
		National Transaction Levy					Dr	10.00	0.00	10.00
		Victorian Compensation Duty					Dr	3.65	0.00	3.65
		Weigh Fee					Dr	4.54	0.46	5.00
		Yard Fees					Dr	23.00	2.30	25.30
Totals			0.00					151.83	13.82	165.65

GST Paid (Inputs) \$13.82
GST Collected (Outputs) \$142.73
Credit Proceeds \$1,275.42 \$128.91 \$1,404.33

"IN ARRANGING TRANSIT GUARANTEE, SKBW
RECEIVES AN ADMINISTRATION FEE"

25-30
÷ 2
12.65 per head

266 Timor Street
 Warrnambool Vic 3280
 ABN 14 083 882 651



Telephone:
 (03) 5562 4022
 Facsimile:
 (03) 5560 5436

Account Sale

D & C THOMPSON
 831 KOROIT/WOOLSTHORPE ROAD
 WOOLSTHORPE VIC 3276

Date: Wednesday, 22 March, 2017
 Reference Code: HDO4033-630913.C
 Account Code: 630913
 ABN: 42-251-671-053
 Sale: HDO4033
 Date: 22/03/2017

WARRNAMBOOL CATTLE SALE
 Warrnambool

Pen ID /Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Price	Dr Cr	Amount	Tax	Total
56	1	Heifer V/PIC [REDACTED]	335.00	290.00	290.00	971.50	Cr	971.50	97.15	1,068.65
56	1	Steer V/PIC [REDACTED]	330.00	290.00	290.00	957.00	Cr	957.00	95.70	1,052.70
56	1	Steer V/PIC [REDACTED]	319.00	310.00	310.00	988.90	Cr	988.90	98.89	1,087.79
56	1	Heifer V/PIC [REDACTED]	258.00	210.00	210.00	541.80	Cr	541.80	54.18	595.98
Totals	4		314.47	275.00	1,100.00	864.80		3,459.20	345.92	3,805.12

Charges

Pen ID /Lot	Qty	Description	Price /Kilo	Av. Wgt	Weight	Av. Price	Dr Cr	Amount	Tax	Total
		Commission					Dr	190.26	19.02	209.28
		Transit Guarantee					Dr	17.30	1.73	19.03
		Cartage (TOM PLACE)					Dr	90.00	9.00	99.00
		National Transaction Levy					Dr	20.00	0.00	20.00
		Victorian Compensation Duty					Dr	8.75	0.00	8.75
		Weigh Fee					Dr	9.28	0.92	10.20
		Yard Fees					Dr	46.92	4.68	51.60
Totals			0.00					382.51	35.35	417.86

4	GST Paid (Inputs)	\$35.35								
	GST Collected (Outputs)	\$345.92								
						Credit Proceeds		\$3,076.69	\$310.57	\$3,387.26

"In arranging transit guarantee, SKB Rodwells receives an administration fee."

Payment will be made by Cheque

÷ 4 51.60
 12.90 per head



WARRNAMBOOL
CITY COUNCIL

4 June 2019

David Thompson
831 Koroit-Woolsthorpe Road
WOOLSTHORPE VIC 3276

Dear Mr Thompson

Thank you for your letter dated the 29 May 2019.

In response to your request for further information in relation to the Warrnambool Livestock Exchange, we did provide you with the total capital expenditure at the facility for the past 10 years this figure included items for asset renewal as well as for upgrade and improvements. We do not differentiate these aspects in the stewardship of the asset. We included along with this response a list of the key projects that were implemented. These were important investments from Council in asset renewal and asset improvement to ensure the yards remain competitively viable into the future.

Council also invests in annual maintenance of the yards to ensure the safety of the employees, agents and customers, the efficient operation of plant and machinery and meeting or extending the useful life of the asset. The annual investment varies from year to year with the 5 year average being approx. \$165,000 per annum.

Thank you for your enquiry, but unless you have a specific purpose in mind for your line of enquiry I consider the information provided as sufficient and that this matter is resolved. As you would understand each request of this nature requires resources to be diverted to answer the enquiry and does little to progress the issue from our prospective. We appreciate your interest in the yards and welcome your support.

The SWVLX sale yards are an important asset and business of Council, that Council continues to support and manage in a high highly efficient way, in a highly competitive commercial environment.

Yours sincerely

PETER UTRI
DIRECTOR CORPORATE STRATEGIES

8 May 2019

David Thompson
831 Koroit-Woolsthorpe Road
WOOLSTHORPE VIC 3276



Dear Mr Thompson

Thank you for your letter dated 6 May 2019.

In response to your request for further information in relation to the Warrnambool Livestock Exchange, I have attached the following table that sets out the sale numbers and the capital works expenditure.

Detail	10/11 Actual	11/12 Actual	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Actual	17/18 Actual	18/19 Forecast	19/20 Budget	Total
Number of Cattle & Store Sales	43,833	85,873	78,676	79,970	98,590	90,437	75,642	56,981	57,000	60,000	727,002
Income (\$2 per head price increase)	87,666	171,746	157,352	159,940	197,180	180,874	151,284	113,962	114,000	120,000	1,454,004
Capital Expenditure	219,920	64,049	244,559	139,336	48,991	148,743	23,629	50,374	99,400	600,000	1,639,000
Surplus/(Deficit) of Funds	(132,254)	107,697	(87,207)	20,604	148,189	32,131	127,655	63,588	14,600	(480,000)	(184,996)

*\$2 per head increase started from Dec 2010

Over the 10 years since the introduction of the \$2 per head price increase, the sale number have not been sufficient to fund the roof at the facility. The expected deficit after completion of the roof would be \$184,996. This also assumes that the roof can be constructed within the budgeted allowance of \$540,000.

The major capital works that have been completed over this time include:

- Soft flooring.
- Trade waste quality improvements.
- Installation of double decker ramps.
- Replacement of railings.
- Replacement of scanning equipment.
- Proposed construction of the roof.

If you have queries please do not hesitate to contact me.

Yours sincerely

PETER UTRI
DIRECTOR CORPORATE STRATEGIES

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 44 594 264 321

Appendix A: Fees and Charges

4. GROWTH

Warrnambool Livestock Exchange

New fees to apply from 1 September 2016 • Includes GST

User Fees & Charges	2014/15	2015/16	2016/17
Bobby Calves	\$3.90	\$4.00	\$4.10
Calves	\$8.20	\$8.35	\$8.50
Bulls	\$17.95	\$18.30	\$18.65
Cattle	\$12.40	\$12.65	\$12.90
Sheep	\$0.60	\$0.60	\$0.65
Store - cattle	\$10.95	\$11.20	\$11.45
Dairy - cattle	\$13.65	\$13.90	\$14.15
Hire of dairy ring	<100 \$11.40 per head >100 head \$1,140.00 >200 head \$1,490.00 >300 head \$1,820.00 >400 head \$2,165.00 >500 head \$2,525.00	<100 \$11.62 per head >100 head \$1,162.00 >200 head \$1,520.00 >300 head \$1,856.00 >400 head \$2,208.00 >500 head \$2,575.00	<100 \$11.85 per head >100 head \$1,185.00 >200 head \$1,550.00 >300 head \$1,895.00 >400 head \$2,250.00 >500 head \$2,630.00
Agents fees	\$107,000.00	\$109,140.00	\$111,320.00
Office rental (per office)	\$2670.00	\$2,723.00	\$2,723.00
Truck Wash			
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday	\$0.90	\$0.92	\$0.94
Truck wash fees (per minute) all other times	\$1.35	\$1.38	\$1.41
Weigh fees 1 Head	\$2.45	\$2.50	\$2.55
2 Head	\$2.10	\$2.14	\$2.20
3 Head	\$1.75	\$1.79	\$1.85
4 Head	\$1.50	\$1.53	\$1.55
5 Head	\$1.15	\$1.17	\$1.20
6 Head or more	\$0.85	\$0.87	\$0.90
Scanner fee hire per day	\$100.00	\$102.00	\$105.00
Scanner transfer fee per head	\$1.85	\$1.90	\$1.95
Cattle not sold at store sale: scanning fee per head	\$2.35	\$2.40	\$2.45
Private weighs	\$6.10	\$6.20	\$6.30

Flagstaff Hill Maritime Village

New fees apply from 1 April 2016 – 31 March 2017 in accordance with Tourism Industry Standards

User Fees & Charges	2014/15	2015/16	2016/17
Admission Fees			
Adults	\$16.00	\$16.50	\$17.00
Concession	\$12.50	\$13.00	\$13.50
Child	\$6.50	\$6.50	\$7.00
Family	\$39.00	\$39.00	\$41.00
"Shipwrecked" Sound & Light Show Admissions			
Adults	\$26.00	\$26.50	\$28.00
Concession	\$23.00	\$23.50	\$25.00
Child	\$13.95	\$14.50	\$15.00
Family	\$67.00	\$69.00	\$74.00
Flagstaff Hill Memberships			
Individual	\$40.00	\$40.00	\$45.00
Grandparents (2A + 2C)	\$70.00	\$70.00	\$75.00
Family (2A + 2C)	\$85.00	\$85.00	\$90.00
Lighthouse Lodge			
Room Rate – Normal	\$155.00	\$165.00	\$165.00
Room Rate – Peak	\$175.00	\$185.00	\$185.00
Exclusive Use Rate – Normal	\$375.00	\$385.00	\$390.00
Exclusive Use Rate - Peak	\$425.00	\$435.00	\$440.00

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

1:42 pm Sat 16 May Unlocked 39%

Budget 2020-2021.docx X

yoursaywarrnambool.com.au

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Footpaths and Cycleways											
Beach access	180	-	180	-	-	-	-	-	-	180	-
Footpath and bicycle path renewal	810	-	810	-	-	-	-	-	-	810	-
Footpath construction	135	135	-	-	-	-	-	-	-	135	-
Linkage paths	170	170	-	-	-	-	-	-	-	170	-
Small infrastructure fund projects	360	360	-	-	-	-	-	-	-	360	-
Drainage											
Priority backlog drainage	25	-	25	-	-	-	-	-	-	25	-
Japan Street catchment diversion	65	-	-	65	-	-	-	-	-	65	-
Recreational, Leisure & Community Facilities											
Recreational facilities upgrade	1,235	-	-	1,235	-	790	-	-	-	445	-
Reid Oval redevelopment	5,000	1,667	1,666	1,667	-	2,000	-	-	-	-	3,000
Parks, Open Space and Streetscapes											
Playground renewal	319	-	319	-	-	-	-	-	-	319	-
Public open space improvements	195	-	195	-	-	-	-	-	-	195	-
Levys Point CCTV	58	58	-	-	-	-	-	-	-	58	-
Off Street Car Parks											
Carpark linemarking	59	-	59	-	-	-	-	-	-	59	-
Other Infrastructure											
Livestock exchange improvements	60	-	60	-	-	-	-	-	-	60	-
Livestock exchange roof construction	700	700	-	-	-	-	-	-	-	-	700
Allansford boat ramp safety improvements	80	-	80	-	-	64	-	-	-	16	-
TOTAL INFRASTRUCTURE	13,544	3,090	7,487	2,967	-	3,279	-	6,565	3,700		
TOTAL NEW CAPITAL WORKS	18,457	3,645	10,523	4,289	-	3,279	40	10,438	4,700		



12/05/2020

Dear Mr Schneider, Chief Executive Officer,

I'm writing on behalf of Community Clubs Victoria, the peak body for the many not-for-profit clubs throughout Victoria, to seek your much-needed support.

As you can imagine, the Government's decision to close indoor venues in order to slow the spread of COVID-19 has had a dramatic impact on our clubs. While they come in all shapes and sizes, our member clubs are not-for-profit entities, and any surplus funds go right back into supporting their local communities. This makes them particularly vulnerable to interruptions of cashflow, and many will struggle to make it through this pandemic without some form of assistance.

Should these clubs be forced to close their doors, the ripple effect throughout the community would be dramatic. Hundreds of thousands of children and youths would be denied the opportunity of playing organised or casual sports, and a significant number of adults and older citizens would lose their community hub and opportunity to volunteer. With community clubs employing around 30,000 Victorians, the economic impact of clubs closing or downsizing would be significant.

To make sure that we weather this storm and ensure that these vital community hubs are here long into the future, we are writing to each LGA to seek their consideration of relief from rates for at least a six-month period. We hope we can add Warrnambool City Council to the growing list of LGAs that have indicated their willingness to come to the table and assist.

We have attached a brochure explaining the structure of not-for-profit clubs and the huge positive impact they have on your community.

While our staff are currently working in isolation, we have senior people rostered at CCV to respond to calls, so should you wish to discuss this matter further please call us on (03) 8851 4900.

Thank you for your consideration and we look forward to hearing from you at your earliest convenience.

Yours faithfully,

Leon Wiegard, OAM, President

Warrnambool City Council	
18 MAY 2020	
Ref No	
Officer	
Scanned Yes / No	Ch:



12/05/2020

Dear Mayor Cr Herbert

I'm writing on behalf of Community Clubs Victoria, the peak body for the many not-for-profit clubs throughout Victoria, to seek your much-needed support.

As you can imagine, the Government's decision to close indoor venues in order to slow the spread of COVID-19 has had a dramatic impact on our clubs. While they come in all shapes and sizes, our member clubs are not-for-profit entities, and any surplus funds go right back into supporting their local communities. This makes them particularly vulnerable to interruptions of cashflow, and many will struggle to make it through this pandemic without some form of assistance.

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Thank you for your consideration and we look forward to hearing from you at your earliest convenience.

Yours faithfully,

A handwritten signature in black ink that reads 'Leon Wiegard'. The signature is fluid and cursive.

Leon Wiegard, OAM, President

5.2. ADOPTION OF COUNCIL PLAN 2017-2021 (REVISED)

PURPOSE:

That Council consider adoption of the Council Plan 2017-2021 (revised 2020).

EXECUTIVE SUMMARY

Section 125 of the Local Government Act (1989) requires a Council to prepare and approve a four-year Council Plan by the June 30 following a general election. The plan is required to be reviewed annually.

The 1989 Act is in the process of being repealed and replaced with the Local Government Act (2020). The section in the new Act that address requirements for the Council Plan do not come into effect until October 2020.

In recognition of the State of Emergency declared earlier this year, all councils in the Victoria were granted until August 31, 2020, to adopt their revised Council Plans.

The Council Plan is the feature document in Council's suite of strategic planning documents, formulated to guide the work of Council over a four-year period.

The Council Plan retains Council's vision for Warrnambool to be a Cosmopolitan City by the Sea, which references our beautiful and unique location and proclaims that the city is striving to be more welcoming, open and inclusive.

Council will also continue with the theme for the Council Plan – Growing Pride and Confidence in the City, which emphasises the need to celebrate and promote our city, its attributes and its appeal to those in the region and beyond.

The key objectives are unchanged and remain:

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.

The revision of the Council Plan lists key activities and initiatives Council will undertake over 2020-2021 to deliver on the five objectives described in the Plan.

At its May 4, 2020, meeting Council resolved to release a revised Council Plan for public comment. A public notice inviting feedback on the Council Plan was placed in The Standard on May 6, 2020.

One submission was received. The points raised in the submission are addressed in this report for Council's consideration.

MOVED: CR. ROBERT ANDERSON
SECONDED: CR. KYLIE GASTON

That Council, pursuant to Section 125 of the Local Government Act 1989 adopt the Draft Council Plan 2017-2021 (revised 2020) for the Warrnambool City Council as set out in Attachment 1 of this report.

CARRIED - 7:0

BACKGROUND

The Council Plan 2017-2021 was developed in late 2016 and early 2017.

The consultation included a discussion document circulated within the community. The plan also drew on an extensive base of community engagement activities undertaken by Council over recent years. This includes engagement activities around public amenities, health and wellbeing, car parking, safer boating, economic investment, community services and infrastructure and coastal and open space management.

The revised plan strongly acknowledges the Community Plan, Warrnambool 2040. An extensive community engagement process for this 20-year Plan was undertaken in 2017 and 2018 and there is an ongoing effort to involve community partners in the delivery of Warrnambool 2040.

As required by the LGA the Plan includes Strategic Objectives, Strategies for achieving the Objectives and Strategic or Key Performance Indicators for monitoring the achievement of the Objectives.

The Council Plan is a statutory requirement of the Local Government Act and is used by a number of other audiences and purposes including:

- A reference for the community.
- A framework for Council staff to build the annual Activities & Initiatives adopted by Council.
- A reference for State Government departments.
- Support for grant applications.
- Support for advocacy positions taken by Council.

ISSUES

A number of the actions and initiatives outlined in this Plan respond to the current Covid-19 pandemic and to the ongoing reduced service outcomes projected for some areas of Council. The action and initiatives outlined in the Plan also seek to focus on recovery and stimulus efforts of Council for the community on the easing of pandemic restrictions.

FINANCIAL IMPACT

The resourcing of the actions and initiatives described in this plan is addressed in the Draft Budget 2020-2021.

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

COMMUNITY IMPACT/CONSULTATION

At the Council meeting on May 4 Council resolved to release its the Draft Council Plan 2017-2021 (revised 2020) for public comment.

One submission was received from Lisa McLeod. The points raised in this submission are addressed below:

Points raised in submission	Council response
Plan does not indicate how organisational review outcomes will be delivered.	The organisational review is an internal process. It is referenced in a message from the Chief Executive Officer to signal to the community that Council is committed to ensuring that as an organisation it is striving to work as efficiently and effectively as possible.
Plan does not describe the actions that will be taken to implement the organisational review.	Because the organisational review is an internal process, the details on the implementation of the review findings are not part of a public planning process. However, an action has been added to the Council Plan noting that this work will occur over the 2020-2021 financial year.
Has the organisational review been completed?	The review has been completed and the recommendations from the review are still being considered.
Are the findings of the organisational review still relevant given the impact of COVID-19?	Implementing findings of the organisational review have been deferred as a result of the impact of COVID-19.
It would be unacceptable to implement recommendations from the organisational review without first informing staff of the proposed changes. To implement recommendations of the organisational review without informing staff of the proposed changes would contravene Council's organisational values of accountability and respectfulness.	<p>At this point no change process has begun.</p> <p>Staff, unions and other key stakeholders would be consulted ahead of any major changes. This is enshrined in Council's enterprise agreement.</p> <p>Council agrees any significant change in an organisation requires significant consultation to ensure that the best outcomes are achieved.</p>
Actions and initiatives have not been updated are not specific and do not show the community how progress is being made on strategies year-on-year.	<p>Some actions are ongoing, some actions are repeated annually, some are new.</p> <p>Quarterly reports on progress made by Council are presented at open Council meetings. Progress on these actions and initiatives is also documented in Council's Annual Report.</p>
The actions and initiatives do not include a reference to the preparation of a new municipal health and wellbeing plan.	<p>Council will prepare a Municipal Public Health and Wellbeing Plan (MPHWP) in accordance with the requirements of the Public Health and Wellbeing Act 2008.</p> <p>This will be consistent with the corporate plan of the council and the council land use plan required by the Municipal Strategic Statement (MSS).</p> <p>Council's next Health and Wellbeing Plan will also consider the focus areas and priorities of the Victorian Public Health and Wellbeing Plan 2019–2023.</p> <p>The requirement for a new MPHWP has been made more explicit in a new action added to the plan.</p>
The actions and initiatives do not include a reference to the preparation of a new Council Plan.	<p>Council will prepare a new four-yearly Council Plan in accordance with the requirements of the Local Government Act 2020.</p> <p>This will be spelt out in a new action added to the plan.</p>

Has the preparation of these plans been allowed for in the Budget?	Yes. The budget includes an allocation for deliberative engagement processes.
To develop the current health and wellbeing and Council plans an efficient and cost-effective engagement process was designed to inform these and other strategic plans. This was to be repeated in 2020-2021. There is no indication that this commitment is proceeding.	In developing Warrnambool 2040 with the community, Council anticipated that the development of a long-term “community vision” would become a requirement under the new Local Government Act. Council understands that resources are required to undertake community engagement and has allocated funding to do so. In accordance with the new Act Council will also adopt a new Community Engagement Policy and will be following advice from the community and Engage Victoria to ensure the new policy meets the expectations of the community and the Act. The new Community Engagement Policy must be adopted by March 1, 2021.
Council committed to “ongoing leadership to strengthen partnerships, engage the community and report on Warrnambool 2040 initiatives and outcomes.” There is no evidence of this in the Council Plan or budget.	In its dialogue with the community Council will continue to reference actions which align with the Warrnambool 2040 community plan. It will do so more formally through the Annual Report.
COVID-19 impacts are no excuse for neglecting good processes, planning and community engagement.	Council is committed to maintaining thorough and cost-effective planning and community engagement processes.
The Council Plan and Budget have no page numbers.	Page numbers have been added to the final draft documents.
There is a wrong date on the first page of the Activities and Initiatives section of the Council Plan. This suggests text copied from last year.	The Council Plan is a four-year document. Staff have been updating the same document. This mistake has been corrected.

CONCLUSION

Additional actions have been added to the Council Plan in response to the points raised in this submission.

ATTACHMENTS

1. 11646926041 Submission to Warrnambool City Council Plan and Budget 202021 - LMCLEOD [5.2.1 - 4 pages]
2. Council plan 2017-2021 (2020 revision) plus SRP June 30, 2020 [5.2.2 - 66 pages]

Submission to Warrnambool City Council: Revised Council Plan Budget & 2020/2021

Organisational Review and Values:

- The revised Council plan does not illustrate how the findings organisational review will be delivered as asserted in the Chief Executive Officers introduction.'
- A list of operations, actions, projects or initiatives which will implement the review are not apparent in the plan. In order to be transparent a report should be prepared to illustrate the what, how and when.
- It is very confusing- has the organisational review been completed and its now being implemented, or is it still under development and up for consideration? In the budget papers in section 2.5 Pillar 5 Governance one of the "major initiatives" for expenditure is noted as:
2) Lead the delivery of an organisational structure review in order to remain a contemporary employer and provide the community best value service delivery.
- Are the recommendations of the organisational review undertaken last year still relevant and appropriate in this time of uncertainty and rapid change due to COVID-19 impacts on Council services, businesses and the community.

A message from the CEO

The revised Council Plan will help Warrnambool continue to be Victoria's most liveable city.

Over the coming year work will continue or commence on a number of key projects for which funding has been allocated from other levels of government. The implementation of works contained in the Lake Pertobe Master Plan is one that the community is looking forward to. Council received a Federal Government grant of \$1.45 million to complement Council funding to undertake this project. Work will also continue on the redevelopment of Reid Oval.

There are numerous stakeholders involved in this project and there is much to be done on the planning and scheduling in addition to the on-ground work that will transform this sportsground. Council will also be working with South West TAFE and the wider community on the new library-learning centre. This is an intergenerational project for which there are high expectations. It is anticipated that this project will have a positive impact on education attainment levels within Warrnambool while also continuing to meet the needs of those who are regular library users. On the sustainability front we will have a complete rollout of our Food Organics Garden Organics (FOGO) project. This is a more environmentally sound way to deal with our city's waste and will help reduce our city's greenhouse gas emissions.

This revised Council Plan includes the delivery of findings of an organisational review undertaken in 2019-2020. The review examined whether resourcing levels are appropriate and whether we are making the right efforts in the right areas of our operation. Council will continue to provide a wide range of quality services to the community including family and children's services and other community services including volunteer coordination, youth services and aged services.

Peter Schneider
Chief Executive Officer

?

- Only a small proportion of staff have been provided with the details of changes recommended in the organisational review. It is unacceptable if recommendations are being implemented before all employees have been made aware of the changes.

- To implement the organisational review covertly and without sharing it with the whole organisation, Councillors and ratepayers, clearly contravenes the organisational values of:
Accountability—We will be responsible and take ownership of our actions and decisions by being **ethical, honest and transparent.**
Respectfulness—We will treat everyone with dignity, fairness and empathy, providing others with the opportunity to share views and to be heard.

Actions and Initiatives:

- The Actions and Initiatives (A & Is) are supposed to be annual, guide budget commitments and enable monitoring of progress. The majority of actions identified in the 20/21 iteration have not been updated, are not specific enough to enable an understanding of the status or progress of projects spanning more than one financial year. The A & Is do not show the community that progress is being made on strategies, year on year.
- The A & Is do not include reference to the review of the Municipal Health and Wellbeing Plan, Warrnambool A Healthy City 2017–2021 or the community engagement processes needed to inform the review. The review and preparation of a new plan is mandatory under the Act.
- The A & Is do not include actions to review the current Council Plan or develop the new plan for 2021–2025. This is also mandatory, and the Local Government Act Amendment sets out expectations around increased community input, including the use of participatory processes.
- Is there budget set aside for the process to review and develop these critical and mandatory plans in the 20/21 year? These review processes take up to 12 months and so for new plans to be ready for adoption by October 2021 as required in the Local Government Act, the process and costs will commence during the 20/21 budget.
- To develop the current iteration of the health and wellbeing and Council plans, an efficient and cost-effective engagement process was designed to inform these and many other strategic plans and decisions (Active Warrnambool, Green Warrnambool, Housing Diversity Strategy). This approach was to be repeated in 20/21 to inform the next iteration of strategic plans and to enable the 2017 data (and in some cases 2013 data) to form a benchmark for reporting on progress (including the outcomes in the Council Plan and Warrnambool 2040). There is no indication that this commitment is proceeding.
- When adopting the Warrnambool 2040 plan in December 2018 Council committed to 'ongoing leadership to strengthen partnerships, engage the community and report on Warrnambool 2040 initiatives and outcomes' through its resolution. There is no evidence of this activity in the 20/21 council plan or budget. See extracts overleaf.

Extract: Minutes 3 December 2018

5.17. WARRNAMBOOL 2040 - COMMUNITY PLAN

PURPOSE:

To adopt the Warrnambool 2040 Community Plan (W2040) and commit to be a founding partner.

EXECUTIVE SUMMARY

- The Warrnambool 2040 Community Plan has been developed with input from the community and partner organisations over the past 18 months.
 - The extensive community engagement process generated the biggest conversation Warrnambool has ever seen, with thousands of residents sharing their 'Wishes for Warrnambool' and the 'W2040 Community Panel' drafting the Visions and Goals for the 20-year plan.
 - The W2040 Plan's outcomes and performance measures were developed with community partners and the plan was finalised by Council's W2040 Working Group, led by the Manager Community Planning and Policy.
 - The draft plan/prospectus was distributed to more than 90 potential partners during October. A positive response has been received, with approximately 30 organisations of all sizes and from all sectors indicating their interest in being a W2040 founding partner.
 - The partnership drive will extend into 2019 when the focus will move from organisational partners to a campaign to engage clubs, groups and residents.
 - Council is invited to endorse the W2040 Plan and make a commitment as a W2040 founding partner by aligning the work of the organisation to support these shared aspirations.
-

MOVED: Cr. Peter Hulin

SECONDED: Cr. Kylie Gaston

- 1. Council adopt the Warrnambool 2040 (W2040) Community Plan and pledge to support the W2040 vision and goals as a founding partner.**
- 2. Council commits to ongoing leadership of the W2040 Plan to strengthen partnerships, engage the community, and report on W2040 initiatives and outcomes.**

CARRIED - 6:0

Extract from Council report recommending adoption of W2040 - 3 December 2018

FINANCIAL IMPACT

The extensive community engagement learnings from the W2040 process have been utilised many times to inform the development of plans other than W2040, including: Warrnambool - A Healthy City 2017-2021; Green Warrnambool 2018; Active Warrnambool Strategy; Housing Diversity Strategy; Warrnambool Playspace Strategy and other service plans in development.

The investment in robust and inclusive community engagement delivered Council's strategic planning activities with significant savings in cost and officer time as it has avoided duplicating engagement processes many times over the past 12-18 months. These savings will continue into the future **as the engagement survey undertaken in 2017 will be repeated in 2021** to inform the review of the Municipal Health and Wellbeing Plan offer updated insights for all planning processes.

This will deliver a significant and ongoing saving, and improved integration and alignment of Council's Strategic Plans going forward.

Whilst the process to develop the plan is now completed, Council **needs to commit resources and build capacity to nurture and grow the W2040 partnerships (both internally and in the community) and undertake ongoing engagement and reporting to keep W2040 as a dynamic and influential plan.**

These W2040 activities cannot be absorbed into current operational budgets and additional funding will be required in the future to maximise the returns to the community from the W2040 Plan.

Acknowledging that these are unprecedented times is necessary.

However, COVID-19 impacts should not be used as an excuse for neglecting good process, planning, and engaging openly with the community about what challenges lie ahead for our community and understanding their priorities and how they are changing over time.

Working with the community and informing all Council decisions with data, evidence and community input is critical.

This is a time when transparent processes, engagement and decision making are needed more than ever.

Other matters for attention:

- There are no page numbers on the plan or budget, so it is exceedingly difficult to reference sections when making a submission.
- The wrong date is on the first page of the to the A & Is section (2019/20)- suggesting the text may have been copied from last year.

Lisa McLeod
XXXX
Bushfield 3281

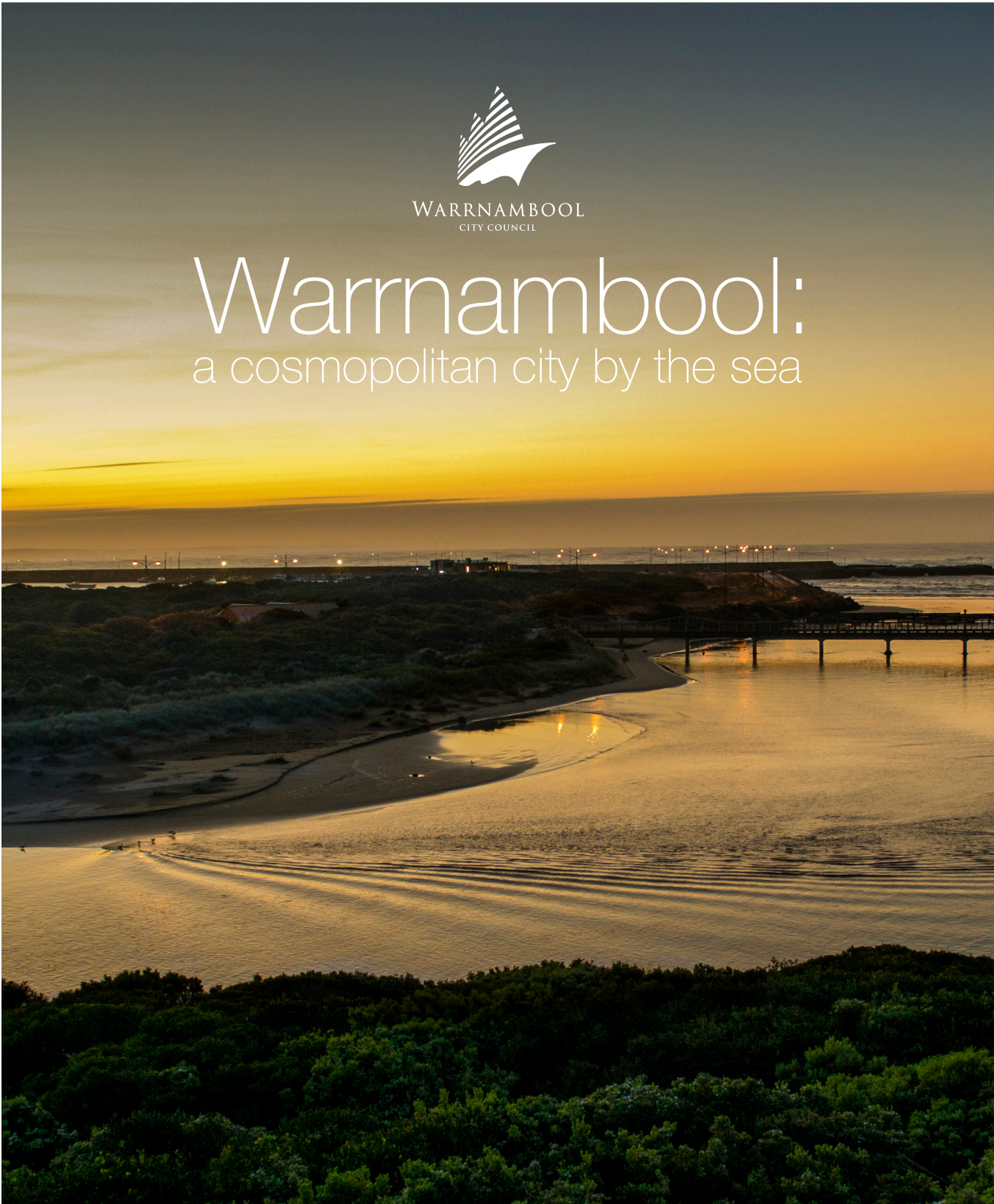
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29/05/2020



WARRNAMBOOL
CITY COUNCIL

Warrnambool:

a cosmopolitan city by the sea



Council Plan 2017-2021

Revised 2020



Warrnambool City Council Council Plan 2017-2021 (Revised 2020)

Contents

The Council Plan	3
The Council	4
The City	5
The vision, theme and objectives	5
Our values	6
The Community Plan, Warrnambool 2040	7
Objectives in detail	
1. Sustain, enhance and protect the natural environment	10
2. Foster a healthy, welcoming city that is socially and culturally rich	13
3. Maintain and improve the physical places and visual appeal of the city	17
4. Develop a smarter economy with diverse and sustainable employment	21
5. Practice good governance through openness and accountability while balancing aspirations with sound financial management	24
Activities and initiatives supporting the plan	26
Strategic Resource Plan 2020 - 2024	37



The Council Plan

The Council Plan is a key local government document that sets the strategic direction for the city over the next four years.

It contains a vision and broad objectives that the Council wishes to see achieved for the city. It also describes strategies that will be pursued to achieve the objectives. Allocating resources to deliver on the actions proposed in the Council Plan is done through the development of a Strategic Resource Plan. The Strategic Resource Plan identifies the financial and non-financial resources required by Council over a four-year period. The Strategic Resource Plan is contained at the end of this Council Plan. Council also produces an annual budget which describes objectives and activities over a one-year period and the re-sources that will be allocated to achieve those objectives. This 2020 revision of the Council Plan 2017-2021 aligns Council action with the aspirations in the long-term community plan, Warrnambool 2040 or W2040 which was adopted by Council in December 2018. The visions and goals for Warrnambool's future in the W2040 Plan were developed by the community. These goals will be achieved in partnership with a diverse range of groups, clubs, families, individuals and organisations across the Warrnambool community. Council's role in W2040 is as one of these many partners and as a facilitator of partnership and reporting. Progress of objectives in the Council Plan is described in quarterly reports at open Council meetings and through the Annual Report.

Why have a Council Plan?

Along with providing guidance and certainty around Council direction and actions over a four-year period, the Council Plan is also a requirement under the Local Government Act 1989.

The Local Government Act 2020 replaces the 1989 Act and the sections of the new Act pertaining to the Council Plan will come into effect in October 2020.

The Act states that the Council Plan must include objectives, strategies for achieving these objectives and strategic indicators for monitoring achievement around the objectives. The Council then develops actions and

initiatives to deliver on the objectives in the plan. The Council plan is our overt statement to the community of what Council is committed to for the term of the plan. The Community is asked to review what is presented in the plan and Council engages in a comprehensive consultation process with our community to inform the priorities of the plan. This is done through different means over an extended period of time and includes data from many sources. The Council Plan also contains the four-year Strategic Resource Plan, a requirement under the Local Government Act 1989.

The role of Local Government

Council derives its role, powers and functions primarily from the Local Government Act (1989) and the new act to which councils are transitioning, the Local Government Act (2020).

The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

The 2020 Act specifies the following governance principles and supporting principles:

- (1) A Council must in the performance of its role give effect to the overarching governance principles.
- (2) The following are the overarching governance principles
 - (a) Council decisions are to be made and actions taken in accordance with the relevant law;
 - (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
 - (c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
 - (d) the municipal community is to be engaged in strategic planning and strategic decision making;
 - (e) innovation and continuous improvement is to be pursued;
 - (f) collaboration with other Councils and Governments and statutory bodies is to be sought;
 - (g) the ongoing financial viability of the Council is to be ensured;
 - (h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
 - (i) the transparency of Council decisions, actions and information is to be ensured.



Mayor
Cr Tony Herbert

The Council

Warrnambool City Council is an unsubdivided municipality with each Councillor elected by all voters.

Seven Councillors were elected in October 2016 for a four-year term. In February 2020 Peter Hulin resigned as a Councillor. Following a countback of votes by the Victorian Electoral Commission Cr Peter Sycopoulis was elected to fill the vacancy. Council holds regular open meetings at which key decisions are made. The seven-member Council was elected in October, 2016. Cr Tony Herbert was elected mayor on October 28, 2019.



Cr Sue Cassidy



Cr Kylie Gaston



Cr Robert Anderson



Cr Peter Sycopoulis



Cr Michael Neoh



Cr David Owen

The organisation

The Councillors are the decision-makers who, with input from the community, set the vision and strategic direction for the municipality.

The Council's operational staff, some 700 full-time, part-time and casual staff, headed by the Chief Executive Officer, Peter Schneider, help deliver the vision and goals of the Council.

The staff implement Council decisions, provide advice to the Council, help ensure compliance with relevant legislation and assist with the management of resources and assets to provide services to the community.

The municipality

The Warrnambool municipality is 120sqkm in size and situated in the Great South Coast region of Victoria, 263km south-west of Melbourne.

It contains the coastal city of Warrnambool including Dennington and the towns of Allansford, Bushfield and Woodford.

Warrnambool has a growing population and over recent years has attracted people seeking a seachange and those from the region who are seeking professional and educational opportunities. Recent research by leading firms Deloitte Access Economics and Ipsos has revealed that Warrnambool is considered Victoria's most liveable city. This research considered factors including health and education services, access to natural attractions and housing affordability.

Stunning Lady Bay provides a focal point and major attraction for residents and visitors and in winter and spring the bay is home to southern right whales and their calves.

Warrnambool serves as a centre for a regional population of about 120,000 people. It contains a TAFE college, a Deakin University campus including a School of Medicine and a base hospital which is part of South West Healthcare.



The major employment sectors are health care and social assistance, retail, manufacturing, education and training, accommodation and food services, professional services and construction. The Warrnambool Regional Airport accommodates emergency service aircraft including an Ambulance Victoria helicopter. Warrnambool has a moderate climate with an average maximum summer temperature of 24°C, while the average winter maximum is 14°C. The Great South Coast region features major visitor attractions including the 12 Apostles, Tower Hill and Budj Bim National Park. Along with the natural attractions, visitors are drawn to events including the speedway car racing, the May Racing Carnival and surf life-saving events.

The region also features some of Australia's most fertile agricultural land much of which is dedicated to dairy and beef production. Major dairy manufacturers and a large meat processor are situated in and around Warrnambool providing a major source of employment.

Our Vision
A cosmopolitan city by the sea

Our theme
Growing pride and confidence in the city

Our Objectives
These five objectives support the Council's vision.

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.

Our values

In 2018, Council developed and adopted new organisational values. These describe the core ethics or principles which we abide by. They guide staff behaviour, as well as our strategic and operational de-cisions.

Accountability

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

Collaboration

We will foster effective relationships through engagement, communication and co-operation, support-ing decisions and outcomes for the benefit of all.

Respectfulness

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

Progressiveness

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

Wellbeing

We will commit to providing a safe and healthy workplace that promotes staff engagement, perfor-mance and achieve-ment, allowing all employees to flourish for the benefit of themselves and the organisation.





OUR PLAN - OUR FUTURE
W2040.com.au
Small actions. Big difference.

The Council Plan & Warrnambool 2040

In 2018 Council adopted a long-term community plan for Warrnambool. Thousands of residents and hundreds of clubs, groups and organisations shared their aspirations for the future.

Through this extensive community-led process, long term visions and goals for Warrnambool's environment, economy, place and people were developed

The plan comprises four key visions for Warrnambool.

They are:

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



A message from the Mayor

Welcome to the 2020 revision of the Council Plan for 2017-2021

An annual revision of a Council Plan usually involves some fine tuning with few significant changes.

The impact of COVID-19 on every part of our municipality, our state and our nation have meant that this year's revision does involve more change than would otherwise be anticipated.

While the primary objectives of our Council Plan have not changed, the actions we will take to achieve them have changed as a result of Council operations being profoundly impacted by COVID-19 precautions.

It is also appropriate to acknowledge the impact of COVID-19 on the whole community, with whom Council partners on many projects and initiatives.

The economic and social effects of the pandemic have been profound. Many people have lost work or had their hours reduced. Many businesses have experienced reduced activity and income and those isolating at home have had to overcome the challenges or working remotely and in some cases juggling work with parenting under the one roof.

But throughout this enormous disruption the community has responded magnificently.

It has highlighted the caring attitudes and willingness on the part of residents to look out for their neighbours, friends and relatives.

COVID-19 has also seen many businesses start new approaches to delivering goods and services and accelerate the transition to using the digital world to remain viable.

The digital era has made connecting with people perhaps a little easier than before.

The other significant development is the new Local Government Act, adopted by the Victorian Government in March 2020. While the new laws relating to the Council Plan will not be proclaimed until October 2020, among other changes are the requirement for each municipality to have a long-term "community vision", developed by the community. This requirement was anticipated in Warrnambool and the community developed the Warrnambool 2040 long-term plan which has been influencing Council direction over the past two years.

Cr Tony Herbert
Mayor



A message from the CEO

The revised Council Plan will help Warrnambool continue to be Victoria's most liveable city.

Over the coming year work will continue or commence on a number of key projects for which funding has been allocated from other levels of government. The implementation of works contained in the Lake Pertobe Master Plan is one that the community is looking forward to. Council received a Federal Government grant of \$1.45 million to complement Council funding to undertake this project. Work will also continue on the redevelopment of Reid Oval.

There are numerous stakeholders involved in this project and there is much to be done on the planning and scheduling in addition to the on-ground work that will transform this sportsground. Council will also be working with South West TAFE and the wider community on the new library-learning centre. This is an intergenerational project for which there are high expectations. It is anticipated that this project will have a positive impact on education attainment levels within Warrnambool while also continuing to meet the needs of those who are regular library users. On the sustainability front we will have a complete rollout of our Food Organics Garden Organics

(FOGO) project. This is a more environmentally sound way to deal with our city's waste and will help reduce our city's greenhouse gas emissions.

The findings of an organisational review undertaken in 2019-2020 will be introduced in the first half of 2021. This review examined whether resourcing levels are appropriate and whether we are making the right efforts in the right areas of our operation. Council will continue to provide a wide range of quality services to the community including family and children's services and other community services including volunteer coordination, youth services and aged services.

Peter Schneider
Chief Executive Officer



Objective: Sustain, enhance and protect the natural environment

Protected
waterways,
coast and land

Preparedness
for climate
change

Options for
waste
minimisation

Benefit from
eco-business

What it means: protected waterways, coast and land; preparedness for climate change; options for waste minimisation, benefit from eco-business.

Warrnambool occupies a unique position as Victoria's largest coastal city outside Port Phillip Bay. Geographically the city is perched on gentle hills and flats by the stunning Lady Bay and between two important South West rivers, the Hopkins and the Merri. Dunes along Lady Bay have been revegetated over the years by willing volunteers while similar efforts have been made to revegetate the banks of the Merri River to restore health to this waterway which is home to a growing number of platypus. Each year thousands of people walk along a sealed promenade that meanders through the dunes the length of Lady Bay.

Warrnambool is renowned for using maremma dogs to protect a colony of Little Penguins which were nearly wiped out through predation by foxes. From a population of

fewer than 10 penguins the number has recovered to more than 150. Beyond Lady Bay and its famous Breakwater lies the Southern Ocean. A large section of water off the Breakwater lies within a marine park, which protects the marine flora and fauna. Warrnambool wants to have zero net greenhouse gas emissions by 2040.

This will be achieved through a combination of improving management of waste streams including the introduction of food organics, garden organics (FOGO) collection across the whole municipality and expanding the rollout of energy-efficient LED street lighting. Our community also wants to be prepared for climate change with our institutions, agencies, university, industry, business and community leaders developing the response to this great environmental challenge. Our drive to be the most sustainable regional city will draw on the best scientific and Traditional Owner knowledge. Council will investigate the use of potable water and the capture and use of stormwater.

Strategies

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

Strategic indicators

- Greenhouse gas emissions reduction of 30% from 2012 levels by 2020
- A net increase in the amount of domestic waste diverted from landfill
- Increased net visitation to natural attractions in the region
- Net increase in the number of new native plantings and revegetation areas
- 100% delivery of funded vermin control program



Existing Strategies and Plans that support this objective:

- Green Warrnambool Plan
- Climate Change Action Plan
- Open Space Strategy
- Sustainable Transport Strategy
- Coastal Management Plan
- Domestic Waste Water Management Plan
- Merri River Restoration Strategy
- St James Park Masterplan
- Waste and Litter Education Strategy
- Port of Warrnambool Safer Boating Launching Master Plan





Alignment with Warrnambool 2040

Our Environment: Warrnambool will be Australia's most sustainable city.

By 2040 the City of Warrnambool will have zero net greenhouse gas emissions.

Warrnambool's energy is sourced from renewable sources.

Warrnambool is a "20 minute City" with a fully connected and comprehensive pedestrian and bicycle path system through the municipality. Vehicular transport is approaching 100% fuelled by renewables.

No neighbourhoods are car-dependent. All have alternative transport options to daily destinations. Warrnambool has continuous loops of off-road walking and cycling trails along all waterways and the coast.

Most children walk or cycle to school most days. Most adults walk or cycle for transport daily. Environmentally Sustainable Design (ESD) principles used for all new developments and upgrades. All new infrastructure designed for the changed and changing climate.

New Council buildings have greater than a 5 green star rating.

Zero Carbon Neighbourhood High level of community awareness about how to avoid and decrease the personal impacts of severe weather events and a changed climate. There are several 'climate resilient' playgrounds in Warrnambool.

Zero recoverable waste to landfill. No littering or pollution to our environment.

No single use, unrecyclable plastic items are used in Warrnambool. Warrnambool has developed a framework for a closed loop economy. Over 330,000 trees planted 90% of Warrnambool's biodiversity corridors planted Increased flora & fauna biodiversity.

No new pest or weed species have been introduced. No indigenous flora or fauna species have become extinct. Key cultural sites are managed by Traditional Owner Partnerships.

Urban Water Sensitive Design principles are used in all infrastructure and open space developments and upgrades. All new developments incorporate roof water harvesting infrastructure.

The Index of Stream Condition for the Hopkins River and Merri River is excellent. Wetlands and riparian areas are graze free zones.

Warrnambool's use of potable water is 20% less than 2019 levels.

The Merri River corridor is a connected series of parklands that support active transport, nature-based recreation and wildlife movement.

Warrnambool urban areas will have 30% canopy cover from vegetation. Over 50% of fresh produce, consumed in Warrnambool is sourced locally, from backyards, community gardens, farmers' markets and local businesses.



Objective

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

More people healthy and well

More people learning

More people culturally involved

More people connected and participating

Resilience in emergencies

A healthy and safe place to live and study

What it looks like: more people healthy and well; more people learning; more people culturally involved; more people connected and participating; resilience in emergencies; a healthy and safe place to live and study.

Warrnambool has an increasingly culturally diverse and growing population.

Making decisions in the best interest of our resident's health and wellbeing is a high priority for Council. The Warrnambool 2040 vision to be "a city where all people thrive" underpins this Council's strategies and actions. While the health and wellbeing of Warrnambool's residents fares well on some measures (eg rates of physical activity, volunteering and access to open space), like every community, there are issues which require continued effort.

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

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

Acknowledgement of the area's rich indigenous history and increasing the opportunities to recognise Warrnambool's first people are important for Council.

Council will seek opportunities to work in partnership with our indigenous community to better acknowledge local Aboriginal culture. Warrnambool is an education city, providing opportunities for students to come to the city from outside the region to study – and for the region's young people to obtain a qualification closer to home. The W2040 process found residents want the city to be welcoming and inclusive city, that is healthy, safe, and connected.

Living an active life is a significant part of the regional lifestyle and the city's residents have access many sporting and recreational pursuits, and the natural environment. The new Active Warrnambool Strategy aims to ensure residents have opportunities to participate in physical activity to stay healthy and socially connected into the next decade.

Strategies to achieve this objective

- 2.1 Promote healthy lifestyles
- 2.2 Increase participation, connection, equity, access and inclusion
- 2.3 Increase community health and social connections
- 2.4 Encourage and support participation in sport, recreation and physical activity
- 2.5 Encourage and support more lifelong learning
- 2.6 Engage a broader range of people in cultural activities
- 2.7 Actively acknowledge local Aboriginal culture
- 2.8 Increase participation opportunities for disadvantaged members of the community

Strategic indicators

- Improved health and wellbeing indicators above 2016 recorded levels
- Increased rates of volunteering above 2017-2018 levels
- Education attainment indicators higher than 2017 levels
- Tertiary education participation rates higher than 2017 levels
- Participation in health and wellbeing campaigns/initiatives
- Total numbers of Participation in community engagement activities
- High quality accreditation across Early Years Services maintained at current levels or better
- Improving Australian Early Years outcomes over the next 10 years
- Reducing inequity across key health and wellbeing domains in Warrnambool
- Immunisation rates at or above 2018 levels

Existing strategies and plans that support this objective:

- Warrnambool – a Healthy City 2017-2021
- Community Services and Infrastructure Plan
- Sustainable Transport Strategy
- Active Warrnambool (under development)
- Open Space Strategy
- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan
- Botanic Gardens Master Plan
- Lake Pertobe Master Plan
- Allansford Recreation Reserve Master Plan
- Road Users Plan Municipal Emergency Management Plan
- Municipal Emergency Recovery Plan
- Heatwave Plan
- Pandemic Plan
- Public Art and Cultural Management Plan
- Moyjil Conservation Management Plan



Other policies which influence the way we work:

- Roadmap to Reform, Victorian State Government
- Education State, Victorian State Government
- Creative State Strategy, Victorian State Government 2016
- Victorian Primary Care Partnerships Future Directions 2017-2021
- VicHealth Action Agenda, 2013-2023
- Victorian Public Health and Wellbeing Plan 2015-2019
- Health Promotion and Prevention Directions Paper
- Alliance for Gambling Reform Victoria
- Victorian Council of Social Services Strategic Plan 2015-2018
- Australian Council of Social Services Strategic Plan 2014-2017
- National Disability Insurance Scheme - Victorian Program Introduction and Rollout 2016-2019
- Aged Care Reform Strategy, Australian Government
- Royal Commission into Out Of Home Care Findings & Regional Strategy 2017
- Royal Commission into Family Violence. Family Violence The Plan for Change
- Victorian Early Years Management Framework, Dept Education and Training
- Victorian Child Safe Standards





Alignment with Warrnambool 2040

Our People: Warrnambool will be a city where all people thrive

By 2040 all residents are respectful, accepting and welcoming to people of all ages, abilities, cultures, races, ethnicities, sexual orientation and faiths or religions.

All residents know their neighbours, feel safe walking on the street at night, volunteer and have attended a community event or activity in the past month.

Family violence and all violent crime rates have dropped to be the lowest in Victoria. Health and well-being is a fundamental priority for all workplaces, community Plan Partners, clubs, groups, families and individuals.

All residents have a healthy diet, are sufficiently physically active and make informed and healthy choices about alcohol and drug use.

High quality and wide-ranging healthcare (physical and mental) and community services are more accessible to Warrnambool's residents than they were in 2017.

Aboriginal culture is respected and proudly celebrated by the local community and shared with visitors to the City. Health, educational, economic and social disadvantage no longer exists for Aboriginal people.

Traditional Owners lead the City's environmental and cultural heritage management and have direct involvement in whole of community decision making and governance.

Learning about Indigenous culture, history and local language is commonplace in schools and workplaces. Most natural attractions and significant places are known by their Aboriginal names (where deemed appropriate by Traditional Owners). There are strong links between local business and industry and learning institutions of all types.

University and TAFE courses available in the city attract students from within and outside Warrnambool and offer recognised qualifications and training outcomes which meet the needs of the region's industries.

Warrnambool's rate of school completion (Year 12 or equivalent) is the highest in regional Victoria. All children are developmentally on track in all five domains of the Australian Early Years Census. All children attend early years' education and kindergarten before starting school. Lifelong learning opportunities are accessible to all residents.



- More of our city connected
- More vibrancy in our city
- More fit-for-purpose infrastructure
- Greater amenity and ease of movement
- Be proud of what we already have

What this looks like: more of our city connected; more vibrancy in our city; more fit-for-purpose infrastructure; greater amenity and ease of movement; and pride in what we have already

Warrnambool aims to have well-designed commercial, residential, cultural and recreational precincts that are attractive, activated, accessible, sustainable, adaptable, multi-use and safe.

Warrnambool residents take great pride in the appearance of their city, its built environment and open spaces. They want their city to be the most liveable in regional Australia.

As key infrastructure is renewed or replaced and as new residential areas become available Council considers connections to shops, parks and public transport services. In recent years Council has worked on ensuring better connections for pedestrians and cyclists.

Shared pathways have been constructed along Moore and Koroit streets, pedestrian bridges have been built over Russells Creek along Daltons Road and over the Merri River at Wellington Street. Pedestrian bridges at Lake Pertobe have also been progressively replaced and a number of bicycle lanes have been added to streets in the city centre. Population forecasts and improved geographic and social mapping allow us to plan more effectively for the future.

Council is committed to maintaining its road network and to obtain the best possible value through shared contracts and new maintenance techniques. Considerable effort is now focused on the lifetime cost of maintaining an asset through its serviceable life.

Strategies to achieve this objective

- 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
- 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

Strategic indicators

- Reduced asset renewal gap from 2017
- Results of Community satisfaction survey in relation to appearance of public places
- Local Government Performance Reporting indicators (roads and animal management) at 2017 levels or better

Existing strategies and plans that support this objective:

- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan
- Active Warrnambool Strategy (under development)
- Open Space Strategy
- Botanic Gardens Master Plan
- Lake Pertobe Master Plan
- Community Services and Infrastructure Plan
- City Centre Structure Plan
- Retail Strategy
- Citywide Housing Strategy
- Housing Diversity Strategy Heritage Strategy
- Industrial Land Use Review
- Structure Plans (growth areas)
- Eastern Activity Precinct Plan

- Railway Station Precinct Master Plan
- Transport Review of the City Centre
- Moyne Warrnambool Rural Housing and Settlement Strategy

Other policies which influence the way we work:

- Creative State Strategy, Victorian State Government, 2016
- VicHealth Action Agenda, 2013-2023





Alignment with Warrnambool 2040

Our Place: Warrnambool will be Australia's most liveable regional city

By 2040 Warrnambool is the most liveable regional city in Australia (according to the IPSOS Life in Australia Survey).

Warrnambool's liveability is a key feature of the city's identity across Victoria. Affordable, decent and appropriate housing is available for all.

No one is homeless.

Utility costs are negligible and affordable for all as all properties are self-sufficient for their energy and water needs. Warrnambool is an accessible place for people of all ages, genders and abilities.

Warrnambool is known as a leading World Health Organisation Age-Friendly City and continues to plan and invest to retain this reputation.

Warrnambool is recognised as an excelling member of the Welcoming Cities Network.

Warrnambool is a compact city whose population is accommodated within the growth boundary that existed in 2017. 10,000 residents will live in Central Warrnambool by 2040 (3800 in 2016).

No neighbourhoods are car-dependent. All have alternative, sustainable transport options, to daily destinations.

All daily destinations (work, school, shopping, recreation, health services) are all accessible in less than 20 minutes by sustainable travel.

Warrnambool has continuous loops of off-road walking and

cycling trails along all waterways and the coast.

Most adults walk or cycle for transport daily.

No road accidents in the City result in serious injury or death for drivers, cyclists or pedestrians. Shared, autonomous, electric vehicles (SAEVs) are operating effectively in the city.

Travelling time by train between Melbourne and Warrnambool has been reduced to two hours.

Road design and quality safely accommodates autonomous vehicles.

Warrnambool's Regional Airport meets the needs of business & industry, tourism and local residents. Warrnambool's population is accommodated within a compact city which has high quality commercial and public places and regional-level community facilities which are accessible to all residents.

Warrnambool has high-quality, regional-level arts, cultural and recreational facilities which are activated and programmed to meet the needs of the whole community and to attract visitors. Warrnambool's vast network of open space is valued, protected and enhanced and is recognised as vitally important for Warrnambool's residents and visitors.

Warrnambool's public spaces are thriving with activity and investment by the public and private sectors and the community.

Warrnambool's high quality community facilities and assets are well maintained and there is an agreed a strategy for renewal which is and funded to ensure their sustainability.





Objective

Develop a smarter economy with diverse and sustainable employment

More people

More sustainable local economy

More beneficial visitor economy

More modern infrastructure

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

The city, which regularly records low unemployment levels, is a key service centre for a prosperous agricultural region that produces a third of the Victoria's dairy product, a third of its beef, a third of its lamb and a quarter of its wool.

The city has a population of 35,000 and this figure is forecast to approach 50,000 by 2035. Warrnambool is a highly liveable coastal regional city with a strong track record of steady and sustained population and economic growth.

Our renowned liveability encourages population and workforce attraction, which in turn supports the economy. Warrnambool's ongoing economic challenge is to create employment opportunities in the City to keep pace with population growth.

Based on population growth forecasts there will be a need for our city to create more than 4,000 new jobs over the next 20 years. Some of the growth in our economy will be the result of thinking globally.

We need to work together to understand and develop capability around trading in global markets and to derive economic benefits from international tourism growth.

Improvements have been made and continue around the frequency, speed and reliability of rail services between Warrnambool and Melbourne.

A \$10 million upgrade 20 rail crossings will assist travel times and reliability while a further \$114 million has been committed to improving the rail, building a passing loop and introducing faster VLocity trains.

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

The rollout of NBN to Warrnambool was ahead of the original schedule, in part due to the installation of a new Telstra telecommunications exchange following a fire in 2012. The higher speed digital connections through the NBN provide opportunities for local business. The city has a residential land supply of more than 25 years. Land near the eastern entrance to the city was also rezoned to create a supply of industrial land.

The city offers excellent vocational and tertiary education options. It is home to the main campus of the South West Institute of TAFE and Deakin University's Warrnambool campus, provides opportunities for a unique education experience with a university ranked in the top two per cent of the world's universities and in the top 50 worldwide of universities under 50 years old. By 2040 the Warrnambool community wants its city to have Australia's most resilient and thriving regional economy.

Strategies to achieve this objective

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

Strategic indicators

- Investment from government and private sector
- Gross Regional Product
- Education - attraction of international students
- Planning decisions - decisions upheld at the Victorian Civil and Administrative Tribunal
- Visitation increase and yield - overnight stays

Existing strategies and plans that support this objective:

- Economic Development Strategy
- Great South Coast Food and Fibre Plan
- Flagstaff Hill Navigate 2017 Plan
- Surfside Holiday Park Development Plan





Alignment with Warrnambool 2040

Our Economy: Warrnambool will be Australia's most resilient & thriving

By 2040 people living in and around Warrnambool have flexible work and enjoy the option to work globally from the city.

There is a vibrant digital technology sector that employs an increasing range of professional, creative and technical staff.

New and existing services are available that help the community and business build their digital capacity including public libraries, and community and adult education providers.

Achieve Gross Regional Product growth in line with Victoria state average.

Warrnambool attracts and trains enough skilled workers to meet the needs of local industry.

Regional programs that help supply the skill needs of regional employers are provided and promoted.

Achieve a minimum 15 years supply of undeveloped land (commercial, industrial and residential). An active and

sustainable peak body that provides a united voice for Warrnambool business and industry.

Maintain and grow collaborative arrangements between cross border, and regional councils and interest groups. Maintain upward trend in relation to Domestic and International Overnight Visitors to Warrnambool Great South Coast region generates the largest value (\$) of agricultural output (\$) by region in Australia Warrnambool is recognised as an excellent member of the Welcoming Cities Network.

Warrnambool is the most liveable regional city in Australia (according to the IPSOS Life in Australia Survey).

Warrnambool's liveability is a key element of the city's identity and brand nationally. Due to its high quality lifestyle, Warrnambool is recognised as the ideal regional location for flexible and remote workers who work globally.



Objective

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

Council will provide strong advocacy for the community and region.

It will practice transparent decision-making while delivering services efficiently and effectively.

In delivering good governance Council has an opportunity to share with the community the challenges for future service planning and provision through increased engagement with the broader community.

Greater communication with the community also helps

build community understanding of Council's role and provides insights into how engagement has helped inform decision-making.

The successful delivery of the Council Plan depends on people and Council striving to ensure that the working environment at Council sites promotes a positive staff culture with people enjoying their work and provided with the appropriate level of resourcing to deliver on the objectives in the Council Plan. Council is also committed to working in partnership with the community to achieve the long-term visions set out in the Warrnambool 2040 Plan.

Strategies to achieve this objective

- 5.1 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.
- 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.
- 5.4 Deliver customer-focused, responsive services.
- 5.5 Foster an encouraging and positive staff culture.

Strategic indicators

- Budget and Strategic Resource Plan - outcomes at forecast levels
- Local Government Performance Reporting Framework - outcomes at 2017-2018 levels or better
- Annual Community Satisfaction Survey at 2018 levels or better



Achieving our objectives

Actions and initiatives 2020-2021

Objective 1. Sustain, enhance and protect the natural environment

Strategy	Actions and initiatives
1.1 - Protect and enhance our waterways, coast and land.	<p>1.1.1 Complete a Domestic Wastewater Management Plan.</p> <p>1.1.2 Ensure all septic tanks meet EPA guidelines and requirements.</p> <p>1.1.3 Review recycling practices in the city and develop short and long-term options for recycling processing.</p> <p>1.1.4 Ensure compliance with Local Laws relating to horses on Lady Bay.</p>
1.2 - Commit to being a carbon neutral organisation by 2040.	<p>1.2.1 Deliver street lighting energy efficiency replacement program.</p> <p>1.2.2 Continue to reduce reliance on landfill by diverting organic material from waste streams.</p>
1.3 Assess our climate change preparedness	<p>1.3.1 Review and implement findings of the climate change adaptation audit.</p>
1.4 - Review options for managing waste.	<p>1.4.1 Investigate opportunities for waste to energy to reduce reliance on landfill.</p>

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

Strategy	Actions and initiatives
2.1 - Promote healthy lifestyles.	<p>2.1.1 Encourage social connection and promote active living in public spaces.</p> <p>2.1.2 Increase understanding of priority health and wellbeing issues in the community.</p> <p>2.1.3 Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.</p> <p>2.1.4 Provide communications support to promote Council services and facilities.</p> <p>2.1.5 Implement Warrnambool - A Healthy City 2017-2021.</p> <p>2.1.6 Ensure compliance with the Tobacco Act and MAV Tobacco Agreement.</p>
2.2 - Increase participation, connection, equity, access and inclusion.	<p>2.2.1 Children with the highest needs within the community are identified and offered support through the Early Years Continuum.</p> <p>2.2.2 Strengthen and further develop the central enrolment process for kindergartens which respond to policy direction emerging from the Early Years Reform.</p> <p>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.</p> <p>2.2.4 Continue to develop a kiosk information centre for families to navigate children's services and activities within the community.</p> <p>2.2.5 Ensure that the Commonwealth Home Support program meets and maintains all quality service standards as established by the Commonwealth Government.</p> <p>2.2.6 Partner with local agencies and organisations to address health and wellbeing priorities.</p> <p>2.2.7 Support the collection and sharing of consistent data and evidence to inform strategic and service planning.</p> <p>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.</p> <p>2.2.9 Embed child safety standards across the Early Years Learning and Development Unit.</p> <p>2.2.10 Ensure regional assessment targets are met and that quality processes are adhered to.</p> <p>2.2.11 Implement Council's wellness, reablement and diversity plans.</p> <p>2.2.12 Continue to monitor and deliver agreed annual priorities of the State Government Early Childhood Reform Plan across all Early Years Learning and Development services and alliance networks.</p> <p>2.2.13 Complete the principle pedestrian network plan to inform future investment in our pathways and support sustainable transport.</p> <p>2.2.14 Continue to implement Council's Disability Action Plan.</p>

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

Strategy	Actions and initiatives
	<p>2.2.15 Establish a parenting program supporting the needs of fathers within the community.</p> <p>2.2.16 Maintain and enhance child immunisation rates (from 95 per cent coverage).</p> <p>2.2.17 Develop a proposal for the development of fit-for-purpose immunisation facilities.</p>
<p>2.3 - Increase community health and social connection.</p>	<p>2.3.1 Complete the Age Friendly Communities Project.</p> <p>2.3.2 Establish and deliver a Neighbourhood House program in the West Warrnambool Community.</p> <p>2.3.3 Early childhood services know how to respond and reduce harm related to childhood trauma.</p> <p>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.</p> <p>2.3.5 Work with the system provider to further improve functionality within the KidsXap system for Outside School Hours Care.</p> <p>2.3.6 Analyse impact of childcare subsidy and other sector reforms on the Outside School Hours Care operating model.</p> <p>2.3.7 Review and further develop operational procedures and resources for Emergency Relief Centre Activation at Warrnambool Stadium.</p> <p>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.</p> <p>2.3.9 Continue to support and grow active volunteerism within the local community.</p> <p>2.3.10 Increase connectedness and build health and wellbeing knowledge of local people via social media.</p>

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

Strategy	Actions and initiatives
<p>2.4 - Encourage and support participation in sport, recreation and physical activity.</p>	<p>2.4.1 Upgrade the gymnasium's strength equipment at AquaZone.</p> <p>2.4.2 Explore facility management software or web-based solution for Warrnambool Gymnastics Centre.</p> <p>2.4.3 Manage facilities and equipment to support domestic indoor sports competitions, tournaments and events at Warrnambool Stadium.</p> <p>2.4.4 Coordinate and administer casual and seasonal tenancy use, including fees and charges for use of Council's outdoor sports grounds.</p> <p>2.4.5 Coordinate the implementation of IMS Reserves Manager program with all of Council's sports ground user groups to manage and administer club seasonal allocations, licence agreements and casual sports ground bookings.</p> <p>2.4.6 Implement the Merrivale Recreation Reserve irrigation, electrical upgrade and lighting improvement project.</p> <p>2.4.7 Implement Stage 1 of the Lake Pertobe Master Plan.</p>
	<p>2.4.8 Implement the AquaZone Operational Plan and make improvements to drive increased visitation.</p> <p>2.4.9 Commence implementation of the Active Warrnambool Strategy.</p> <p>2.4.10 Continue implementation of the Reid Oval Redevelopment Project.</p> <p>2.4.11 Complete the upgrade to AquaZone's water treatment system.</p>
<p>2.5 - Encourage and support more lifelong learning.</p>	<p>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 Government's early years reform.</p> <p>2.5.2 Deliver Youth Leadership programs that a range of young people can access.</p> <p>2.5.3 Continue implementation of the Library and Learning Centre project in conjunction with South West TAFE.</p> <p>2.5.4 Continue to provide high quality early years programs within early years services that prepare children to develop to their full potential.</p> <p>2.5.5 Continue to improve school readiness outcomes through the implementation of the DET School Readiness Funding.</p>

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

Strategy	Actions and initiatives
3.1 - Enhance movement in and around the city including better connections for cyclists and pedestrians.	<p>3.1.1 Consider the recommendations from the Cycling Reference Group and implement any actions adopted by Council.</p>
3.2 - Create a more vibrant city through activating high quality public places.	<p>3.2.1 Implement the key initiatives of the Open Space Strategy .</p> <p>3.2.2 Implement an Open Space Contributions Policy</p>
3.3 - Build infrastructure that best meets current and future community needs.	<p>3.3.1 Complete a review of the City Centre Car Parking Strategy.</p> <p>3.3.2 Complete the Changing Places Facility Project.</p> <p>3.3.3 Develop and expand off-street parking areas.</p> <p>3.3.4 Develop and adopt a Playspace Strategy.</p> <p>3.3.5 Prepare a strategy and funding model for a long-term tree replacement program.</p> <p>3.3.6 Progressively plan and renew City Centre streetscapes.</p> <p>3.3.7 Upgrade of one public amenities building.</p> <p>3.3.8 Develop “significant & heritage” tree renewal program.</p>
3.4 - Maintain and enhance existing Council infrastructure.	<p>3.4.1 Complete service level reviews for parks and gardens and roads and drainage services.</p> <p>3.4.2 Identify and regularly monitor condition of asset classes.</p> <p>3.4.3 Update asset management plans for asset classes including drainage, roads, open space, IT, buildings and monuments.</p> <p>3.4.4 Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the Portuguese monument and Wollaston Bridge.</p>
3.5 - Advocate for better regional connections.	<p>3.5.1 Advocate for essential safety and road improvements on the Princes Highway West.</p> <p>3.5.2 Seek funding for and deliver road safety projects.</p> <p>3.5.3 Advocate for improved passenger and freight rail services.</p>

Objective 4 - Develop a smarter economy with diverse and sustainable employment.

Strategy	Actions and initiatives
4.1 - Grow the city's population through local economic growth.	<p>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.</p> <p>4.1.2 Develop and circulate economic data and analysis to business and industry.</p> <p>4.1.3 Deliver Social Housing Planning Project.</p> <p>4.1.4 Provide executive support to implement the Great South Coast Food and Fibre Plan.</p> <p>4.1.5 Implement Warrnambool - China Strategy to build local business capacity and capability.</p> <p>4.1.6 Facilitate and promote business support initiatives to grow the local economy.</p> <p>4.1.7 Plan for the development and implementation of precinct structure plans.</p>
4.2 - Encourage more sustainable local business.	<p>4.2.1 Continue to facilitate and implement place-making initiatives.</p> <p>4.2.2 Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.</p> <p>4.2.3 Deliver a business case for a Business Incubator/Accelerator to support growth of existing companies or start-ups in our region.</p> <p>4.2.4 Implementation of Development Plans and Developer Contributions Plans.</p>
4.3 - Enhance the visitor experience.	<p>4.3.1 Deliver a population attraction campaign supported by a Victorian Government grant.</p> <p>4.3.2 Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).</p> <p>4.3.3 Partner with Great Ocean Road Regional Tourism (GORRT) and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.</p> <p>4.3.4 Support the activities of the Great Ocean Road Regional Tourism Board.</p> <p>4.3.5 Support and advocate for the implementation of initiatives in the Shipwreck Coast Master Plan.</p> <p>4.3.6 Continue to implement actions of the 2018-2022 Events Strategy.</p>
4.4 - Advocate for and improve infrastructure including transport, services and digital infrastructure.	<p>4.4.1 Provide advocacy support material and report on advocacy outcomes.</p> <p>4.4.2 Participate in regional leadership groups and alliances to advocate for improved transport, services and digital infrastructure.</p>
4.5 - Create stronger links between education providers, business and industry.	<p>4.5.1 Continue to partner on projects and initiatives with Deakin University Warrnambool and South West TAFE.</p> <p>4.5.2 Deliver education and advisory services to business and industry to raise awareness of building regulation requirements.</p>

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

Strategy	Actions and initiatives
<p>5.1 - Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.</p>	<p>5.1.1 Prepare for the 2020 Council elections.</p> <p>5.1.2 Review the approach to Council meeting procedures to improve the accessibility and transparency of meetings.</p> <p>5.1.3 Report on the extent and engagement with Council's communications measures.</p> <p>5.1.4 Provide community engagement opportunities relating to Council projects as required and funded.</p>
<p>5.2 - Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.</p>	<p>5.2.1 Identify and report on changes to Council operations, policies and procedures in line with the new Local Government Act.</p> <p>5.2.2 Support reviews of Council's Governance Framework (systems and policies)</p> <p>5.2.3 Undertake human resource function process mapping exercise in order to identify opportunities to enhance current HR practices.</p> <p>5.2.4 Demonstrate efficiencies via enhanced business processes and the improved utilisation of IT resources.</p> <p>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.</p> <p>5.2.6 Embed and align Warrnambool 2040 (W2040) goals within Council's strategic planning and reporting processes.</p> <p>5.2.7 Develop a Municipal Early Years Strategy.</p> <p>5.2.8 Lead the delivery of an organisational structure review in order to remain a contemporary employer and provide the community best value service delivery.</p> <p>5.2.9 Refresh the IT Strategy.</p> <p>5.2.10 Improve the resilience of IT Systems.</p> <p>5.2.11 Participate in shared services project - TechnologyOne - with Moyne and Corangamite shires.</p> <p>5.2.12 Partner with the community implement the W2040 Community Plan.</p> <p>5.2.13 Review and embed staff training, development and wellbeing programs in order to drive enhanced employee engagement and culture.</p> <p>5.2.14 Implement workplace actions to educate and build capacity of Council staff regarding gender and diversity equity and family violence issues.</p> <p>5.2.15 Improve record-keeping compliance by improving the use of Council's Electronic Content Management (ECM) system.</p>

Strategy	Actions and initiatives
	<p>5.2.16 Undertake community engagement to inform a new Municipal Public Health and Wellbeing Plan 2021-2025.</p> <p>5.2.17 Undertake community engagement to inform a new four-year Council Plan.</p>
<p>5.3 - Ensure financial sustainability through effective use of Councils resources and assets and prudent management of risk.</p>	<p>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.</p> <p>5.3.2 Ensure effective Business Continuity Planning (BCP) is in place.</p> <p>5.3.3 Embed risk management within Council to influence key strategic and operational decision-making.</p>
	<p>5.3.4 Review and update the Long Term Financial Plan to ensure Council remains financially sustainable into the future.</p> <p>5.3.5 Coordinate, prepare and have adopted Councils Annual Budget.</p> <p>5.3.6 Review Council-owned property with consideration of rental agreements, property valuations and disposal of surplus land.</p> <p>5.3.7 Coordinate, prepare and have adopted Councils Strategic Resource Plan.</p>
<p>5.4 - Deliver customer-focused, responsive services.</p>	<p>5.4.1 Review Council's complaint handling processes in line the draft Local Government Act changes and Ombudsman's guidelines.</p> <p>5.4.2 Enhance organisational awareness of Victoria's Child Safe Standards.</p> <p>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.</p> <p>5.4.4 Conduct a review of community housing assets as they become vacant and undertake a broader review of Council's community housing program.</p> <p>5.4.5 Maintain and implement the Home Support Program continuous improvement plan and self-assessment tool.</p>
<p>5.5 - Foster an encouraging and positive staff culture.</p>	<p>5.5.1 Continue implementation of priority actions arising from the staff survey.</p>





WARRNAMBOOL
CITY COUNCIL

Strategic Resource Plan

2020-2024

Purpose

The Strategic Resource Plan (SRP) has been developed to provide the following outcomes for Warrnambool City Council:

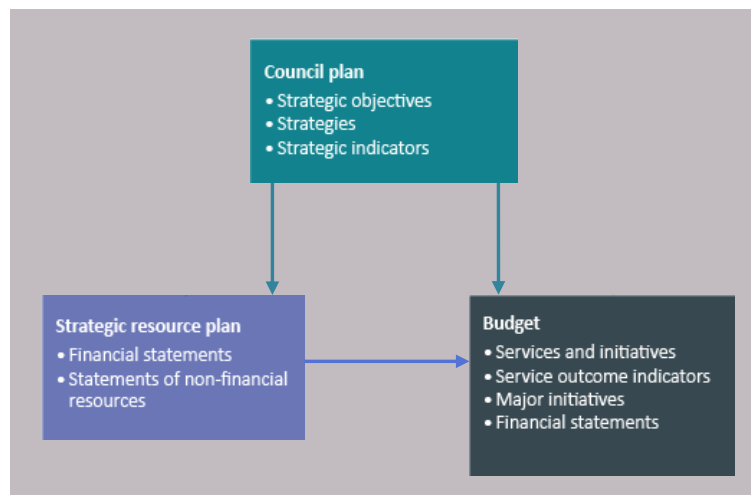
- establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome
- establish a financial framework against which Council's strategies, policies and financial performance can be measured against
- ensure that Council complies with sound financial management principles, as required by the Local Government Act (1989) and plan for the long-term financial sustainability of Council (Section 136)

The Strategic Resource Plan will be utilised to facilitate the strategic planning of projects and initiatives which deliver outcomes against the Council Plan and Community Plan (Warrnambool 2040).

Background

The *Local Government Act 1989* (the Act) requires council to prepare a strategic resource plan (SRP) for at least the next four financial years that describes both the financial and non-financial resources required to achieve the strategic objectives in the council plan. In preparing the SRP, council must take into account services and initiatives contained in any plan adopted or proposed to be adopted by council.

The SRP forms part of Councils integrated planning framework as set out below.



The council plan includes the strategic objectives, strategies for achieving these for at least the next four years and strategic indicators for monitoring achievement of the strategic objectives. The SRP is a plan of the resources for at least the next four years required to achieve the strategic objectives in the council plan. The SRP informs the preparation of the budget which is a plan that describes the services and initiatives to be funded and how they will contribute to the achieving the strategic objectives in the council plan.

Objectives of the plan

The overall objective of the SRP is to ensure financial sustainability in the medium to long term, while still providing sufficient resources to achieve the council plan strategic objectives. The key objectives which underpin the SRP over the next four years are:

- Achieve at a minimum a breakeven adjusted underlying result;
- Maintain existing services and service levels where practicable;
- Achieve a balanced budget on a cash basis;
- Meet councils asset renewal requirements;
- Hold sufficient cash and other assets to meet payment obligations as they fall due;
- Maintain debt at moderate levels to allow capacity to fund future infrastructure.

In preparing the SRP, council has also been mindful of the need to comply with the principles of sound financial management in the Act which requires council to:

- prudently manage financial risks relating to debt, assets and liabilities;
- provide reasonable stability in the level of rate burden;
- consider the financial effects of council decisions on future generations;
- provide full, accurate and timely disclosure of financial information.

How the plan was developed

This SRP has been developed through a rigorous process and is based on the following key information:

- audited financial statements as at 30 June 2019;
- assumptions provided by council service providers about changes in future income and expenditure;
- assumptions provided by council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets;
- assumptions provided by finance regarding future changes in assets, liabilities and equity;
- information provided by the executive management team and council;
- assumptions provided by the executive management team about the impact of COVID19,

The financial projections included in the SRP have been developed using a 'four-way' budget model. This methodology enables the linking of the comprehensive income statement, balance sheet, statement of cash flows and statement of capital works.

Assessment of council's current financial position

An assessment has been undertaken of the council's current financial position to identify any significant matters which may impact on the SRP. A summary of the budgeted and forecast financial results for the 2019-20 year are in the following table.

Result	Adopted Budget 2020 \$'000	Forecast Actual 2020 \$'000	Variance Fav/ (Unfav) \$'000
Surplus/(deficit) for the year	6,434	8,159	1,725
Underlying Surplus/(deficit) for the year	968	(1,390)	(2,358)
Cash and investments	10,933	11,604	671
Capital works expenditure	19,394	25,384	(5,990)

An underlying deficit of \$1.39 million is forecast to be achieved, compared with an original budgeted underlying surplus of \$0.97 million. The main driver of this is the impact of COVID19 on the closure of Councils operating facilities. Council is reducing the amount of capital works to help offset the operating losses.

Cash and investments are forecast to be \$11.60 million compared with an original budget of \$10.93 million. The forecast \$0.67 million favourable variance is driven from the collection of grant monies for the City Centre renewal project in 2019/20, with the work being completed in prior financial years.

Capital works expenditure is forecast to be \$25.38 million compared with an original budget of \$19.39 million. The forecast \$5.99 million variance is mainly due to the timing of the Reid oval project.

Significant matters arising from the assessment of council's current financial position, which are expected to impact on the SRP includes:

- the ongoing impact and uncertainty of COVID19 on the Council and community will impact Council services, hardship provisions and recovery packages;
- the changes in the recycling industry continue to have a significant impact on Council;
- the joint project with TAFE for a new library and learning centre will substantially increase the size of floor space and service which will impact the ongoing operating costs;
- the upgrade of the Reid Oval to a premier sports field will impact the operating costs;
- it is expected that the value of the carried forward capital works expenditure would be approximately \$5.00 million.

Key challenges in the SRP

The revision of the SRP represents a critical strategic document for Warrnambool City Council. The key challenges are Councils ability to continue to deliver a wide range of services to the region along with maintaining and upgrading assets to a regional standard whilst preserving the long-term financial sustainability.

In the face of a new legislative environment however, the challenges in this LTFP are very much around what actions Council can take to mitigate the very significant impacts of a restriction on Council's ability to raise revenue into the future.

The impacts and uncertainty of COVID19 presents a unique challenge to Council in attempting to balance the needs of the community, continue to provide service provision where possible, support the local economy and retain/rebuild a workforce when the restrictions are lifted.

COVID-19

Council is directly impacted from the restrictions in place to control the spread of COVID19. In April 2020, a number of Council facilities have closed including Aquazone, Flagstaff Hill, Lighthouse Theatre and the Holiday Parks. Council is estimating that the closure of these facilities would have a direct impact in terms of lost revenue of more than \$10m until the end of the 2020 calendar year. To ensure Council remains financially sustainable a number of non-essential capital works and projects have been postponed to future years or will not proceed.

Council's major expense at the impacted facilities is salary and wages. Council has attempted to re-deploy staff where possible, however without Federal or State Government assistance, staff stand downs will be required until the facilities are able to reopen.

Capping of Council rates

The Victorian Government has established the Fair Go Rates System (FGRS), which restricts Council from increasing rate income in a year. Each year the Minister for Local Government will set the rate cap that will specify the maximum increase in councils' rates and charges for the forthcoming financial year. Where the level of income raised under the rate cap is insufficient to meet specific needs, councils can apply to the Essential Services Commission for a higher cap.

The Minister for Local Government announced that Victorian council rate rises would be capped to the rate of inflation in the 2020-2021 financial year. That is, the Consumer Price Index (CPI) as published by the Victorian Department of Treasury and Finance, which is 2.00 per cent for the 2020-2021 financial year.

Council did successfully apply to the Essential Services Commission for a variation to rate cap for the 2019/20 and 2020/21 financial years.

Given the current economic situation due to COVID19, Council is not applying the rate cap variation in 2020/21. However, the position of Council remains the same as per the business case submitted to the Essential Services Commission in 2019. Council has a backlog of asset renewal and the current funding towards asset renewal will see the backlog increase over time. The implication of this will be decreased asset quality levels and potentially the decommissioning of community assets.

Therefore, Council is anticipating a future rate cap variation in the 2022/23 financial year to assist with the asset renewal backlog.

The table below shows the assumed rate increases in the strategic resource plan.

	2021	2022	2023	2024
	%	%	%	%
General Rate	2.00	2.00	2.00	2.00
Growth	1.00	1.00	1.00	1.00
Rate cap variation	0	0.00	2.00	0.00
Waste Management Charge	(2.45)	3.00	3.00	3.00
Total Rates & Charges (\$'000)	41,436	42,766	44,763	46,106

Cost-shifting

Recurrent grants (inclusive of the Grants Commission funding) form approximately 18 per cent of Council's total underlying operational revenue and hence are an important source of revenue for Council.

Recurrent grant revenue however has consistently failed to keep pace with the cost of providing these same services that the grant supports, therefore requiring council to continue to 'top-up' the Victorian and Australian government shortfall with rate funding in order to continue to provide the current levels of services to the community.

Key assumptions

There are a number of assumptions underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the SRP. These assumptions have been derived from the following sources:

- assessment of the current financial position;
- scan of the external economic environment;
- forecast changes in population and demographics;
- advice from officers responsible for service and capital works planning and delivery;
- services and initiatives contained in plans adopted or proposed to be adopted by council.

The key assumptions underlying the SRP are set out below.

Population

The population of Warrnambool City is predicted to grow from 34,243 (2016) to 46,209 (2036) with growth rates in the first 5 years expected to be 1.68 per cent and slowing to 1.31 per cent by 2036.

Forecast population, households and average household size

Warrnambool City



Population and household forecasts, 2016 to 2036, prepared by .id the population experts, December 2017.

Consumer price index

For the purposes of developing the SRP, CPI has been set at 2.00 percent for the 2020-21 year as per the State Government rate cap. For all remaining years CPI is also assumed at 2.00 per cent which is consistent with Department of Treasury’s budget update forecast.

Rate cap

The Victorian Government requires local government rates to be capped from 2016-17 onwards. The cap for the 2020-21 year is 2.00 percent and based on the state-wide CPI projections is likely to remain at 2.5 per cent for the remaining forecast period.

Rating strategy

Warrnambool City Council adopted its revised rating strategy in 2017.

Warrnambool City Council applies Capital Improved Value (CIV) rating methodology along with a differential rating system to ensure equitable distribution of rates and charge across each rating class.

Rate cap variation

Council has successfully applied to the Essential Services Commission to vary the rate cap to 4.5 per cent for the 2019-20 and 2020/21 financial years.

Given the current economic situation due to COVID19, Council is not applying the rate cap variation in 2020/21. However, the position of Council remains the same as per the business case submitted to the Essential Services Commission in 2019. Council has a backlog of asset renewal and the current funding towards asset renewal will see the backlog increase over time. The implication of this will be decreased asset quality levels and potentially the decommissioning of community assets.

Therefore, Council is anticipating a future rate cap variation in the 2022/23 financial year to assist with the asset renewal backlog.

Wages growth

Council has agreed a new enterprise agreement for the period covering July 2019 to June 2022. The new agreement allows for the following increases:

Payment	Effective date	Amount
First Payment	First Full Pay Period on or after 1 July 2019	2% of current pay rate or \$23.50 per week, whichever is greater
Second Payment	First Full Pay Period on or after 1 July 2020	2% of current pay rate or \$31.00 per week, whichever is greater
Third Payment	First Full Pay Period on or after 1 July 2021	2% of current pay rate or \$32.00 per week, whichever is greater

Grants (operating)

Council receives approximately \$12.23 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes an estimated \$3.88 million for the 2020-21 year in financial assistance grants. Future increases in operating grants excluding the financial assistance grants have been set at CPI minus 0.5 percent in all years.

Statutory fees

Council raises approximately \$1.85 million in fees and fines which are imposed in line with legislation governing local government activities such as animal registrations and parking fines. Future increases in statutory fees have been set at CPI minus 0.5 percent in all years.

Investment return

The official cash rate is now 0.25 percent, following successive decreases by the Reserve Bank over time. Council has set its investment return at 1.0 per cent above the official cash rate for the forecast period.

Achieving cost savings

The SRP is a high level strategic plan that acts as a framework for future annual Budgets. Whilst this plan is based on the premise of continuing to deliver all present day operational services, it must be highlighted that Council intends to institute a savings approach against this framework, and will

continue to identify savings in the future. Council thoroughly reviews all draft operational budgets on an annual basis and identifies areas for further review and action.

Additional sources of revenue are also pursued when available or identified.

Service delivery

The assumptions affecting specific services provided by council are set out below:

- service levels to be maintained at prior year levels where practicable;
- retain existing levels of subsidy for user fees where practicable.

Recycling Acceptance and Processing

Following the recent market adjustment in the recycling industry, there is uncertainty around the pricing structure for the acceptance and processing of recycled materials. Council continues to investigate alternatives such as FOGO, kerbside glass recycling and glass deposit stations to mitigate the risk.

Aged and disability

The funding model for aged and disability services continues to evolve and Council will need to decide whether to compete with private organisations or transition out of the service. For the purposes of the SRP, the decision is that Council will remain providing the service with the exception of Assessment Services which is transitioning to a centralised model. This includes domestic care, personal care, respite care and meals.

Property valuation

Following a recent State Government legislation change, property valuations will occur on an annual basis. The State Revenue Office will now be responsible for this function with Council only required to coordinate with the Valuer General for the Supplementary Rate valuations.

Election costs

Council is required to fund the cost of the Council elections which occur every 4 years. The next Council election will be in October 2020 and is expected to cost \$0.28 million. An allowance of \$0.07m has been made every year to smooth the costs of the period.

Information Technology

Council recognises the need to achieve efficiencies and drive innovation throughout the organisation and to do this through the use of technology. As such Council is investing significant resources to achieve this. There is also an ongoing improvement program in the order of \$0.25 million per annum.

Shared Services

Council successfully applied for a shared services grant through the Rural Councils Transformation Program (RCTP) to align Information Technology infrastructure and processes with the Moyne and Corangamite Shires. The project will provide significant efficiencies for all 3 Councils whilst mitigating Information Technology risks.

Supplementary rates

The municipality is expected to continue growing based on current trends in property development and the forecast growth in population. This is expected to contribute an additional \$0.13 million in rate

revenue and indexed by the rate percentage increase in the following years.

Developer contributions (non-cash)

Council receives infrastructure assets from developers at no cost which are recognised as income in the comprehensive income statement. This normally occurs following the completion of a property development, where the developer agrees to construct the required infrastructure including roads, footpaths and drains. At the conclusion of the development, these assets are handed over to council. It is expected that council will receive infrastructure assets in the short to medium term from a number of new developments including North of the Merri, Hopkins Point Road, Horne Road Industrial Estate, North Dennington and North East Warrnambool. The expected value of these assets are approximately \$4.00 million per annum, however the timing of the contribution is dependent on a number of external factors such as economic growth, population growth and the discretion of developers. Therefore it is difficult to accurately forecast the contributions with the spread over the SRP being based on our current knowledge and conditions.

Grants (capital)

Council receives both recurrent and non-recurrent government funding for capital works projects. Significant capital grants are expected to be received in the near future to fund the upgrade of Lake Pertobe and Reid Oval. Both of these projects have a renewal element to them but also a significant upgrade component. Generally the State will not fund asset renewal and will focus their grant programs around new and upgraded infrastructure.

General balance sheet

The general assumptions affecting assets, liabilities and equity balances are set out below:

- 98 percent of the total rates and charges raised, is expected to be collected in the year levied, this is expected to be lower in 2019/20 due to COVID19;
- trade creditors is based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. The payment cycle is 30 days;
- other debtors and creditors are expected to remain consistent with 2018-19 levels;
- employee entitlements will continue to increase in accordance with the collective wage agreement outcome offset by the impact of more active management of leave entitlements of staff .

Other balance sheet

The assumptions affecting specific balance sheet items are set out below.

Borrowings

In developing the long-term financial plan, borrowings were identified as an important funding source for capital works expenditure. Council has a borrowing strategy (Warrnambool City Council Borrowing Strategy 2017) that allows for borrowings towards financing large inter-generational infrastructure projects or for investments that will provide a financial return.

Council has analysed its debt position against other Regional City councils over a number of different indicators including the 'obligations' indicators that are part of the prescribed Local Government Performance Reporting Framework (LGPRF). The outcome of the analysis highlighted that the current debt levels could be accommodated.

The proposed borrowings are to be used for;

- Council's share of the contribution to the Reid Oval upgrade (\$3 million)
- Investment in energy saving initiatives (\$1.0 million) which has a positive cashflow from year 1 and a payback within 7 years
- Investment into the Livestock Exchange for the construction of a roof (\$0.7m)
- Council's contribution to the shared library and learning centre (\$2.5m)
- Council restoration and upgrade of the Civic Centre following the exit of the current library (\$3.0m)

The following table summarises the level of forecast borrowings for the next ten years.

Year	New Borrowings			Balance 30 June
	\$'000	Principal \$'000	Interest \$'000	
2021	5,950	1,694	328	13,957
2022	1,250	2,084	331	13,123
2023	0	1,834	275	11,289
2024	3,000	1,883	226	12,406

Council is working towards a longer term strategy based on the outcomes of Warrnambool 2040 and it's Council Plan which will identify the future inter-generational projects that will need to be loan funded.

Capital works

The assumptions affecting asset renewal, expansion, upgrade and new assets are set out below.

Asset renewal

Council has developed a 15 year renewal plan based upon Council's Asset Management Plans. The Plans, alongside asset data and analysis provide the basis for Council's management strategy, renewal program formulation and prediction of asset deterioration. When Council renews its assets in line with the aforementioned material, the desired service levels are maintained. If Council does not fund the renewal demand, Council's service levels are amended proportional to that difference in funding.

Council is committed to increasing the level of asset renewal funding over the coming 10 years and did successfully apply to the Essential Services Commission for a rate cap variation to help address the renewal gap.

Given the current economic situation due to COVID19, Council is not applying the rate cap variation in 2020/21. However, the position of Council remains the same as per the business case submitted to the Essential Services Commission in 2019. Council has a backlog of asset renewal and the current funding towards asset renewal will see the backlog increase over time. The implication of this will be decreased asset quality levels and potentially the decommissioning of community assets.

Therefore, Council is anticipating a future rate cap variation in the 2022/23 financial year to assist with the asset renewal backlog.

Predicting the deterioration and planning for the renewal of Council's assets is limited by the availability and accuracy of asset condition data. Presently Council has very limited condition data on the drainage network but has a program in place for regular updates of condition information for all other major asset classes.

Capital expenditure program

Councils focus into the future is on asset renewal and asset upgrade which generally occur as part of the same project. The asset upgrade component is dependent on a number of factors such as community expectations for the facility/service, regulations and service demand. Below is a chart which highlights Councils ongoing efforts into asset renewal and asset upgrade.

Even with the focus on asset renewal, Council is still not meeting the asset renewal funding ratio's, however the additional funding is allowing to achieve asset renewal ratios of mid to high 70's which is higher than the Regional Cities average as reported through the 'Know Your Council' website.

Council has an extensive array of strategic plans which provide evidence of the strategic needs for the improvement and upgrade of the community's assets.

Human resources

Employee costs

Council has agreed a new enterprise agreement for the period covering July 2019 to June 2022. The new agreement allows for the following increases:

Payment	Effective date	Amount
First Payment	First Full Pay Period on or after 1 July 2019	2% of current pay rate or \$23.50 per week, whichever is greater
Second Payment	First Full Pay Period on or after 1 July 2020	2% of current pay rate or \$31.00 per week, whichever is greater
Third Payment	First Full Pay Period on or after 1 July 2021	2% of current pay rate or \$32.00 per week, whichever is greater

Employee numbers

COVID19 will have a large impact on Council's employee numbers. As the restrictions in place for

COVID19 impact areas where Council has a number of staff (ie. Aquazone, Flagstaff Hill, Lighthouse Theatre, etc), this will lead to short term reduction in staff numbers. Council has attempted to re-deploy staff where possible, however without Federal or State Government assistance, staff stand downs will be required until the facilities are able to reopen.

Staff numbers are expected to increase back to normal levels by 2021/22.

Option analysis

In order to achieve the overall objective of the SRP, it was necessary to model a number of different options by changing the assumptions underlying the long-term financial plan. In undertaking the analysis, council considered a number of options and modelled these over periods of 4 years, 10 years and 15 years. The 2 most realistic options are as follows:

Option 1 - Higher cap option (i.e. a rate increase above the rate cap)

- Defer the rate cap variation from 2020/21 to 2022/23 (Ministerial exemption required)
- Continue to provide the current services to the community (with ongoing service reviews)
- Utilise the additional income towards reducing the asset renewal gap in years one and two
- Maintain any additional income from a rate cap variation into asset renewal

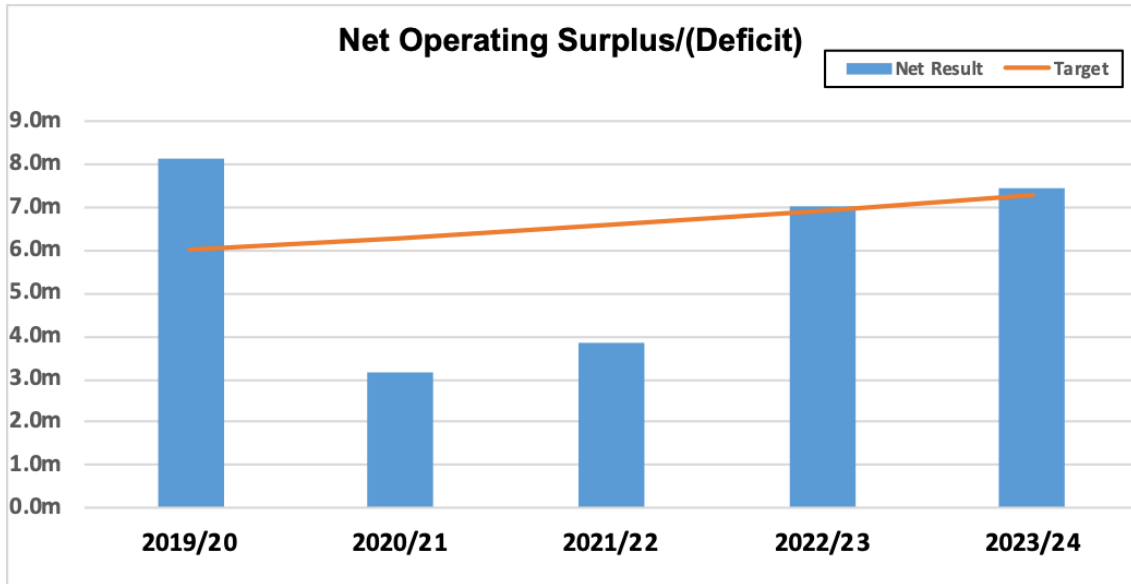
Option 2 - No variation to the rate cap (i.e. base case)

- Review the current services offered to the community and Councils regional role
- Balance the need for renewing assets at a greater level and reducing or transitioning out of services to fund the asset renewal shortfall.

Option 1 - Higher cap option (2022/23)

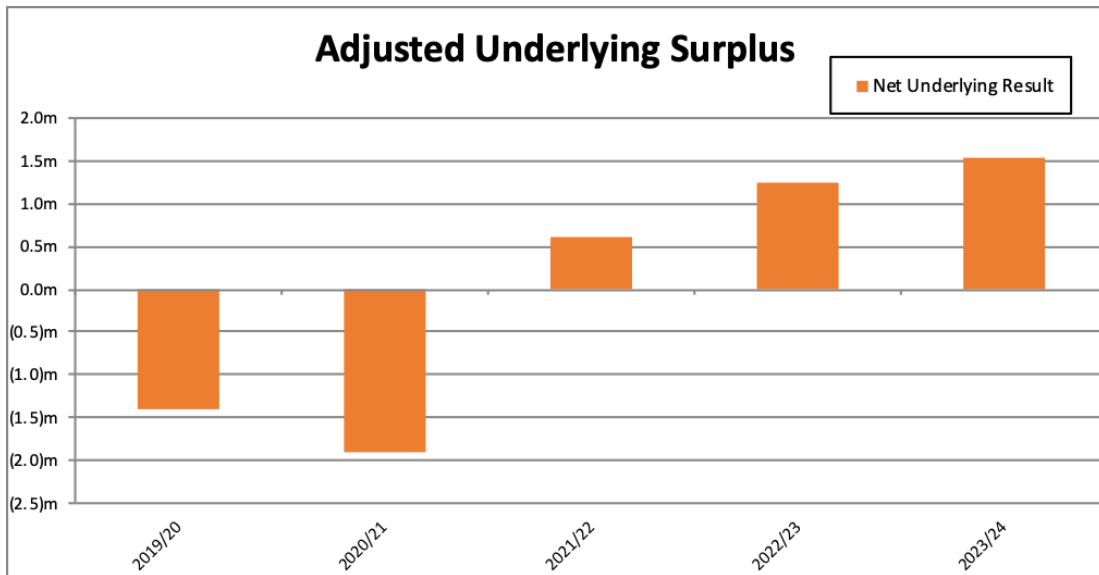
Net Operating Surplus

The COVID19 restrictions are impacting the operating position of Council, this is partially offset in 2019/20 due to the high levels of one-off capital grants. Over time, Council begins to recover and meet its target of operating surpluses.



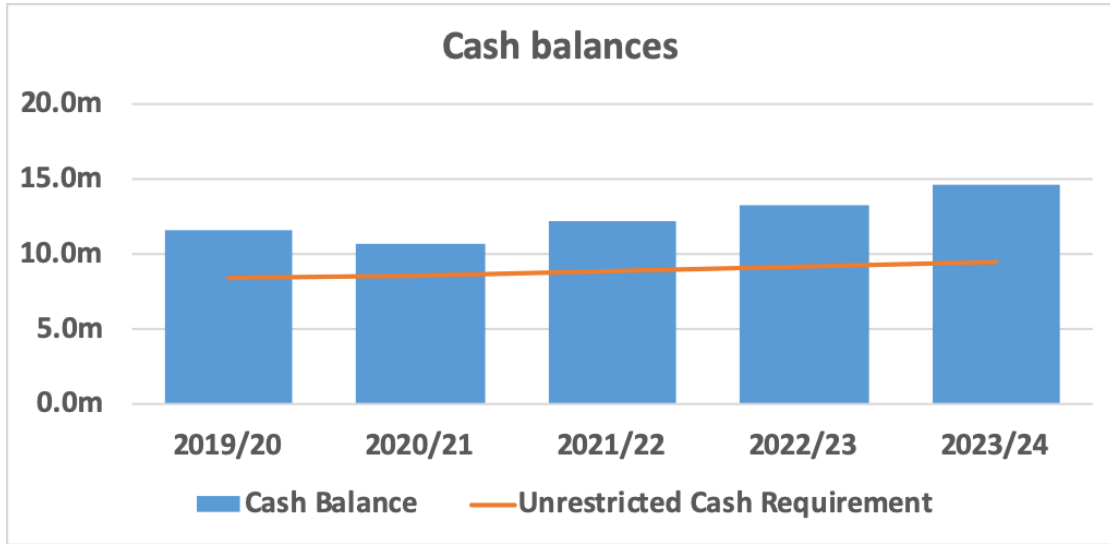
Adjusted Underlying Surplus

The impact of COVID19 is impacting the operating position of Council for the 2 years before Council begins to recover and meet its target of a breakeven underlying surplus.



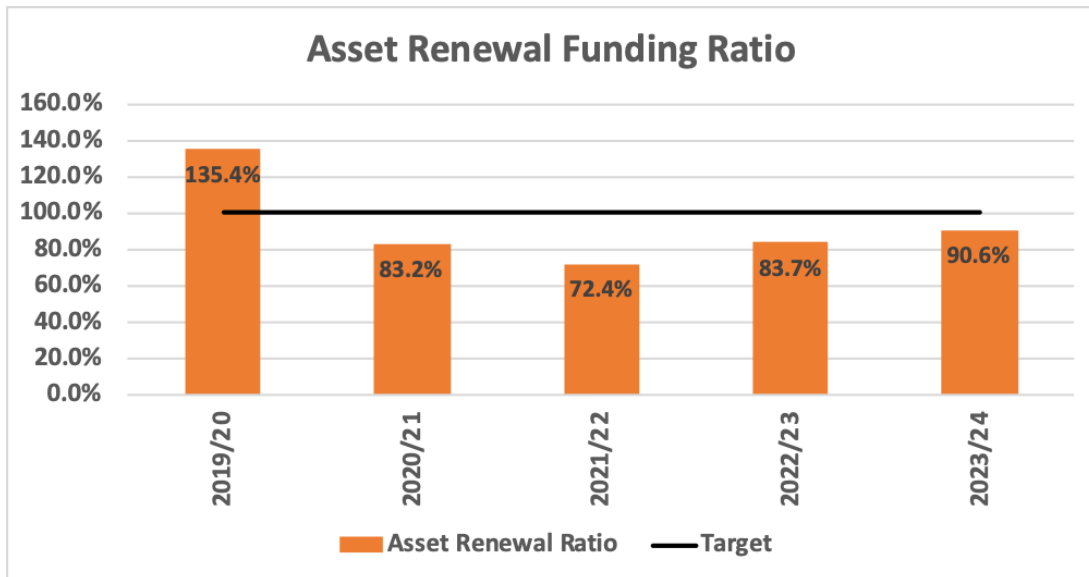
Cash Balances

Council is able to sustain cash balances above the restricted cash requirements.



Asset Renewal

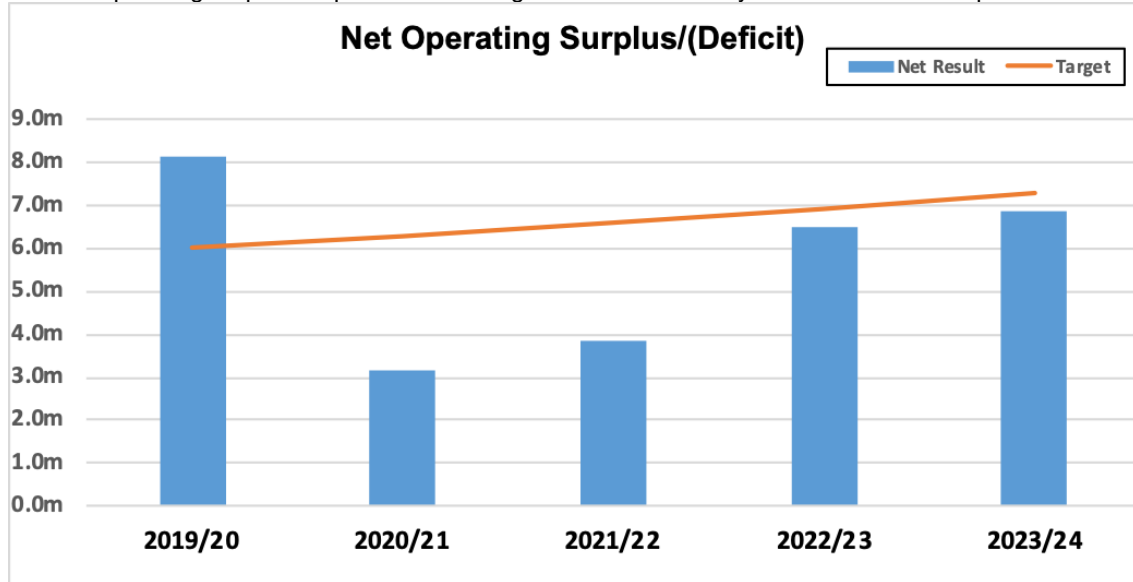
The 2019/20 forecast includes large amounts of grant funded capital works including the Lake Pertobe project and Reid Oval. The impact of the second rate cap variation from 2022/23 sees the asset renewal ratio get closer to the target.



Option 2 – No variation to the rate cap

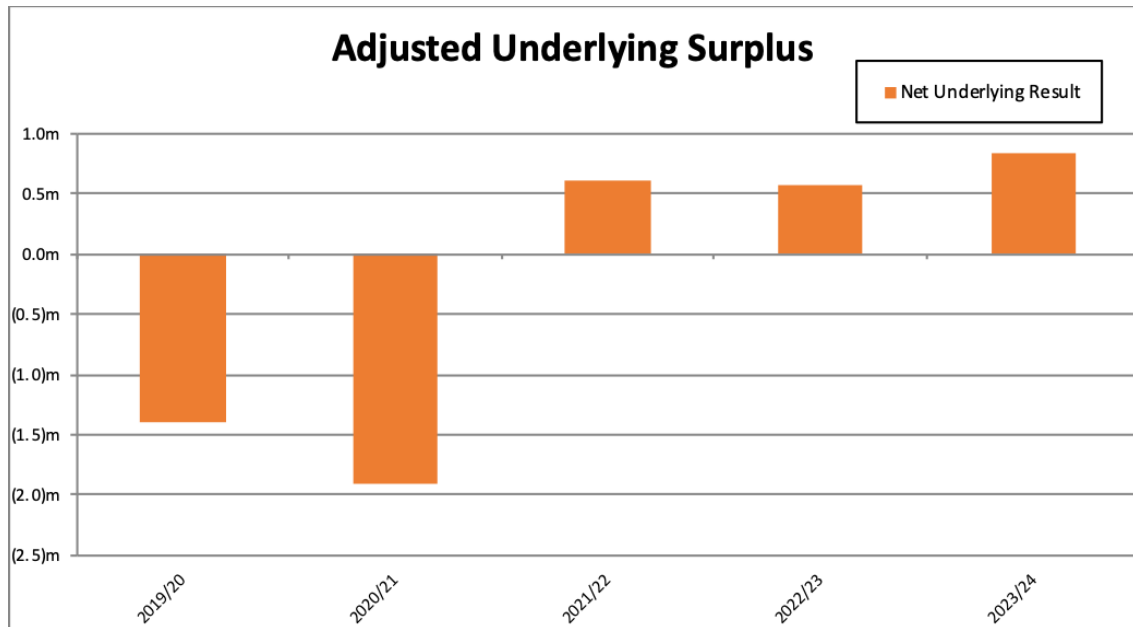
Net Operating Surplus

The net operating surplus drops below the target in the 4th and 5th year without a rate cap variation.



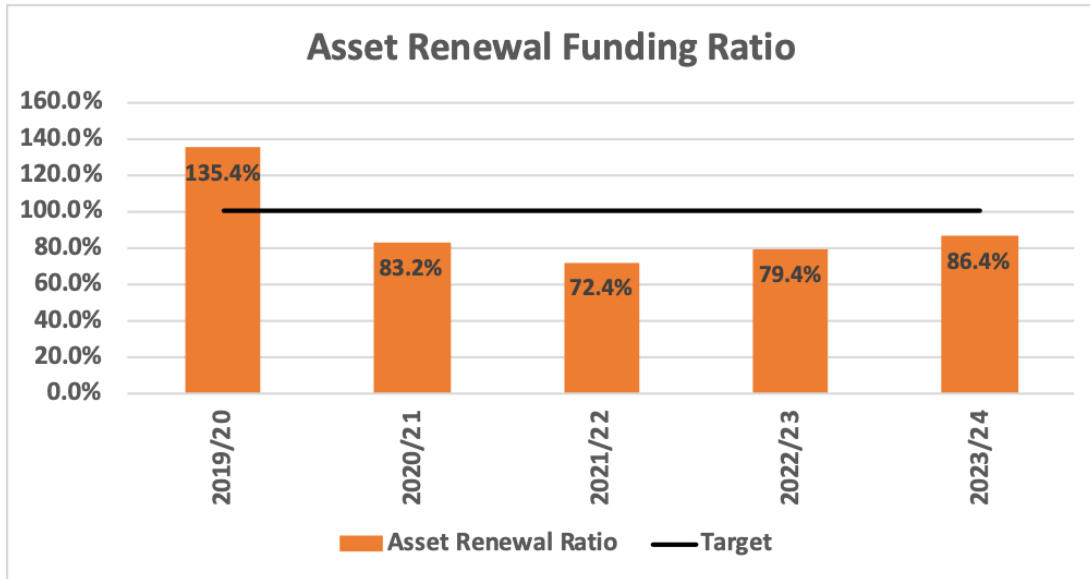
Underlying Adjusted Surplus

The underlying adjusted surplus remains in positive in the 4th and 5th year but with a reduced underlying adjusted surplus.



Asset Renewal

The asset renewal funding remains below target for the foreseeable future, which will increase the backlog and may result in service level decreases or decommissioning of community assets.



Outcomes

Options 1 – a higher cap option (2022/23) is the preferred option as it allows Council to;

1. Move to resolve its asset renewal backlog and improves its renewal capacity
2. Reduces the number of problem areas that Council needs to focus on its quest for financial sustainability
3. Allows time for Council to resolve additional sustainability issues
4. Allows for a permanent uplift that achieves financial sustainability in the short to mid-term

Achievement of SRP objectives

The overall objective of the SRP is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the council plan strategic objectives. The financial outcomes of the SRP are set out below under each of the key objectives which underpin the long-term financial plan over the next ten years.

1. Achieve at a minimum a breakeven adjusted underlying result (objective: achieved)

Following the impact of COVID19, Council is achieving a minimum breakeven adjusted underlying result
(measure: adjusted underlying result).

2. Maintain existing services and service levels (objective: achieved)

Existing services have been maintained throughout the long-term financial plan period after allowing for the impact of inflation and other cost indexation (measure: net cost of services and expenditure level).

3. Achieve a balanced budget on a cash basis (objective: achieved)

Council is forecasting that the overall cash balance will be greater than the restricted cash requirement in the plan (measure: unrestricted cash).

4. Meet council's asset renewal requirements (objective: improving)

The renewal gap reduces over the long-term financial plan period. (measure: renewal gap).

5. Maintain debt at a moderate level to allow capacity to fund future infrastructure (objective: achieved)

Borrowings are planned for either inter-generational projects or investments that will provide a financial return. Council will continue to review this as a source of funding to achieve objectives from the Council Plan and Warrnambool 2040. (Measure: loans and borrowings).

Appendix 1

Comprehensive Income Statement

For the four years ending 30 June 2024

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2019/20	2020/21	2021/22	Projections 2022/23	2023/24
		\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	40,698	41,436	42,766	44,763	46,106
Statutory fees and fines	4.1.2	1,713	1,580	1,881	1,919	1,957
User fees	4.1.3	14,747	11,332	18,614	18,966	19,345
Grants - Operating	4.1.4	11,800	12,235	12,182	12,427	12,676
Grants - Capital	4.1.4	8,211	4,559	2,914	1,992	1,701
Contributions - monetary	4.1.5	4,154	801	816	831	847
Contributions - non-monetary	4.1.5	4,000	4,000	4,500	4,500	5,000
Other income	4.1.6	1,284	619	631	644	657
Total income		86,607	76,562	84,304	86,042	88,289
Expenses						
Employee costs	4.1.7	32,940	31,739	35,864	36,887	37,948
Materials and services	4.1.8	31,172	26,604	28,960	26,437	26,756
Depreciation	4.1.9	12,250	12,650	13,050	13,450	13,850
Amortisation - Right of use assets	4.1.10	200	200	200	200	200
Bad and doubtful debts		146	101	135	137	140
Borrowing costs		350	328	331	275	226
Other expenses	4.1.11	838	886	904	922	940
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		552	901	991	682	772
Total expenses		78,448	73,409	80,435	78,990	80,832
Surplus/(deficit) for the year		8,159	3,153	3,869	7,052	7,457
Other comprehensive income						
Net asset revaluation increment /(decrement)		10,000	10,000	10,000	10,000	10,000
Total comprehensive result		18,159	13,153	13,869	17,052	17,457

Balance Sheet

For the four years ending 30 June 2024

	Forecast Actual 2019/20	Budget 2020/21	Strategic Resource Plan Projections			
			2021/22	2022/23	2023/24	
NOTES	\$'000	\$'000	\$'000	\$'000	\$'000	
Assets						
Current assets						
Cash and cash equivalents	3,604	1,677	2,157	2,312	1,593	
Trade and other receivables	4,000	3,507	3,521	3,541	3,554	
Other financial assets	8,000	9,000	10,000	11,000	13,000	
Inventories	185	185	185	185	185	
Other assets	1,300	1,310	1,320	1,330	1,340	
Total current assets	4.2.1	17,089	15,679	17,183	18,368	19,672
Non-current assets						
Trade and other receivables	10	8	6	4	2	
Investments in associates, joint arrangement and subsidiaries	650	665	680	695	710	
Property, infrastructure, plant & equipment	655,178	674,307	686,194	700,594	718,174	
Right-of-use assets	4.2.4	1,400	1,200	1,000	800	600
Total non-current assets	4.2.1	657,238	676,180	687,880	702,093	719,486
Total assets		674,327	691,859	705,063	720,461	739,158
Liabilities						
Current liabilities						
Trade and other payables	4,300	4,400	4,500	4,600	4,700	
Trust funds and deposits	1,150	1,130	1,150	1,170	1,130	
Provisions	6,800	7,004	7,214	7,431	7,653	
Interest-bearing liabilities	4.2.3	1,694	2,085	1,834	1,883	1,934
Lease liabilities	4.2.4	200	200	200	200	200
Total current liabilities	4.2.2	14,144	14,819	14,898	15,284	15,617
Non-current liabilities						
Provisions	1,300	1,339	1,379	1,421	1,463	
Interest-bearing liabilities	4.2.3	8,020	11,885	11,301	9,419	10,484
Lease liabilities	4.2.4	1,200	1,000	800	600	400
Total non-current liabilities	4.2.2	10,520	14,224	13,480	11,440	12,347
Total liabilities		24,664	29,043	28,378	26,724	27,964
Net assets		649,663	662,816	676,685	693,737	711,194
Equity						
Accumulated surplus	239,882	244,054	247,761	254,974	262,149	
Reserves	409,781	418,762	428,924	438,763	449,045	
Total equity		649,663	662,816	676,685	693,737	711,194

Statement of Changes in Equity

For the four years ending 30 June 2024

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019/20 Forecast Actual					
Balance at beginning of the financial year		631,504	232,679	392,485	6,340
Impact of adoption of new accounting standards					
Adjusted opening balance		631,504	232,679	392,485	6,340
Surplus/(deficit) for the year		8,159	8,159	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(1,235)	-	1,235
Transfers from other reserves		-	1,329	-	(1,329)
Balance at end of the financial year		649,663	240,932	402,485	6,246
2020/21 Budget					
Balance at beginning of the financial year		649,663	240,932	402,485	6,246
Surplus/(deficit) for the year		3,153	3,153	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves	4.3.1	-	(181)	-	181
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	662,816	243,904	412,485	6,427
2021/22					
Balance at beginning of the financial year		662,816	243,904	412,485	6,427
Surplus/(deficit) for the year		3,869	3,869	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(162)	-	162
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		676,685	247,611	422,485	6,589
2022/23					
Balance at beginning of the financial year		676,685	247,611	422,485	6,589
Surplus/(deficit) for the year		7,052	7,052	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	161	-	(161)
Balance at end of the financial year		693,737	254,824	432,485	6,428
2023/24					
Balance at beginning of the financial year		693,737	254,824	432,485	6,428
Surplus/(deficit) for the year		7,457	7,457	-	-
Net asset revaluation increment/(decrement)		10,000	-	10,000	-
Transfers to other reserves		-	(282)	-	282
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		711,194	261,999	442,485	6,710

Statement of Cash Flows

For the four years ending 30 June 2024

Notes	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	39,791	41,504	42,322	44,300	45,626
Statutory fees and fines	1,713	1,580	1,881	1,919	1,957
User fees	16,222	12,465	20,475	20,862	21,280
Grants - operating	20,010	16,794	15,096	14,419	14,378
Grants - capital					
Contributions - monetary	4,570	881	898	915	932
Interest received	284	284	289	295	301
Trust funds and deposits taken	-	-	20	20	-
Other receipts	1,100	354	376	384	392
Net GST refund / payment	(1,616)	(1,734)	(835)	(867)	(1,154)
Employee costs	(31,858)	(31,496)	(35,613)	(36,629)	(37,682)
Materials and services	(33,309)	(26,504)	(28,860)	(26,337)	(26,656)
Short-term, low value and variable lease payments					
Trust funds and deposits repaid	(49)	(20)	-	-	(40)
Other payments	(922)	(975)	(994)	(1,014)	(1,035)
Net cash provided by/(used in) operating activities 4.4.1	15,936	13,133	15,055	18,267	18,299
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(23,076)	(18,457)	(12,890)	(15,492)	(18,408)
Proceeds from sale of property, infrastructure, plant and equipment	720	471	481	490	500
Payments for investments	(9,000)	(14,000)	(14,000)	(14,000)	(14,000)
Proceeds from sale of investments	13,000	13,000	13,000	13,000	12,000
Net cash provided by/ (used in) investing activities 4.4.2	(18,356)	(18,986)	(13,409)	(16,002)	(19,908)
Cash flows from financing activities					
Finance costs	(350)	(328)	(331)	(275)	(226)
Proceeds from borrowings	1,400	5,950	1,250	-	3,000
Repayment of borrowings	(1,723)	(1,694)	(2,085)	(1,834)	(1,883)
Interest paid - lease liability					
Repayment of lease liabilities					
Net cash provided by/(used in) financing activities 4.4.3	(673)	3,928	(1,166)	(2,109)	891
Net increase/(decrease) in cash & cash equivalents	(3,093)	(1,925)	480	156	(718)
Cash and cash equivalents at the beginning of the financial year	6,696	3,603	1,678	2,158	2,314
Cash and cash equivalents at the end of the financial year	3,603	1,678	2,158	2,314	1,596

Statement of Capital Works

For the four years ending 30 June
2024

	Forecast Actual	Budget	Strategic Resource Plan Projections			
			2019/20	2020/21	2021/22	2022/23
NOTES	\$'000	\$'000	\$'000	\$'000	\$'000	
Property						
Land	-	480	-	-	-	
Total land	-	480	-	-	-	
Buildings	-	-	-	-	-	
Building improvements	4,325	3,094	2,062	2,035	4,686	
Total buildings	4,325	3,094	2,062	2,035	4,686	
Total property	4,325	3,574	2,062	2,035	4,686	
Plant and equipment						
Plant, machinery and equipment	828	1,129	1,151	1,174	1,198	
Computers and telecommunications	373	135	317	322	328	
Paintings and exhibits	88	75	75	75	75	
Total plant and equipment	1,289	1,339	1,543	1,571	1,601	
Infrastructure						
Roads	5,832	3,833	3,940	4,021	4,103	
Bridges	698	260	265	986	1,006	
Footpaths and cycleways	2,644	1,655	2,002	2,307	2,333	
Drainage	987	90	140	425	25	
Recreational, leisure and community facilities	6,330	6,235	2,000	3,400	3,900	
Parks, open space and streetscapes	2,654	572	540	547	554	
Aerodromes	33	-	30	30	30	
Off street car parks	56	59	260	61	62	
Other infrastructure	534	840	108	108	108	
Total infrastructure	19,768	13,544	9,285	11,885	12,121	
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408
Represented by:						
New asset expenditure	3,730	3,645	1,348	2,055	1,462	
Asset renewal expenditure	16,582	10,523	9,450	11,261	12,546	
Asset expansion expenditure	-	-	-	-	-	
Asset upgrade expenditure	5,070	4,289	2,092	2,175	4,400	
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408
Funding sources represented by:						
Grants	5,441	3,279	1,634	1,992	1,701	
Contributions	337	40	40	40	40	
Council cash	17,864	10,438	11,216	13,459	13,667	
Borrowings	1,740	4,700	-	-	3,000	
Total capital works expenditure	4.5.1	25,382	18,457	12,890	15,491	18,408

Statement of Human Resources

For the four years ending 30 June 2024

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs	32,940	31,739	35,864	36,887	37,948
Total staff expenditure	32,940	31,739	35,864	36,887	37,948
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	395.0	361.0	395.0	395.0	395.0
Total staff numbers	395.0	361.0	395.0	395.0	395.0

Other information

For the four years ended 30 June 2024

Summary of planned capital works expenditure

2021

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land	480	480	-	-	-	-	-	480	-
Building improvements	3,094	-	1,772	1,322	-	-	-	2,094	1,000
TOTAL PROPERTY	3,574	480	1,772	1,322	-	-	-	2,574	1,000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,129	-	1,129	-	-	-	-	1,129	-
Computers and Telecommunications	135	-	135	-	-	-	-	135	-
Paintings and Exhibits	75	75	-	-	-	-	40	35	-
TOTAL PLANT AND EQUIPMENT	1,339	75	1,264	-	-	-	40	1,299	-
Infrastructure									
Roads	3,833	-	3,833	-	-	425	-	3,408	-
Bridges	260	-	260	-	-	-	-	260	-
Footpaths and cycleways	1,655	665	990	-	-	-	-	1,655	-
Drainage	90	-	25	65	-	-	-	90	-
Recreational, leisure and community facilities	6,235	1,667	1,667	2,902	-	2,790	-	445	3,000
Parks, open space and streetscapes	572	58	514	-	-	-	-	572	-
Off street car parks	59	-	59	-	-	-	-	59	-
Other infrastructure	840	700	140	-	-	64	-	76	700
Total infrastructure	13,544	3,090	7,488	2,967	-	3,279	-	6,565	3,700
Total capital works expenditure	18,457	3,645	10,523	4,289	-	3,279	40	10,438	4,700

Summary of planned capital works expenditure

2022

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Building improvements	2,062	-	1,685	377	-	-	-	2,062	-
TOTAL PROPERTY	2,062	-	1,685	377	-	-	-	2,062	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,151	-	1,151	-	-	-	-	1,151	-
Computers and Telecommunications	317	-	317	-	-	-	-	317	-
Paintings and Exhibits	75	75	-	-	-	-	40	35	-
TOTAL PLANT AND EQUIPMENT	1,543	75	1,468	-	-	-	40	1,503	-
Infrastructure									
Roads	3,940	-	3,940	-	-	434	-	3,506	-
Bridges	265	-	265	-	-	-	-	265	-
Footpaths and cycleways	2,001	673	1,328	-	-	-	-	2,001	-
Drainage	140	-	25	115	-	-	-	140	-
Recreational, leisure and community facilities	2,000	600	-	1,400	-	1,200	-	800	-
Parks, open space and streetscapes	540	-	540	-	-	-	-	540	-
Aerodromes	30	-	30	-	-	-	-	30	-
Off street car parks	260	-	60	200	-	-	-	260	-
Other infrastructure	108	-	108	-	-	-	-	108	-
Total infrastructure	9,285	1,273	6,297	1,715	-	1,634	-	7,651	-
Total capital works expenditure	12,890	1,348	9,450	2,092	-	1,634	40	11,216	-

Summary of planned capital works expenditure

2023

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Building improvements	2,035	-	1,660	375	-	-	-	2,035	-
TOTAL PROPERTY	2,035	-	1,660	375	-	-	-	2,035	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,173	-	1,173	-	-	-	-	1,173	-
Computers and Telecommunications	322	-	322	-	-	-	-	322	-
Paintings and Exhibits	75	75	-	-	-	-	40	35	-
TOTAL PLANT AND EQUIPMENT	1,571	75	1,496	-	-	-	40	1,531	-
Infrastructure									
Roads	4,021	-	4,021	-	-	442	-	3,578	-
Bridges	986	-	986	-	-	-	-	986	-
Footpaths and cycleways	2,307	680	1,627	-	-	-	-	2,307	-
Drainage	425	-	25	400	-	-	-	425	-
Recreational, leisure and community facilities	3,400	1,300	700	1,400	-	1,550	-	1,850	-
Parks, open space and streetscapes	547	-	547	-	-	-	-	547	-
Aerodromes	30	-	30	-	-	-	-	30	-
Off street car parks	61	-	61	-	-	-	-	61	-
Other infrastructure	108	-	108	-	-	-	-	108	-
Total infrastructure	11,885	1,980	8,105	1,800	-	1,992	-	9,893	-
Total capital works expenditure	15,491	2,055	11,261	2,175	-	1,992	40	13,458	-

Summary of planned capital works expenditure

2024

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Building improvements	4,686	-	1,686	3,000	-	-	-	1,686	3,000
TOTAL PROPERTY	4,686	-	1,686	3,000	-	-	-	1,686	3,000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	1,198	-	1,198	-	-	-	-	1,198	-
Computers and Telecommunications	328	-	328	-	-	-	-	328	-
Paintings and Exhibits	75	75	-	-	-	-	40	35	-
TOTAL PLANT AND EQUIPMENT	1,600	75	1,525	-	-	-	40	1,560	-
Infrastructure									
Roads	4,103	-	4,103	-	-	451	-	3,652	-
Bridges	1,006	-	1,006	-	-	-	-	1,006	-
Footpaths and cycleways	2,333	687	1,646	-	-	-	-	2,333	-
Drainage	25	-	25	-	-	-	-	25	-
Recreational, leisure and community facilities	3,900	700	1,800	1,400	-	1,250	-	2,650	-
Parks, open space and streetscapes	554	-	554	-	-	-	-	554	-
Aerodromes	30	-	30	-	-	-	-	30	-
Off street car parks	62	-	62	-	-	-	-	62	-
Other infrastructure	108	-	108	-	-	-	-	108	-
Total infrastructure	12,122	1,387	9,334	1,400	-	1,701	-	10,421	-
Total capital works expenditure	18,408	1,462	12,545	4,400	-	1,701	40	13,667	3,000

Statement of Human Resources

Summary of planned human resources expenditure

	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
Corporate strategies				
-Permanent full time	4,894	5,274	5,424	5,580
-Permanent part time	1,588	1,646	1,693	1,741
Total corporate strategies	6,482	6,919	7,117	7,322
City infrastructure				
-Permanent full time	7,792	8,147	8,379	8,620
-Permanent part time	883	1,003	1,032	1,062
Total city infrastructure	8,675	9,150	9,412	9,682
Community development				
-Permanent full time	4,969	5,359	5,512	5,670
-Permanent part time	6,479	7,463	7,676	7,896
Total community development	11,447	12,822	13,187	13,567
City growth				
-Permanent full time	3,233	3,887	3,998	4,113
-Permanent part time	608	939	965	993
Total city growth	3,841	4,826	4,964	5,106
Total casuals and others	1,293	2,146	2,208	2,271
Total staff expenditure	31,739	35,864	36,887	37,948

	2019/20	2020/21	2021/22	2022/23
	FTE	FTE	FTE	FTE
Corporate strategies				
-Permanent full time	48	50	50	50
-Permanent part time	19	19	19	19
Total corporate strategies	67	69	69	69
City infrastructure				
-Permanent full time	86	87	87	87
-Permanent part time	12	13	13	13
Total City Infrastructure	98	100	100	100
Community development				
-Permanent full time	58	59	59	59
-Permanent part time	82	92	92	92
Total community development	140	151	151	151
City growth				
-Permanent full time	33	40	40	40
-Permanent part time	8	12	12	12
Total city growth	41	51	51	51
Total casuals and others	15	23	23	23
Total staff numbers	361	395	395	395

Glossary

Act	means the <i>Local Government Act 1989</i>
Annual report	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Asset expansion expenditure	means expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries
Asset expenditure type	means the following types of asset expenditure: (a) asset renewal expenditure; (b) new asset expenditure; (c) asset upgrade expenditure; (d) asset expansion expenditure
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	means expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life
Australian Accounting Standards (AASB)	means the accounting standards published by the Australian Accounting Standards Board
Average rate cap	means an amount expressed as a percentage amount, based on the change to CPI over the financial year to which the cap relates, plus or minus any adjustment
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan
Capital works expenditure	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade
Council plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year
Financial resources	means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report

Financial year	means the period of 12 months ending on 30 June each year
General order	means an order made by the Minister under section 185D of the Act
Higher cap	means an amount expressed as the average rate cap specified in a general order plus an additional percentage amount in respect of that financial year
Human resources	means the staff employed by a council
Indicator	means what will be measured to assess performance
Initiatives	means actions that are one-off in nature and/or lead to improvements in service
Local Government Model Financial Report	means the model report published by the Department of Environment, Land, Water and Planning
Major initiatives	means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget
Minister	means the Minister for Local Government
Model budget	means the <i>Victorian City Council Model Budget</i> prepared annually by the Chartered Accountants in Australia and New Zealand
New asset expenditure	means expenditure that creates a new asset that provides a service that does not currently exist
Non-financial resources	means the resources other than financial resources required to deliver the services and initiatives in the budget
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's strategic resource plan
Planning and accountability framework	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Performance statement	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Recurrent grant	means a grant other than a non-recurrent grant
Regulations	means the Local Government (Planning and Reporting) Regulations 2014
Report of operations	means a report containing a description of the operations of the council during the financial year and included in the annual report

Services	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community
Special order	means an order made by the ESC under section 185E of the Act
Statement of capital works	means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared accordance to the model statement of capital works in the Local Government Financial Report
Strategic objectives	means the outcomes a council is seeking to achieve over the next four years and included in the council plan
Strategic resource plan	means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. Is also referred to as a long term financial plan
Strategies	means high level actions directed at achieving the strategic objectives in the council plan
Statement of human resources	means a statement which shows all council staff expenditure and numbers of full time equivalent council staff
Statements of non-financial resources	means a statement which describes the non-financial resources including human resources
Summary of planned capital works expenditure	means a summary of capital works expenditure in relation to non-current assets classified according to the model statement of capital works in the <i>Local Government Model Financial Report</i> , by asset expenditure type and funding source
Summary of planned human resources expenditure	means a summary of permanent council staff expenditure and numbers of full time equivalent council staff categorised according to the organisational structure of the council

5.3. POLICY & PROCEDURES REVIEW

PURPOSE:

This report is to have Council consider the adoption of several important policies, procedures and the Audit and Risk Committee Charter that have been out for public feedback and to also seek community feedback on several updates to important Council policies and procedures.

EXECUTIVE SUMMARY

Council is presented several policies for consideration that have been out for public comment. These include Councils Fraud and Corruption Control Policy and Procedure, the Councillor Gift Policy, Councils Public Interest Disclosure Procedure and the Audit and Risk Committee Charter.

Council in alignment with the transparency principles set out in the new Local government act is seeking input to a further suite of documents which includes Councils Draft Transparency Policy, the Draft Councillor Reimbursement of Expenses Policy, Councillor's Draft Resources and Facilities Policy.

Each of these documents is required to be adopted by Council in its final form by 1 September 2020. Council is putting these documents out for exhibition and is inviting feedback via yoursaywarrnambool.com.au **Feedback is sought by 5:00pm Wed 22 July 2020.**

MOVED: CR. KYLIE GASTON
SECONDED: CR. ROBERT ANDERSON

1. That Council note the

- i) Draft Transparency Policy – refer Attachment 1.**
- ii) Draft Councillor Reimbursement of Expenses Policy – refer Attachment 2.**
- iii) Draft Resources and Facilities Policy – refer Attachment 3.**

attached and that Council seek Community feedback for their further consideration on these documents.

2. That Council adopt the following attached documents

- i) Council's Fraud and Corruption Control Policy – refer Attachment 4.**
- ii) Council's Fraud and Corruption Control Procedure – refer Attachment 5.**
- iii) Councillor Gift Policy – refer Attachment 6.**
- iv) Council's Public Interest Disclosure Procedure – refer Attachment 7; and the**
- v) Warrnambool City Council Audit and Risk Committee Charter – refer Attachment 8.**

CARRIED - 7:0

BACKGROUND

Attached are draft documents that were put to the Audit and Risk Committee for review and input, in response to changes in the intent of the new Local Government Act. These changes see the Committees oversight of governance policy compliance grow. This initial suite are the most pertinent documents due for review with the Audit and Risk Committee's input. These policies procedures and the charter were presented to the Audit and Risk Committee on 19 May 2020 for feedback. These are policies and procedures requiring update and are public policies of Council that deal with the good governance of Council.

Whilst the Audit and Risk Committee Charter was last updated in 2019, the changes of the Act require a further update to reflect the changes in intent of the legislation.

This report responds to changes created in the proclamation of the new Victorian Local Government Act 2020. The report provides a copy of several updated draft policies procedures and the Council's Audit and Risk Committee Charter for the consideration of Council.

The policies, procedures and charter are returning to Council for adoption with community feedback considered.

The intent of this exhibition period is to provide for an extended level of both transparency and engagement in the development of these important Council documents. Both these elements reflect the changed emphasis that the new act envisages for Councils and the expanded role of the Audit and Risk Committee of Council. This process responds in an interim way to the legislation until a fully-fledged transparency policy is developed and the Community Engagement Policy reviewed in accordance with the intent of the changed legislation.

Council has received feedback on the first suite of documents presented for review and incorporated some of the feedback provided This report now recommends their adoption and the exhibition of a further suite of documents as outlined below for public exhibition comment and feedback.

The policies attached to this report seeking feedback from the community includes:

- Draft Transparency Policy.
- Draft Councillor Reimbursement of Expenses Policy.
- Draft Resources and Facilities Policy.

Councils Election Period Policy is procedural and will be presented directly to Council for consideration and adoption.

Councils Community Engagement Policy is due for review now. This policy will remain in hold over until the election of a new Council as the introduction of the new Local Government Act envisages a newly elected Councils involvement in the establishment of this policy in alignment with the Community Engagement Principles outlined in the Act. This policy is due for adoption by Council by March 2021 under the implementation provisions of the new Act.

Documents to be considered for adoption that have been out for comment and have been:

- Audit and Risk Committee Charter.
- Public Interest Disclosure Procedure.
- Gift Policy (Councillor).
- Fraud and Corruption Control Policy.
- Fraud and Corruption Control Procedure.

CONSULTATION

Council has received feedback from two submitters.

Mr Brian Kelson on behalf of the Warrnambool Ratepayer's Association

“Warrnambool Ratepayers Association Submission for Fraud and Corruption Policy, Audit and Risk Committee Charter and the Fraud and Corruption Procedures To Warrnambool City Council, We are writing to express our concerns around some of the policies in the draft documents. We are baffled by the fact that these policies fail to hold the chain of responsibility to account when fraud is discovered.

With the way the policy is currently written it is only, the employee that makes the fraudulent purchase held to account. The policy outlines the original purchase is checked by their manager, the finance department, and then the audit and risk committee. Disturbingly, it is only, the employee who makes the initial purchase that will be investigated and have action taken against. This shifts all responsibility from the managers and leaves these expenses open to being rubber-stamped by management. We witnessed this with the manager of the Visitor Economy when he resigned, no questions were asked of his manager who was responsible for reviewing all of his spendings.

It was also overlooked by the other checks and balances internally and was brought to the attention of the Warrnambool City Council through an FOI request. We request the policy be amended so all managers and officers involved in the checks and balances of public monies are also held to account. If these positions of responsibility are not subject to investigations or repercussions this could be seen as acting against the public interest. The Victorian Ombudsman additionally notes that using payment methods that require a review post-purchase like credit cards, create a system that is more open to potential fraud.

We request Warrnambool City Council to reduce the number of credit cards and their use. Limiting methods of payment that require checking after the purchase will help to protect the public from potential fraud of their funds. I am equally concerned with the current situation about the reporting, investigation, and actions taken by the council. Currently, one officer is involved in every step of this process which gives one person too much control of the reporting, audit, and disciplinary action taken by the council.

This could be seen from the outside as having an officer being able to control the actions taken by the council regarding fraud reporting. Bernadette Northeast has spoken openly about how she was treated going through the council process to report fraud. She felt like she was on trial and the council was seen to be protecting their own. I would like to see this changed so that these positions are held by three separate members of council staff and never by one individual as we have currently because they hold too much control over the corruption process. Kind Regards, Brian Kelson Warrnambool Ratepayers Association President"

WCC COMMENTS

Fraud and Corruption Policy

- There is no direct reference to credit card use in the Policy.
 - It is an overarching policy that highlights “*the Council’s commitment to the prevention, deterrence, detection and investigation of all forms of fraud and corrupt conduct*”.
 - The detail on the associated processes is in the procedures.
- The Policy lists the Procurement Policy as one of the ‘Related Policy & Procedures’.
 - The Procurement Policy lists related policies and procedures and includes ‘Corporate Card Policy’
 - Council will also add Corporate Card Policy to the list of Related Policy & Procedures in the Fraud and Corruption Policy.
- Council will expand the examples Under the definition of ‘Fraud’, to include some other risks identified in the Auditor-Generals report:
 - Using a council credit card for personal use
 - Using a council fuel card to fill-up their own vehicle
 - Seeking reimbursement for items not bought, or not for genuine council business.

Fraud and Corruption Procedure

- Note that the Procedure lists examples of Fraud, including:
 - Credit card fraud involving the unauthorized use of a credit card or credit card number issued to another person, including use of purchasing card to buy goods or services for personal use

- The 'Investigation' clause (page 11/12), provides:
 - "Upon receipt of a report of fraudulent or corrupt behaviour, or suspected behaviour, the Director Corporate Strategies and the Manager Governance will as soon as practicable ensure that an investigation is conducted into the alleged misconduct."
 - The purpose of an investigation includes "to identify the person(s) responsible for the fraudulent or corrupt behaviour"
 - Under the purpose, Council has added an additional line.

Identify any gaps or weaknesses in the controls and systems associated with the activity that is subject to the investigation:

- The investigation can then raise matters associated with weaknesses in the oversight of the reported or suspected fraudulent activity.
- The 'Internal Investigation' clause (page 12) lists the steps for conducting an investigation.
- Under compile a report, council has added an additional line.

Report on any detected gaps or weaknesses in the controls and systems associated with the alleged activity.

- 'Responses to Investigations' clause (page 13) provides adequate scope to take action against any parties associated with any misconduct. It does not limit the actions to just the primary perpetrator.
- The 'Review of Internal Controls' clause (page 13) further strengthens the review of any detected weaknesses in controls/systems.
- Who conducts an investigation?

The Chief Executive Officer is responsible for the selection of the personnel to be involved in the Investigation team. This may include referring the investigation to the Internal Auditor for action.

- Contrary to the submission, no one officer is involved in every step – reporting, investigation and action.
 - The Director Corporate Strategies & Manager Governance must ensure that an investigation is conducted.
 - But they do not necessarily conduct the investigation. The CEO decides the personnel. The team would not include the CEO.

Council has added "the Chief Executive Officer will remain impartial to any investigation and not be a member of any Investigation Team"

- The CEO is ultimately responsible for deciding on the action to be taken. The CEO make delegate responsibility for implementing the action, but not making the decision of the actual action to be taken.

Mr. Jim Burke Submitted comments and suggestions in relation to the Public Interest Disclosure procedures, the Councillor Gift Policy and the Fraud and Corruption Control Policy

Public Interest Disclosure Procedures

1. Introduction

Definitions and Terminology

Assessable Disclosure: Any disclosure either made directly to IBAC or the VI, or if received by the Council is required under s.21 of the Act to be notified by the Council to IBAC for assessment. Section 14 (e) of the Act makes it quite clear that if the disclosure relates to a Councillor the disclosure may be made to either IBAC or the Ombudsman. This definition needs to reflect this.

WCC COMMENTS:

Noted and the definition now includes a reference to the Victorian Ombudsman, the section with the most pertinent reference to PROTECTED DISCLOSURE ACT 2012 (NO. 85 OF 2012) - SECT 16

Disclosures that must be made to the IBAC or the Ombudsman.

A disclosure under this Part that relates to any of the following must be made to the IBAC or the Ombudsman—

- (a) a Councillor;

Section 14 of the Ombudsman Act refers general complaints that may be considered by the Ombudsman in

- (e) any other person if, having regard to all the circumstances, the Ombudsman considers it is appropriate to deal with the complaint.

2. Council Principles and Structure

Principles

Perhaps a better start to this paragraph might be:

‘The Council supports a workplace culture of trust based on individual and corporate integrity and ethical behaviour ...’

Individual and corporate integrity, because it is a two way street, one won’t work without the other. Ethical behaviour because the word ‘ethics’ alone here means little, I am not sure what it intended by the phrase ‘ethics and authenticity’, and I don’t believe anyone else will either, but I do believe that demonstrated integrity and ethical behaviour engenders trust.

WCC COMMENTS:

Ethical behaviour and integrity added

Public Interest Disclosure Coordinator

The Act allows Council to devise its own scheme for handling Public Interest Disclosure within certain boundaries of course. The IBAC advice on this matter suggests the need for a Public Interest Disclosure Coordinator but identifies no other roles. It is within Council’s powers to have both a PID Coordinator and a PID Officer.

I believe that it is not necessary to have the both, this only serves to increase the information security issues. It will also very likely muddy the waters for a potential discloser as to whom, in the first instance, he or she should make their disclosure.

I note that the Director Corporate Strategies is the position nominated for this role. It is marked ‘temporary’; it is not clear whether this applies to the position or the person currently, or from time to time, occupying this position.

Any Manager or supervisor appointed as PID Officer will be subordinate to a Director and will very likely find themselves in a position of real or perceived conflict of interest. The most appropriate position to hold the function of PID Coordinator is Manager – Governance. This position is not beholden to any party other than the Chief Executive Officer.

There is no reference in this document to the need to avoid actual or perceived conflicts of interest. Perhaps, it might be appropriate to re-write the final sentence in this section to cover this issue.

Perhaps: 'From time to time, it may be necessary to appoint other or additional PID Coordinators particularly where the risk of actual or perceived conflict of interest might arise.'

An alternative might be to temporarily appoint an alternative PID Coordinator on a case by case basis where the PID Coordinator may have, or appear to have, a conflict of interest. This should not give rise to any information security issues and the alternative PID Coordinator would act only on the case specific to his or her temporary appointment. The temporary appointee would act independently of the substantive PID Coordinator.

'The conduct or action being disclosed about may be one which has taken place, is still occurring, or is believed is intended to be taken or engaged in.'

Might be clearer if written as:

'The conduct or action being disclosed may be one that has taken place, is still occurring, or is conduct or action that the discloser believes is intended or proposed to be taken or engaged in.'

WCC COMMENT:

Public interest disclosure officer removed. Council is in the process of recruiting a Governance Manager, the most appropriate interim arrangement is the Director of Corporate Strategies role which also has a direct reporting line to the CEO and overall corporate responsibility for organisational matters.

Detrimental Action

Under this heading it is noted that it is a criminal offence to take detrimental action but this is not referred to again under the heading **Offences** where some criminal offences set out in the Act are listed along with the relevant maximum penalty.

Under s.45(1) of the Act 'A person must not take detrimental action against another person in reprisal for a public interest disclosure. Penalty: 240 penalty units or 2 years imprisonment or both. This should be added to your list of Offences but I think that it might be helpful if these offences and related penalties could also appear in those parts of this document where those offences are discussed.

WCC Included

Records Management

In the final sentence of the first paragraph, might I suggest:

'A Welfare Manager may be provided with information relevant to a welfare issue he or she is managing whenever it is in the interests of the supported officer for that to occur.'

WCC Included

Gift Policy (Councillors)

1. Introduction

Purpose

'... and protecting Councillors from allegations of impropriety.'

Surely it is not the policy of Council to protect individual Councillors from allegations of impropriety; this assumes any allegation would be untrue. The policy should have as a purpose, providing Councillors with guidance on the ethics of receiving gifts. I suggest that the opening paragraphs might better read as:

The Council is committed to protecting its assets, its integrity and reputation by providing Councillors with clear guidance on ethical gift receiving so that they can be, and be seen to be, ethical, fair and scrupulous in their roles as Councillors.

The Council recognises that Councillors will on occasion be offered, gifts, benefits and hospitality.

WCC Amended

2. Policy

Acceptance of Gifts and Benefits

Token gifts: Who decides when a gift of \$100 is a token? If a Councillor goes out to dinner and another diner buys them a bottle of wine, value less than \$100, to go with their dinner just what is that a token of? Who gets to judge this? A \$25 bottle of wine at a restaurant is one thing, an \$80 bottle of Shiraz might be quite another.

In what circumstances would a Councillor countenance accepting a gift in excess of \$100 and in what circumstances would Council authorise this gift. This becomes problematic given Ordinary Meetings of Council occur only monthly and surely the Council would want this gift receiving approval to be out in the open.

These conventions depend entirely on Council being aware that a gift has been offered and whether or not it was accepted.

WCC Noted, *no change*

Official Gifts

The Chief Executive Officer will ensure that an Official Gift is recorded in the Gift Register (**including details of possession where it has been determined that an individual Councillor could appropriately retain the gift**).

Note:

There is a reference to a Gifts Procedure (Councillors). This document is not visible to the public at this time nor is there any indication that it is under review or will become publicly available.

Nowhere in this policy document is there an indication of how and when gifts must be reported, or to whom they must be reported.

WCC COMMENT:

The Gifts procedure is to be drafted and will be made available to the public online along with the Policy when adopted. The creation of the procedure will address some of the queries posed and belongs best in the procedure rather than the policy.

Hospitality

Replace: '... and provides an opportunity to network or undertake business of a common purpose ...' and replace with '... and provides an opportunity to promote Council's agenda or undertake business of a common purpose related to Council's agenda ...'.

This ties the activity to the needs of the Council and not the Councillor.

WCC No change

Conflict of Interest

'Councillors should be aware one or more Gifts or Hospitality with a total value of, or more than, \$500 received from one person, over a five year period, will give rise to a conflict of interest, which must be declared in accordance with the Local Government Act.'

This provision is weak and implies that the \$500 figure is prescribed by the Local Government Act when that is not the entire picture. Council may determine another figure; I would infer that this means a lower figure though the Act is not clear in this instance.

I would like to see a more comprehensive position. Council is limited to the five year period, nevertheless, I would be concerned if a Councillor, or a Councillor to be, had been in the habit of receiving repeated gifts from the same person or entity. That indicates, to me, that a relationship has developed, or is developing that might compromise a Councillor.

I would suggest a lower figure be attached to this provision, say \$250. Perhaps, in the procedures document related to this policy, some guidance could be given to Councillors relation to recognising and recording these situations. I foresee that hospitality could become difficult to define.

WCC Noted no change the circumstances described are covered in the intent of the principles of this policy.

Fraud and Corruption Control Policy

1. Introduction

Purpose

'The purpose of this Policy is to demonstrate the Council's commitment

This is not the intention of this policy or, at least, should not be. Surely the purpose of this policy is to achieve an outcome not demonstrate a commitment. Weak wording weakens the policy giving it the appearance of window dressing.

WCC Purpose passive language replaced

"The purpose of this Policy is to provide a framework to ensure the prevention, deterrence, detection and investigation of all forms of fraud and corrupt conduct."

References

Council Related Policy & Procedures

Some of these Policies and Procedures are out of date and should themselves be subject to review in this current round, or are not available to the public:

- Protected Disclosure Procedures – currently out of date and under review as mandated by LGA 2020.
- Risk Management Policy & Procedures – not reviewed since ratification in 2015.
- Councillor Code of Conduct - was due for review in 2017.
- Staff Code of Conduct – not available to the public.
- Recruitment & Selection Policy – Not available to the public.
- Disciplinary Policy & Procedure – not available to the public.
- Gifts & Benefits Policy – currently under review.
- Audit & Risk Committee Charter - currently under review as mandated by LGA 2020.
- Procurement Policy – will soon be out of date..
- Acceptable Computer Use Policy – not available to the public.

WCC Councillor Code of Conduct is in date and was adopted by Council.

Council draft transparency policy (attached) is proposed for community review. This policy should resolve some of the concerns raised in this comment, as it sets out a policy of an increased availability of relevant documents an increased ease of access in line with the new Local Government Acts transparency principles transparency. The Procurement policy is in review.

2. Policy

Commitment

'The Council's commitment to fraud and corruption control will be (managed) **achieved** by ensuring that ...': too much emphasis on hope over outcome.

Principles

The Council will utilise available resources to:

- 'Conduct any investigations and analysis of fraudulent activities'

replace with:

- Investigate and analyse fraudulent or corrupt activity in order to improve Fraud & Corruption Procedures
- Investigate any reported fraudulent or corrupt activity to determine if:
 - The reported activity is a disciplinary matter for Council, or if
 - The reported activity is likely to have breach a law, in which case, the matter will be reported to the police.

WCC No change

'All Councillors and Council staff (have a role assisting) **are obliged to assist** the Council to:'

'The Council is committed to detecting, investigating, reporting and prosecuting cases of fraud, theft, corruption or misconduct.'

Replace with:

The Council will detect, investigate, report and prosecute all cases of fraud, theft, corruption or misconduct.

WCC obliged to assist changed but not second part of the comment

The draft version is aspirational but should emphasise the Council's determination to achieve an outcome.

Reporting and Investigation

If the conduct complained about refers to a Councillor; a Councillor or a member of staff may also make a public interest disclosure to the Victorian Ombudsman. I refer to S 14.(e) of the Protected Disclosures Act 2012.

WCC believes references should be either *The section with the most pertinent reference to PROTECTED DISCLOSURE ACT 2012 (NO. 85 OF 2012) - SECT 16 Disclosures that must be made to the IBAC or the Ombudsman*

A disclosure under this Part that relates to any of the following must be made to the IBAC or the Ombudsman—

- (a) a Councillor;

Section 14 of the Ombudsman Act refers general complaint that may be considered by the Ombudsman in

- (e) **any other person if, having regard to all the circumstances, the Ombudsman considers it is appropriate to deal with the complaint.**

'The Council will report appropriate matters to the police for prosecution.' What is an appropriate matter; this policy provides no guidance on that issue. Surely, the most appropriate policy is, where the evidence allows, all cases of corrupt or fraudulent activity be reported to the police. Further, these matters are not referred to the police 'for prosecution' neither the Council nor the police determine which case will be prosecuted. That is why all cases of suspected fraud should be referred to the police as soon as there is sufficient evidence that an act of fraud or corruption may have occurred.

Allowing a Councillor or a member of the Council staff to determine which cases will be handled internally and which warrant a report to the police allows space for real or perceived inappropriate behaviour. It begs the question as to why one officer should be allowed to, say, resign and another be reported to the police.

WCC All matters of suspected fraud or corruption will be reported to the relevant integrity authority and acted upon on their advice.

3. Governance

Compliance Responsibility

Council (add)

Responsible for acting with propriety at all times. Councillors must not use their position to gain personal advantage or to confer advantage, or disadvantage, on any other person or body.

Chief Executive Officer (add)

Will report instances where Council investigations have revealed sufficient evidence of fraudulent or corrupt activity to the appropriate external authority.

WCC Added

Council is now seeking feedback from the community in relation to several more key documents. It is doing this to improve its understanding of the views of the community in relation to these key governance documents.

The documents will be available for inspection and comments are being sought via Councils

yoursaywarrnambool.com.au

website feedback forum. Comments or feedback may also be made in writing to Council addressed to:

Peter Utri
Director Corporate Strategies
PO Box 198 Warrnambool Victoria 3280.

Comments will be received for consideration until 5.00pm Wednesday 22 July 2020.

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

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

TIMING

A report will be returned for Council's consideration at a future briefing with any relevant community feedback.

The final drafts with any amendments will then be presented for Council's consideration to be adopted before 1 September 2020.

OFFICERS' DECLARATION OF INTEREST

No conflict.

ATTACHMENTS

1. Draft Transparency Policy June 2020 [5.3.1 - 13 pages]
2. Draft Council Expenses Reimbursement Policy [5.3.2 - 8 pages]
3. Draft Councillors Resources Facilities Policy [5.3.3 - 16 pages]
4. Draft Fraud & Corruption Control Policy [5.3.4 - 8 pages]
5. Draft Fraud & Corruption Control Procedures [5.3.5 - 19 pages]
6. Draft Gift Policy (Councillors) [5.3.6 - 7 pages]
7. Draft Public Interest Disclosure Procedure [5.3.7 - 30 pages]
8. Draft Audit & Risk Committee Charter [5.3.8 - 9 pages]



WARRNAMBOOL
CITY COUNCIL

DRAFT

Council Transparency Policy

COUNCIL TRANSPARENCY POLICY



DOCUMENT CONTROL

Document Title:	Council Transparency Policy
Policy Type:	Council
Responsible Branch:	Governance
Responsible Officer:	Manager Governance
Document Status:	Draft 12 June 2020
Approved By:	
Adopted Date:	
Review Date:	

COUNCIL TRANSPARENCY POLICY



Contents



COUNCIL TRANSPARENCY POLICY

1. PURPOSE

This policy supports Council in its ongoing drive for good governance and the importance of open and accountable conduct, and how council information is to be made publicly available.

Part 2 of the Victorian Local Government Act 2020 deals with the role of Council.

Particularly pertinent to the purpose of this policy are the overarching governance principles and supporting principles enshrined in the Local Government Act guide Councils in relation to the need for and role of transparency of Governance, and the reasons why information should be made available to our community-

- (1) A Council must in the performance of its role give effect to the overarching governance principles.
- (2) The following are the overarching governance principles—
 - (a) council decisions are to be made and actions taken in accordance with the relevant law;
 - (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
 - (c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
 - (d) the municipal community is to be engaged in strategic planning and strategic decision making;
 - (e) innovation and continuous improvement is to be pursued;
 - (f) collaboration with other Councils and Governments and statutory bodies is to be sought;
 - (g) the ongoing financial viability of the Council is to be ensured;
 - (h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
 - (i) the transparency of Council decisions, actions and information is to be ensured.
- (3) In giving effect to the overarching governance principles, a Council must take into account the following supporting principles—
 - (a) the community engagement principles;
 - (b) the public transparency principles;
 - (c) the strategic planning principles;
 - (d) the financial management principles;
 - (e) the service performance principles.

Council must adopt and maintain a public transparency policy under section 57 of the *Local Government Act 2020* (the Act). This policy gives effect to the *Public Transparency Principles* outlined in section 58 of the Act.

These principles state

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;
- (b) Council information must be publicly available unless



COUNCIL TRANSPARENCY POLICY

- (i) the information is confidential by virtue of this Act or any other Act; or
- (ii) public availability of the information would be contrary to the public interest;
- (c) Council information must be understandable and accessible to members of the municipal community;
- (d) public awareness of the availability of Council information must be facilitated.

2. OBJECTIVES

The objective of Council's Public Transparency Policy is to formalise its support for transparency in its decision-making processes and the public awareness of the availability of Council information. As a result, this policy seeks to promote:

- a) Greater clarity in Council's decision-making processes;
- b) Increased confidence and trust in the community of Council through greater understanding and awareness;
- c) Enhanced decision making by the community;
- d) Improved Council performance through greater accountability;
- e) Access to information that is current, easily accessible and disseminated in a timely manner;
- f) Reassurance to the community that Council is spending public monies wisely by being transparent as to its reasoning around decisions and resource allocation.

A transparency policy needs to cover both documentary information, process information and how information will be made available to the public, and is an integral part of Council's Good Governance Framework.

3. SCOPE

This policy applies to Councillors and Council staff of the Council.



COUNCIL TRANSPARENCY POLICY

4. DEFINITIONS

For the purposes of this policy, Council adopts the following definitions:

Community	<p>Community is a flexible term used to define groups of connected people or all the peoples of a municipal district as a whole.</p> <p>We use it to describe people of a municipality generally and separately, including individuals or groups who live, work, play, study, visit, invest in or pass through the municipality.</p> <p>More specifically, it can refer to everyone affiliated with the municipality, or smaller groups defined by interest, identity or location, and not necessarily homogenous in composition or views. Different types of communities often overlap and extend beyond municipal boundaries. Communities may be structured, as in clubs or associations or unstructured, such as teens. Communities are flexible and temporary, subject individual identity and location</p>
Consultation	<p>The process of seeking input on a matter.</p>
Public Participation	<p>Public participation encompasses a range of ways to garner public involvement, from simply informing people about what government is doing, to delegating decisions to the public and community activity addressing the common good. Councils Public engagement policy will define when the different levels of participation are utilised in decision making.</p>
Stakeholder	<p>An individual or group with a strong interest in the decisions of Council and are directly impacted by their outcomes.</p>
Closed Meetings	<p>When Council resolves to close the meeting to the general public, in order to consider a confidential matter regarding issues of a legal, contractual or personnel nature and other issues deemed not in the public interest.</p>
Transparency	<p>A lack of hidden agendas or conditions, and the availability of all information needed in order to collaborate, cooperate and make decisions effectively. Importantly, "transparency" is also a human rights issue: the right to have the opportunity, without discrimination, to participate in public affairs (s.58 of The Act).</p>
Public Interest Test	<p>Council may refuse to release information if it determines that the harm likely to be created by releasing the information will exceed the public benefit in being transparent. When considering possible harm from releasing information, the Council will only concern itself with harm to the community or members of the community. Potential harm to the Council will only be a factor if it would also damage the community, such</p>

COUNCIL TRANSPARENCY POLICY



as where it involves a loss of public funds or prevents the council from performing its functions.

The Act The Victorian Local Government Act 2020

5. WHAT WILL COUNCIL BE TRANSPARENT WITH

Decision Making at Council Meetings

- Will be undertaken in accordance with the Act and the Governance Rules.
- Will be conducted in an open and transparent forum, unless in accordance with the provisions in the Act and Governance Rules they are made in a closed meeting.
- Will be informed through community engagement, in accordance with the Community Engagement Principles of The Act and the Community Engagement Policy established by Council.
- Will be made fairly and on the merits of the information available, and where a person whose rights would reasonably be thought to be directly affected by a decision of the Council, should be entitled to an opportunity to communicate their views and have their interests considered.

Council Information

This information includes but is not limited to:

- Plans and Reports adopted by Council;
- Policies;
- Project and service plans;
- Grant applications, tenders and tender evaluation methodology;
- Service agreements, contracts, leases and licences;
- Council leases, permits and notices of building and occupancy; and
- Relevant technical reports and /or research that informs decision making.

Process information such as:

- Practice notes and operating procedures;
- Application processes for approvals, permits, grants, access to Council services;
- Decision making processes;
- Guidelines and manuals;
- Community engagement processes;
- Complaints handling processes.
- Customer service charters

COUNCIL TRANSPARENCY POLICY



COUNCIL TRANSPARENCY POLICY



Council records will, at a minimum, be available on Council's website:

- Council meeting agendas;
- Reporting to Council;
- Minutes of Council meetings;
- Reporting from Advisory Committees to Council through reporting to Council;
- Audit and Risk Committee Performance Reporting;
- Terms of Reference or charters for Advisory Committees;
- Registers of gifts, benefits and hospitality offered to Councillors or Council Staff;
- Registers of interstate and overseas travel undertaken by Councillors or Council Staff;
- Registers of Conflicts of Interest disclosed by Councillors or Council Staff;
- Submissions made by Council;
- Registers of donations and grants made by Council;
- Registers of leases entered into by Council, as lessor and lessee;
- Register of Delegations;
- Register of Authorised officers;
- Register of Election campaign donations.
- Summary of Personal Interests
- Any other Registers or Records required by legislation or determined to be in the public interest.

Publications

In addition to formal reports Council publishes a wide range of newsletters, reports and handbooks for residents, businesses and visitors to council. You can download them from the website or call Council for a copy. Some of these publications are available at Council's Library.

6. ACCESS TO INFORMATION

- Information will be made available on the Council website, open data, at Council offices, or by request.
- Consideration will be given to accessibility and cultural requirements in accordance with the *Charter of Human Rights and Responsibilities Act 2006*.
- Consideration will be given to confidentiality in accordance with the *Local Government Act 2020* and public interest test where appropriate.
- Council will respond to requests for information in alignment with the relevant *Acts* including the Public Transparency Principles, and this policy.



COUNCIL TRANSPARENCY POLICY

7. INFORMATION NOT AVAILABLE

Some Council information may not be made publicly available. This will only occur if the information is confidential information or if its release would be contrary to the public interest or in compliance with the *Privacy and Data Protection Act 2014*.

“Confidential information” is defined in section 3 of the *Local Government Act 2020*. It includes the types of information listed in the following table.

Type	Description
Council business information	Information that would prejudice the Council's position in commercial negotiations if prematurely released.
Security information	Information that is likely to endanger the security of Council property or the safety of any person if released.
Land use planning information	Information that is likely to encourage speculation in land values if prematurely released.
Law enforcement information	Information which would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person if released.
Legal privileged information	Information to which legal professional privilege or client legal privilege applies.
Personal information	Information which would result in the unreasonable disclosure of information about any person or their personal affairs if released.
Private commercial information	Information provided by a business, commercial or financial undertaking that relates to trade secrets or that would unreasonably expose the business, commercial or financial undertaking to disadvantage if released.
Confidential meeting information	Records of a Council and delegated committee meetings that are closed to the public to consider confidential information
Internal arbitration information	Confidential information relating to internal arbitration about an alleged breach of the Councillor Code of Conduct.
Councillor Conduct Panel confidential information	Confidential information relating to a Councillor Conduct Panel matter
Confidential information under the 1989 Act	Information that was confidential information for the purposes of section 77 of the <i>Local Government Act 1989</i>



COUNCIL TRANSPARENCY POLICY

8. RESPONSIBILITIES

Party/parties	Roles and responsibilities	Timelines
Council	Champion the commitment and principles for public transparency through leadership, modelling practice and decision-making.	Ongoing
Executive Management Team	Champion behaviours that foster transparency and drive the principles through policy, process and leadership. Monitor implementation of this policy.	Ongoing
Senior Management Team	Manage areas of responsibility to ensure public transparency, good governance and community engagement is consistent with this policy.	Ongoing
All Staff	Public transparency is the responsibility of all employees as appropriate to their role and function. All staff respond to requests for information and facilitate provision of information in consultation with their manager and in alignment with the Policy.	Ongoing
Manager Governance	To monitor implementation of this policy and conduct periodic reviews to drive continuous improvement.	Ongoing
Communications Department	Monitor the currency of information on Councils website to improve community access to pertinent information	Ongoing

9. HUMAN RIGHTS CHARTER

This policy has been reviewed against and complies with section 13 of the *Charter of Human Rights and Responsibilities Act 2006*, as this Policy aligns with and provides for the protection of an individual's right not to have their privacy unlawfully or arbitrarily interfered with. It is also in line with section 18 which recognises a person's right to participate in the conduct of public affairs.

10. NON-COMPLIANCE WITH THIS POLICY

If a member of the community wishes to question a decision about the release of information, this should be raised directly with the officer handling the matter in the first instance. If still not satisfied and would like to contest the decision, this can be reported to the Councils FOI officer either by phone through our main switch numbers on 5559 4800 or 1300 003 280 or by e-mail at Contact@warrnambool.vic.gov.au.

If not satisfied with Council's response, the concerns can be raised directly with the Victorian Ombudsman's office on (03) 9613 6222. or via the website – www.ombudsman.vic.gov.au.



COUNCIL TRANSPARENCY POLICY

11. OTHER WAYS TO ACCESS INFORMATION

The *Freedom of Information Act 1982* gives you right of access to documents that Council holds. Council is committed to, where possible, proactive and informal release of information in accordance with the Freedom of Information Professional Standards issued by the Victorian Information Commissioner. Read more at www.ovic.vic.gov.au.

A list of available information is provided in the Part II Statement (Statement) published on Council's website in accordance with the *Freedom of Information Act 1982*. This Statement requires government agencies and local councils to publish a number of statements designed to assist members of the public in accessing the information it holds.

If you can't find the information you require, call Council directly so we may assist you.

12. MONITORING, EVALUATION AND REVIEW

Council commits to monitoring processes, information sharing and decision making to understand the overall level of success in the Policy's implementation.

A 4 yearly review of this policy will be undertaken to ensure any changes required to strengthen or update the policy are made in a timely manner.

13. RELATED POLICIES & LEGISLATION

Council's:

- Governance Rules
- Public Transparency Principles
- Governance Framework (Template available from LGV if required based on Geelong model)
- Community Engagement Policy
- Information Privacy Policy
- Health Records Policy
- Information Rights Policy
- Open Data Policy

Charter of Human Rights and Responsibilities Act 2006

Freedom of Information Act 1982

Local Government Act 2020

Local Government Act 1989

Privacy and Data Protection Act 2014

Equal Opportunity Act 2010.

INTERNAL USE ONLY

14. REVIEW

Responsible Manager: Manager Governance & Risk

Date Adopted: August 2020

COUNCIL TRANSPARENCY POLICY



Date of Next Review: August 2024



WARRNAMBOOL
CITY COUNCIL

DRAFT
COUNCIL EXPENSES POLICY

DOCUMENT CONTROL

Document Title:	Council Expenses Policy
Policy Type:	Council Policy
Responsible Branch:	Corporate Strategies
Responsible Officer:	Director Corporate Strategies
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Council Expenses Policy



Table of Contents

1. INTRODUCTION	4
Purpose	4
Scope	4
Definitions and Terminology	4
References	5
2. POLICY	5
Principles	5
Travel and General Expenses.....	6
Carer and Dependent-related Expenses	6
Claims and Payment of Expenses	7
Monitoring and Reporting.....	8
3. GOVERNANCE	8
Review	8
Compliance	8



Council Expenses Policy

1. INTRODUCTION

Purpose

This policy supports Councillors and members of a Delegated Committee to perform their role, as defined under section 41 of the *Local Government Act 2020*, by ensuring that expenses reasonably incurred in the performance of their role are reimbursed. The policy also provides guidance on:

- entitlements
- processes for reimbursement
- reporting requirements.

The policy is intended to ensure that Councillors and members of a Delegated Committee are supported to perform their duties without disadvantage.

Scope

This policy applies to all Councillors and members of a Delegated Committee.

Councillor duties are those performed by a councillor as a necessary part of their role, in achieving the objectives of council.

These duties may include (but are not limited to):

- attendance at meetings of council and its committees
- attendance at briefing sessions, workshops, civic events or functions convened by council
- attendance at conferences, workshops and training programs related to the role of councillor, mayor or deputy mayor
- attendance at meetings, events or functions representing council
- duties in relation to constituents concerning council business.

Members of a Delegated Committee exercise the powers of councillors, under delegation. This policy also applies to those members in the course of undertaking their role as a member of a Delegated Committee.

Definitions and Terminology

Term	Meaning
Carer	A carer is defined under section 4 of the Carers Recognition Act 2012
Delegated Committee	Under the Local Government Act 2020 a delegated committee means: <ul style="list-style-type: none"> • a delegated committee established by a Council under section 63; or • a joint delegated committee established by 2 or more Councils under section 64; or • a committee, other than a Community Asset Committee, exercising any power of a Council under this Act or any other Act delegated to the committee under this Act or any other Act.
Accompanying Person	Spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a councillor.



Council Expenses Policy

References

Category	Document
Legislation	Local Government Act 2020 Carers Recognition Act 2012 Charter of Human Rights and Responsibilities Act 2006 Freedom of Information Act 1982 Privacy and Data Protection Act 2014 Equal Opportunity Act 2010 Gender Equity Bill 2020
Standards and Guidelines	Conflict of Interest, A Guide for Councillors – 2012
Council Related Policies & Procedures	Governance Rules Councillors Code of Conduct

2. POLICY

Councillors and members of a Delegated Committee are entitled, under section 40 of the *Local Government Act 2020* (the Act), to the reimbursement of expenses reasonably incurred in the performance of their duties.

All expenses provided under this policy will be for a purpose specific to the functions of holding civic office. Allowances for general expenses are not permitted under this policy. **NOTE: Definitions to be included in Definitions & Terminology.**

This policy ensures that the reimbursement of these expenses is in accordance with the Act and meets the Act’s principles of public transparency; achieving the best outcomes for the municipal community; and ensuring the ongoing financial viability of the council.

Councillors and members of a Delegated Committee will be reimbursed for out-of-pocket expenses that are:

- Bona fide expenses; and
- Have been reasonably incurred in the performance of the role of councillor; and
- Are reasonably necessary for the councillor and member of a delegated committee to perform this role.

Principles

The Council commits to the following principles:

- **Reasonable expenses** - Councillors and Delegated Committee members should not be out of pocket as a result of performing their Council functions and duties;
- **Proper conduct** - reimbursements claimed by Councillors and Delegated Committee members must be for expenses actually and necessarily incurred in performing their official Council functions and duties;

Council Expenses Policy



Participation and access - enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor or as a Delegated Committee member;

- **Accountability and transparency** - payment of any allowances, the reimbursement of expenses and the support provided to Councillors and Delegated Committee members must be accountable and transparent to the community;
- **Equity** - there must be equitable access to expenses and facilities for Councillors and Delegated Committee members; and
- **Appropriateness** - unless directly delegated by the Council or the Mayor to attend, any costs associated with attending community run and organised events will be met by Councillors or Delegated Committee members.

Travel and General Expenses

Councillors and delegated Committee members will be eligible for the reimbursement of reasonable expenses associated with:

- Travel (including the use of private vehicles, taxi or public transport) involved in attending any meeting/briefing of the Council or a Council Committee, as a member of the Committee. All travel should be undertaken using the most direct route and the most practicable and economical mode of transport;
- Travel, accommodation, meals, fees and expenses incurred in representing Council at any meeting or function outside the municipality where the Councillor or Delegated Committee member is requested to attend by the Council or the Mayor;
- Travel expenses incurred in carrying out duties associated with representing Council as the delegated Council representative to another organisation and or community association; and
- For Councillors, travel expenses incurred in attending civic functions hosted by the Council, including but not limited to:
 - citizenship ceremonies;
 - official Council Australia Day celebrations;
 - official Council welcome receptions for Ministers, Sister City officials; and
 - other civic events.

The Council will not pay any traffic or parking fines or administrative charges for road toll accounts.

The Council will cover costs associated with a Councillor and accompanying person attending any Council run and organised event.

Councillors and Delegated Committee members must pay for all costs not provided for in this Policy, unless where extenuating circumstances exist, and the Council and/or Chief Executive Officer have approved payment of such expenses.

Council Expenses Policy



Carer and Dependent-related Expenses

The Council will provide reimbursement of costs where the provision of childcare is reasonably required for a Councillor or member of a Delegated Committee to perform their role (s 41(2)(c)).

This applies to the care of a dependent, while the Councillor or Delegated Committee member is undertaking their official duties; and may include expenses such as hourly fees and booking fees, if applicable.

The Council will provide reimbursement of costs where the provision of carer services is reasonably required when a Councillor or Delegated Committee member who is a Carer incurs reasonable expenses in the performance of their duties.

Payments for Carer and childcare services will not be made to a person who resides with the Councillor or Delegated Committee member; has any financial or pecuniary interest with the Councillor or Delegated Committee member; or has a relationship with the Councillor or Delegated Committee member or their partner.

Reimbursement of child and/or family care expenses shall in accordance with the following provisions:

- Reimbursement for childcare is available up to \$25 per hour for Council activities that are deemed claimable;
- Reimbursement will only be paid for services where a receipt from the caregiver is received showing the dates and times the care was provided;
- The care must be for a person who resides with the Councillor or Delegated Committee member, and for whom the Councillor or Delegated Committee member is the sole primary carer;
- The care must not be provided by a person who is an immediate family member and/or normally or regularly lives with the Councillor or Delegated Committee member; and
- When a need is identified the Councillor or Delegated Committee member involved can work with Council to develop appropriate care arrangements.

Claims and Payment of Expenses

Claims for reimbursement:

- All claims must be made on the approved expense reimbursement form, available from the Executive assistant to the CEO and Mayor.
- Original receipts must be attached for all claims (credit card receipts will not be accepted).
- Where the provider of the goods or service is registered for GST a tax invoice must be obtained and provided (without this the GST component of the cost cannot be reimbursed).
- Claims must be lodged with the Chief Executive's office.

Payments:

- The rate of travel reimbursement for the use of a private vehicle will be per kilometre travelled and based on the rates determined the Australian Taxation Office for tax deduction purposes.
- Expenses, authorised under this Policy, can be booked and charged directly to the Council by prior arrangement with the Chief Executive's office.

Council Expenses Policy



- All claims for the reimbursement of expenses will be authorised for payment by the Chief Executive or his/her delegate.
- Reimbursements will be provided monthly by electronic funds transfer.

Monitoring and Reporting

Quarterly reports of all Councillor and Delegated Committee member expenses will be submitted to:

- The Council as an inclusion in the Finance Report; and
- The Audit and Risk Committee.

The report will include:

- Expenses incurred during the quarter; and
- Reimbursement claims made during the quarter

The Council commits to monitoring processes and decision making to understand the overall success of the policy's implementation.

3. GOVERNANCE

Review

The Director Corporate Strategies is responsible for undertaking a periodical review of the policy to ensure any changes required to strengthen or update the policy are made in a timely manner.

The policy must be submitted to the Council for review no later than no later than six months after a general election.

Compliance

Suspected breaches of this policy are to be reported to the Chief Executive Officer.

Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Councillors Code of Conduct.

The Audit and Risk Committee shall exercise an oversight function over compliance with this policy.



WARRNAMBOOL
CITY COUNCIL

COUNCILLORS RESOURCES & FACILITIES POLICY

Councillors Resources & Facilities Policy



DOCUMENT CONTROL

Document Title:	Councillors Resources & Facilities Policy
Policy Type:	Council
Responsible Branch:	Corporate Strategies
Responsible Officer:	Director Corporate Strategies
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Councillors Resources & Facilities Policy



Table of Contents

1. INTRODUCTION	5
Purpose.....	5
Scope	5
References	5
2. POLICY	5
Principles	5
3. RESOURCES and FACILITIES	6
Transport	6
Information Technology and Communications	6
Stationery & Printing.....	7
Administrative Support	7
Office Access & Meeting Rooms	7
Meals and Refreshments.....	7
Protective Clothing.....	7
Insurance	8
Workcover	8
Legal Expenses	8
Other Support	9
Mayoral Resources.....	9
Interstate and International Travel.....	10
4. DISABILITY and CARER SUPPORT	10
5. PROFESSIONAL DEVELOPMENT/TRAINING	10
6. GOVERNANCE	12
Review	12
Compliance	12
Ownership of Property	12
APPENDIX 1 – INFORMATION TECHNOLOGY and COMMUNICATIONS USAGE STANDARDS for COUNCILLORS	13
APPENDIX 2 - COUNCILLOR PROFESSIONAL DEVELOPMENT PROGRAM	16

Councillors Resources & Facilities Policy



1. INTRODUCTION

Purpose

This policy outlines the range of resources and facilities provided to support Councillors to enable them to effectively carry out their role.

Resources and facilities include the provision of communication and computer equipment; and opportunities to participate in professional development activities and networks relevant to local government and public sector governance.

The policy does not include the following:

- Out-of-pocket expenses, including private travel use – covered in separate Council Expenses Policy
- Allowances - set by determination of the Victorian Independent Remuneration Tribunal.

Scope

This policy applies to all Councillors.

This Policy is not intended to prescribe every possible situation that may arise. Should a situation arise that is not adequately covered by this policy, the matter will be referred to the Chief Executive Officer and if required to Council for determination by resolution.

References

Category	Document
Legislation	Local Government Act (Vic.) 2020
Council Related Policies & Procedures	Councillors Code of Conduct Council Expenses Policy Light Fleet Policy Election Period Policy Media Policy

2. POLICY

Principles

This Policy establishes the resources, administrative and professional development support to be provided to elected Councillors to enable them to carry out their duties as representatives of the community, communicate with each other, Council staff and the community.

The development of this Policy was guided by the following principles:

- Ensuring that all Councillors have available to them the tools, services and facilities necessary to undertake their roles;

Councillors Resources & Facilities Policy



- Councillors should not be out of pocket as a result of performing their Council functions and duties;
- Achieving best practice governance by supporting Councillors in skill development and knowledge of issues effecting the local government sector;
- Assisting Councillors to improve skills necessary to perform their role and function as Councillors on a group or individual basis;
- Payment for the support provided to Councillors must be accountable and transparent to the community.

3. RESOURCES and FACILITIES

Transport

The Council pool vehicles may be booked by a Councillor, subject to availability of a vehicle and the Council's Light Fleet Policy, for travel to/from official meetings, conferences, seminars, training and events.

- The conditions of use of the Council vehicles shall be in accordance with Council's "*Light Fleet Policy*".

Pool car travel arrangements will be made for Councillors attending relevant functions, where Council staff are attending.

Councillors will be provided with car parking permissions to park in the designated Council parking bays adjacent to the Civic Centre Offices when attending for Council business.

Information Technology and Communications

Councillors will be provided with the following information technology and communications equipment:

- A smartphone with voicemail facilities and hands free (Bluetooth) kit (if required). The account for this mobile telephone will be paid by the Council;
- A tablet/laptop computer/iPad with access to email and loaded with Council approved applications and anti-virus software;
- A suitable internet facility for the tablet/laptop/iPad;
- A multi-function colour printer/scanner/copier and fax device; and
- A case to protect the smartphone and tablet/iPad.

Councillors will be provided with a Warrnambool City Council (WCC) email address, which will be linked to the Council's electronic Mail (& Calendar) system to allow for diary management by the Chief Executive's office.

Council's IT department will provide support to Councillors for Council provided equipment and software.

Where a Councillor wishes to use their own equipment, full IT support may not be provided and/or expenses reimbursed by Council.

Councillors Resources & Facilities Policy



The configuration and use of Council provided IT and Communications equipment shall be in accordance with the *Councillors Information Technology and Communications Usage Standards* (Appendix 1).

Stationery & Printing

Standard stationery shall be provided to carry out Council duties, including but not limited to, diaries, notebooks and pens.

Paper will be supplied for the printer on an 'as needs basis'. For large documents and print jobs Councillors may contact the Chief Executive's office to arrange printing at the Civic Centre Offices.

Administrative Support

Relative to Council business, administrative support will be provided to Councillors through the Chief Executive's office. Staff will not provide non-Council business administrative services, run personal errands, or undertake non-Council business administrative tasks for Councillors.

Office Access & Meeting Rooms

Each Councillor will receive a security pass allowing access to the Councillors meeting room and public areas of the Civic Centre Offices during business operating hours. After hour arrangements shall be made and approved the Chief Executive's office.

A Councillors meeting room is provided at the Civic Centre Offices for Councillor briefing/meetings and civic functions as arranged by.

Other meeting rooms at the Civic Centre Offices can be booked (subject to availability) by Councillors for meetings associated with their role as a Councillor. Bookings are made through the Chief Executive's office.

Meals and Refreshments

The Council will provide reasonable refreshments during meetings on Council business and reasonable meals where Council or Committee meetings are to be held over extended periods or are likely to have a late conclusion time, at the discretion of the Chief Executive Officer and/or Mayor.

The nature of the meal and refreshments shall depend on the nature of the meeting, the timing and attendees and all arrangements are made through the Chief Executive's office.

Protective Clothing

The Council shall, upon request, make available on loan protective clothing required to assist in carrying out the duties of office. This clothing is to be returned promptly upon the completion of the activity/duty for which the articles were required.

The clothing shall be limited to clothing held in store to meet the organisation's requirements.

Councillors Resources & Facilities Policy



Insurance

Councillors are covered by the following Council insurance policies while undertaking their Council duties.

- Public Liability
- Professional Indemnity
- Councillors and Officers Liability Insurance
- Personal Accident
- Motor Vehicle (while driving Council owned vehicles)
- Loss of No Claim Bonus/payment of excess in the event of an accident whilst using their own vehicle (subject to having comprehensive insurance), limit is \$1.000, no excess); and
- Loss or damage to personal property in excess of the policy excess
- Statutory Liability and Defence Costs Indemnity
- Cyber Risk

Council equipment provided to Councillors is covered for damage or theft under Council's insurance policies. Councillors are expected to exercise due care in protecting the equipment from damage or theft.

All policies have terms, conditions, exclusions and deductibles and specific information can be obtained by contacting the Manager Governance & Civic Support.

Council will pay any applicable policy excess in respect of claims made against a Councillor arising from Council business where any claim is accepted by Council's insurers.

Workcover

A Councillor injured while carrying out their Council duties may be entitled to claim workers compensation under the *Workplace Injury Rehabilitation and Compensation Act 2013*.

Each workers compensation claim will be determined based on its individual circumstances and merit.

Councillors may make a workers compensation claim in accordance under *Workplace Injury Rehabilitation and Compensation Act 2013* and the relevant Council policies and procedures.

Legal Expenses

Other than by specific Council resolution or in accordance with a Council policy, any legal expenses incurred by a Councillor will be the responsibility of that Councillor.

Councillors may discuss potential claims on a case by case basis with the Chief Executive Officer to determine if any insurance claim is applicable.

The Council may, if requested, indemnify or reimburse the reasonable legal expenses of:
a councillor defending an action arising from the performance in good faith of a function under the Local Government Act provided that the outcome of the legal proceedings is favourable to the councillor

Councillors Resources & Facilities Policy



- a councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the councillor
- a councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the councillor.

In the case of a code of conduct complaint made against a councillor, legal costs will only be made available where the matter has been referred by the general manager to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the councillor.

Legal expenses incurred in relation to proceedings arising out of the performance by a councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a councillor acted corruptly would not be covered by this section.

The Council will not meet the legal costs:

- of legal proceedings initiated by a councillor under any circumstances
- of a councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation
- for legal proceedings that do not involve a councillor performing their role as a councillor.

Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution of the Council prior to costs being incurred.

Other Support

Councillors will be supplied upon request with a copy of the Local Government Act, the Planning and Environment Act and any other appropriate legislation as requested but are encouraged to access the electronic versions of these documents from www.legislation.vic.gov.au.

Councillors will be provided with a Warrnambool City Council name badge for use while on Council business.

Mayoral Resources

In addition to the resources and facilities available to all Councillors, the Mayor will also be provided will:

- A furnished office with desktop computer connected to Council printers, a telephone, bookshelf and drawers; and
- Private use of a medium sized, executive vehicle with a five star safety rating, hands free (Bluetooth) kit and fuel card.

Councillors Resources & Facilities Policy



Interstate and International Travel

All interstate and international travel undertaken by Councillors must be in accordance with the achievement of Council's corporate objectives and goals and be approved by a resolution of the Council.

For interstate travel the class of air travel is economy class. For international travel, the class of air travel is to be premium economy if available. Otherwise, the class of travel is to be economy. All air travel bookings and payment will be made by the Council.

A register disclosing the details and costs relating to all interstate and international travel undertaken by Councillors (with the exception of interstate travel by land for less than three days) is made available for public inspection.

Councillors undertaking any approved travel under this clause must ensure that the final details on the travel expenses are provided to the Manager Governance & Risk within seven days of return from travel.

Where a conference or seminar involves interstate or international travel, Councillors attending must provide a written report on their attendance. The report must be submitted to a Council meeting as soon as practicable.

4. DISABILITY and CARER SUPPORT

The Council encourages wide participation and interest in civic office. It will ensure council premises and associated facilities are accessible, including provision for sight or hearing impaired councillors and those with other disabilities.

For any Councillor with a disability, the Council will provide reasonable additional resources and facilities in order to allow that Councillor to perform his/her duties as a Councillor.

Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member will be entitled to reimbursement of carer's expenses, as set out in the Council Expenses Policy.

5. PROFESSIONAL DEVELOPMENT/TRAINING

Councillor professional development is encouraged in order to develop and maintain Councillors' skills and abilities with regards to effective community representation, decision making and strategic Council planning.

Avenues for Councillors to utilise professional development opportunities include;

- Councillor Induction Program and regular in-house workshops arranged through the Chief Executive's office.

Councillors Resources & Facilities Policy



- Workshops, seminars, conferences, and other day training as offered by industry partners, local government networks and support organisations or participation in relevant formal study courses at appropriately recognised training facilities.
- Professional membership activities of peak Australian Local Government bodies and related organisations.

The costs associated with the Councillor Induction Program and in-house workshops will be borne by Council.

Access to professional development/training opportunities shall be at the discretion of each Councillor, who will be entitled to have paid (up to a set annual maximum allowance) the following professional development costs:

- Registration fees for attendance at conferences and seminars.
- Conference dinner/meals – payment for the main conference dinner if not covered by registration fee costs together with all meals within reasonable limits for the duration of the conference or seminar.
- Accommodation – appropriate accommodation from the day prior to registration day and each day on which the conference or seminar is held. Any additional costs as a result of the attendance of partners and/or children shall be borne by the Councillor.
- Transportation in the most appropriate mode to, from and during conferences and seminars. Car parking fees including airport and hotel parking.
- Professional Membership fees associated with any of the following bodies
 - Municipal Association of Victoria (MAV)
 - Victorian Local Government Associations (VLGA)
 - Australian Local Government Association (ALGA)
 - Australian Local Government Women’s Association (ALGWA)
 - Australian Institute of Company Directors (AICD)

The Mayor and/or delegated Councillor/s accompanied by the Chief Executive Officer will endeavour to regularly participate in the following key local government events, of which attendances costs will be covered by the Council:

- ALGA National General Assembly
- MAV Annual Session
- MAV Plenary Session

Notes:

- The professional development fund allocation is set at \$3,000 per annum per Councillor for skills development programs and topics at the discretion of each Councillor approved in accordance with this Policy.
 - The Chief Executive Officer shall assess and decide on all Councillor professional development applications.
 - If the Chief Executive Officer refuses the application the Councillor may request that the application be referred to the Council for review.
- An additional \$500 allowance is available per annum per Councillor exclusively for access to governance related professional development and/or memberships approved in accordance with this Policy.

Councillors Resources & Facilities Policy



- The annual allocation shall be subject to annual review as part of the Council budget approval process.
- Registration and payment for conferences, seminars and memberships shall be organised through the Chief Executive's office.
- Unused annual allocations will not be carried forward to the following year.
- The Council may resolve to approve a higher annual cost for requests to undertake a formal relevant qualification, such as a certificate, diploma, or relevant units of an undergraduate or postgraduate degree.
- Appendix 1 outlines a recommended yearly program and examples of options available for Councillors to consider over their four year electoral term.

6. GOVERNANCE

Review

The Manager Governance and Risk is responsible for undertaking a periodical review of the policy to ensure any changes required to strengthen or update the policy are made in a timely manner.

The policy must be submitted to the Council for review no later than no later than six months after a general election.

Compliance

The Director Corporate Strategies shall exercise an oversight function over compliance with this policy.

Where a Councillor fails to comply with this policy, the issue shall be dealt with in the same manner as disputes arising under the Councillor Code of Conduct.

Ownership of Property

All equipment provided under this Policy remains the property of the Council and must be returned to the Council at the end of a Councillor's term of office or upon retirement/resignation of the Councillor.

Should a Councillor desire to keep any equipment allocated by the Council, then the councillor may make application to the Chief Executive Officer to purchase any such equipment. The Chief Executive Officer will determine an agreed fair market price or written down value for the item of equipment. This option does not include motor vehicles.

Councillors Resources & Facilities Policy



APPENDIX 1 – INFORMATION TECHNOLOGY and COMMUNICATIONS USAGE STANDARDS for COUNCILLORS

IT RESOURCES

- All laptops, tablets, iPads, mobile/smart phones and service numbers/addresses must be used in compliance with applicable licenses, notices, contracts and agreements.
- Councillors will be issued with a Council email address (... @warrnambool.vic.gov.au). Due to the business email security requirements the address will not be linked to a personal email account.
- The email account will be linked to the Council's electronic Mail & Calendar to allow for diary management by the Chief Executive's office.
- The email account, internet access and web pages should not be used for any purpose other than Council/Councillor related communications.
- Any document received over the internet and by email is considered corporate information for which the Council is responsible. All corporate information must be appropriately registered through the Council's central records systems.
- The Council provided IT equipment and resources including email accounts, internet access and web pages must not be used for electioneering purposes. For further information refer to the *Election Period Policy*

CONFIDENTIAL INFORMATION

- The confidentiality of correspondence via email cannot be guaranteed. Confidential emails should be sent with encryption or by traditional methods, not electronically.

FREEDOM OF INFORMATION AND INFORMATION PRIVACY

- Freedom of Information, Privacy and Data Security legislation applies to all documents flowing through the organisation. This includes electronic documents received and produced through the internet and email.
- To maintain the original integrity of documents, no personal comments should be added or alterations made to the original document. Comments may be recorded on a separate memo, file note, or electronic copy, which can be separate from the original document.

COMMUNICATIONS

- All communications produced by Councillors contribute to the community's perception of Council's image. This includes internet and email communications, which must conform to organisational standards to project the public image desired by Council. For further information refer to the *Media Policy and Councillor Code of Conduct*.

SECURITY & MONITORING

- Use of the internet and email may be subject to monitoring for security or network management reasons. Councillors may also be subject to limitations on their use of such resources.

Councillors Resources & Facilities Policy



- Councillors must not share Council issued internet or email access or passwords with any other person. Each Councillor is responsible for all activity that takes place under his or her Council login.
- The distribution of any information through the internet, computer-based services, email and messaging systems is subject to the scrutiny of the Council. The Council reserves the right to determine the suitability of this information.
- Councillors must not download or transmit executable programs, screensavers, system components (e.g. fonts, patches) graphics, pictures, movies, audio files or similar files, without approval from the Manager Information Services.
- All internet and email use is monitored and results are reported to the Chief Executive Officer.

PERSONAL USE

- Council provided internet and email privileges, like telephones, computer systems and networks, are considered corporate resources and are provided primarily for work purposes.
- Notwithstanding, limited personal use of the equipment is permitted. The Chief Executive Officer must approve (in advance) any use in excess of limited personal usage, as well as any arrangements to reimburse Council.

LOST, STOLEN OR MISPLACED EQUIPMENT

- For security purposes and to avoid misuse of equipment after loss, the service must be cancelled immediately once it is determined missing.
- The theft or loss should be reported to the nearest police station and the Chief Executive's office must be contacted immediately in order to have the service barred.

USE OF MOBILE/SMART PHONES WHILST DRIVING

- Mobile phones should not be used in any case when operating a vehicle. The user should safely park the vehicle before taking or making a call.

CARE OF EQUIPMENT

- Key tips on care of equipment include:
 - Keep the equipment dry – take care around liquids
 - Keep the equipment out of extreme cold or heat.
 - Do not attempt to open the housing, except to replace the battery according to User Guide instructions.
 - To clean, wipe only with a soft cloth slightly dampened in a mild-soap-and-water solution.
 - Handle the SIM card and all other components with care

GENERAL CONDITIONS

- A case is provided to protect the tablet/iPad/smart phone from damage.
- With regard to use of internet and email, Councillors should not:
 - Visit internet sites that contain obscene, hateful or other objectionable materials; send or receive any material that is obscene or defamatory or which is intended to annoy, harass or intimidate another person or which contravenes the Equal Opportunity principles.

Councillors Resources & Facilities Policy



- Receive email without following records management procedures.
- Produce communications over the internet that do not conform to organisational standards. Solicit emails that are unrelated to business activities.
- Make or post indecent remarks, proposals, or materials.
- Upload, download, or otherwise transmit commercial software or any copyrighted materials belonging to parties outside of the Council, or the Council itself.
- Reveal or publicise confidential or proprietary information which includes, but is not limited to financial information, new business and product ideas, marketing strategies and plans, databases and the information contained therein, customer lists, technical product information, computer software source codes, computer/network access codes, and business relationships.
- Examine, change or use another person's files, output or user for which they do not have explicit authorisation.
- Councillors must report immediately to the Chief Executive's office any incorrect or inappropriate communications transmitted and or received.

Councillors Resources & Facilities Policy



APPENDIX 2 - COUNCILLOR PROFESSIONAL DEVELOPMENT PROGRAM

Conferences, seminars and training courses are organised throughout the year by Council, local government related organisations, professional bodies and private sector providers on issues and events which may be relevant to the role of a Councillor.

The selection of conferences and training should be based on its relevance to the responsibilities and the specific training needs of a Councillor and Council’s Council Plan goals and are likely to encompass but not limited to:

- Sessions organised by Local Government peak bodies including the Municipal Association of Victoria (MAV), the Victorian Local Governance Association (VLGA), the Australian Local Government Association (ALGA) and the Australian Local Government Women’s Association (ALGWA).
- Specialist training related to the duties, responsibilities and competencies of a Councillor as organised by the Chief Executive’s office.
- Australian Institute of Company Directors (AICD) or other courses approved by the Chief Executive related to governance and leadership.
- Sessions conducted inhouse as part of Council’s annual Councillor training program, briefings and workshops.
- Specific needs based training as approved by the Chief Executive, including, but not limited to media and public speaking.

Suggested Training Options:

Councillors are open to select their own professional development training program. The following is provided for illustrative/guidance purposes only.

Year	Professional Development/Training Program
One	<ul style="list-style-type: none"> • WCC Councillor Induction program • MAV Mayoral Workshop (as appropriate) • MAV/VLGA new Councillor & Councillor development short courses e.g. Meeting Procedures • Australian Institute Company Director’s Course • Diploma of Governance (Local Government) • WCC (in-house) Councillor learning and development workshops e.g. Media training, Team Building, Financial Management and Budgets, Conflict of Interest, Local Government/Planning & Environment Acts
Two	<ul style="list-style-type: none"> • MAV Mayoral Workshop • Chairing of Meetings/Meeting Procedures • Australian Institute Company Director’s Course • Diploma of Governance (Local Government) • WCC (in-house) Councillor learning and development workshops • MAV, VLGA or Australian Institute of Company Directors, short courses or specific workshops as relevant.
Three	<ul style="list-style-type: none"> • MAV Mayoral Workshop

Councillors Resources & Facilities Policy



Year	Professional Development/Training Program
	<ul style="list-style-type: none">• Australian Institute Company Director's Course• Diploma of Governance (Local Government)• WCC (in-house) Councillor learning and development workshops• MAV, VLGA or Australian Institute of Company Directors, short courses or specific workshops as relevant.
Four	<ul style="list-style-type: none">• WCC (in-house) Councillor learning and development workshops• MAV, VLGA or Australian Institute of Company Directors, short courses or specific workshops as relevant.



WARRNAMBOOL
CITY COUNCIL

**FRAUD and CORRUPTION
CONTROL POLICY**

FRAUD AND CORRUPTION CONTROL POLICY



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FRAUD AND CORRUPTION CONTROL POLICY



Table of Contents

1. INTRODUCTION	4
Purpose	4
Scope	4
Definitions and Terminology	4
References	5
2. POLICY	5
Commitment	5
Principles	6
Reporting and Investigation	6
3. GOVERNANCE	7
Review	7
Compliance Responsibility	7



FRAUD AND CORRUPTION CONTROL POLICY

1. INTRODUCTION

Purpose

The purpose of this Policy is to provide a framework to ensure the prevention, deterrence, detection and investigation of all forms of fraud and corrupt conduct.

The Council is committed to protecting its reputation and assets from any attempt by a Councillor, Council staff or any external person or parties to gain financial or other benefits by deceit or dishonest conduct.

The Council recognises that fraud and corruption have the potential to cause significant financial and non-financial harm and that the prevention and control of fraud and corruption should feature predominantly within the systems and procedures of Council.

Scope

This policy applies to all Councillors, Council staff, volunteers and contractors and any associated external parties of the Council. Procedures have been developed in support of this Policy

This policy does not cover general misconduct involving a Councillor and Council staff. These matters are dealt with in accordance with the Codes of Conduct and associated disciplinary policies and procedures.

Definitions and Terminology

Term	Meaning
Fraud ¹	Dishonest activity involving deception that causes actual or potential financial loss. Examples of fraud include: <ul style="list-style-type: none">• theft of money or property• falsely claiming to hold qualifications• false invoicing for goods or services not delivered, or inflating the value of goods and services• theft of intellectual property or confidential information• falsifying an entity's financial statements to obtain an improper or financial benefit• misuse of position to gain financial advantage.• Using a council credit card for personal use• Using a council fuel card to fill-up their own vehicle• Seeking reimbursement for items not bought, or not for

¹ Meaning of 'Fraud' and 'Corruption' sourced from Victorian Auditor-General's Report on *Fraud and Corruption Control – Local Government*, June 2019.



FRAUD AND CORRUPTION CONTROL POLICY

Term	Meaning
	genuine council business.
Corruption	<p>Dishonest activity in which employees act against the interests of their employer and abuse their position to achieve personal gain or advantage for themselves or others.</p> <p>Examples of corruption include:</p> <ul style="list-style-type: none"> • payment or receipt of bribes • a serious conflict of interest that is not managed and may influence a decision • nepotism, where a person is appointed to a role because of their existing relationships, rather than merit • manipulation of procurement processes to favour one tenderer over others • gifts or entertainment intended to achieve a specific outcome in breach of an agency's policies.
IBAC	Independent Broad-based Anti-corruption Commission

References

Legislation	<p>Public Interest Disclosures Act 2012</p> <p>Local Government Act 1989</p> <p>Local Government Act 2020</p> <p>Independent Broad-based Anti-corruption Commission Act 2011</p>
Standards & Guidelines	<p>Commonwealth Fraud Control Guidelines – 2011</p> <p>Victorian Auditor-General's Office (VAGO) report 6 June 2012</p> <p>Australian Standards AS 8001-2008</p> <p>Code of Good Governance</p> <p>IBAC Safeguarding Integrity</p> <p>Local Government Best Practice Guideline for the Sale, exchange and Transfer of land 2009</p>
Council Related Policy & Procedures	<p>Fraud & Corruption Control Procedures</p> <p>Protected Disclosure Procedures</p> <p>Privacy Policy</p> <p>Risk Management Policy & Procedures</p> <p>Councillors Code of Conduct</p> <p>Staff Code of Conduct</p> <p>Recruitment and Selection Policy</p> <p>Disciplinary Policy & Procedure</p> <p>Gifts & Benefits Policy</p> <p>Audit and Risk Committee charter</p> <p>Procurement Policy</p> <p>Acceptable computer use policy</p>

FRAUD AND CORRUPTION CONTROL POLICY



	Corporate Credit Card Policy Corporate Credit Card Procedure
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2. POLICY

Commitment

The Council is committed to developing and maintaining an organisational culture supported by appropriate controls, procedures and strategies, which prevent fraud and corrupt conduct.

The Council's commitment to fraud and corruption control will be managed by ensuring that fraudulent or corrupt activity is prevented, conflicts of interest are avoided, and auditing systems are in place to deter and/or identify corrupt activities.

Principles

- The Council has a zero tolerance to fraud, theft, corruption, or misconduct.
- The Council will implement effective controls to eliminate or reduce the possibility of fraud occurring, including Fraud & Corruption Control Procedure, fraud Risk Assessments and auditing. The Council will utilise available resources to:
 - Implement effective fraud controls;
 - Conduct any investigations and analysis of fraudulent activities; and,
 - Conduct appropriate awareness training for staff.
- The Council is committed to detecting, investigating, reporting and prosecuting cases of fraud, theft, corruption, or misconduct.
- All Councillors and Council staff have are obliged to assist the Council to:
 - Identify and detect suspected fraudulent or corrupt activities, and
 - Report any potential suspected fraudulent or corrupt activities.
- The Council will provide a fair mechanism to ensure that:
 - Those who have become aware of, or who suspect that fraudulent activity may be occurring, are not victimised or disadvantaged for making allegations in accordance with the Council's Public Interest Disclosure Procedure;
 - There is a fair process in place for staff against whom allegations are made; and,
 - All matters concerning the suspicion of fraud are treated with strictest of confidence.

Reporting and Investigation

Councillors and staff are obligated to report all suspected incidents of fraudulent or corrupt activities.

- Councillors will report all suspected fraud, theft, corruption, or misconduct to the Chief Executive Officer, a Director or the Public Interest Disclosure Coordinator, except where it relates to a Councillor. If the matter relates to a Councillor, then a Councillor should follow the relevant provisions of the Councillor Code of Conduct, or if protected disclosure matter, report the matter to IBAC.
- Council staff can report to their supervisor, manager, Director, the Chief Executive Officer, Public Interest Disclosure Coordinator, Public Interest Disclosure Officers or IBAC.



FRAUD AND CORRUPTION CONTROL POLICY

Subject to the requirements of the *Public Interest Disclosures Act 2012* and *Independent Broad-based Anti-Corruption Commission Act 2011*, all reports of fraud, theft, corruption, and misconduct, will be assessed and, if appropriate, investigated, in accordance with the Fraud & Corruption Control Procedure.

The Chief Executive Officer will report:

- Any suspected corrupt conduct to IBAC (mandatory reporting) occurring
 - in the Council; and
 - in other organisations where it is connected with the Chief Executive Officer’s duties, functions and exercise of powers.
- Confirmed incidences of fraud, theft, corruption, or misconduct to the Audit and Risk Committee (that are not protected disclosures).
 - Where a suspected fraud or corrupt behaviour is reported or detected and is deemed likely to have a material impact on Councils reputation or operations, in the opinion of the CEO. They will inform the Chair of the Audit and Risk Committee of the incident subject to the limitations on disclosure that may be imposed by external integrity bodies.

Appropriate disciplinary actions will be applied to persons found to be perpetrating fraudulent or corrupt activities or behaviours and include termination of employment.

The Council will report appropriate matters to the police for prosecution. Council will seek financial recovery of losses in all cases and civil proceedings may be initiated.

3. GOVERNANCE

Review

No later than three years after previous review.

Compliance Responsibility

Body/Persons	Responsibilities
Council	As the body responsible for the good governance of the municipality it is responsible for setting the tone for honesty and integrity in the provision of services to the community and the management of the Council. Ensure that Management has appropriate systems in place to detect and prevent fraud. Councillors must not use their position to gain personal advantage or to confer advantage, or disadvantage, on any other person or body.
Audit and Risk Committee	Monitor and provide advice on fraud prevention systems and controls. This includes: <ul style="list-style-type: none"> • Reviewing processes in the prevention and management of fraudulent activity; • Reviewing reports of fraud from management, the status of ongoing investigations and recommendations to improve fraud controls;

FRAUD AND CORRUPTION CONTROL POLICY



Body/Persons	Responsibilities
	<ul style="list-style-type: none">Assessing the operational effectiveness of the fraud prevention controls; andEnsuring that the internal audit program assists in identifying any potential fraud risks.
Chief Executive Officer	Principal responsibility for fraud control and to ensure staff compliance with this Policy and associated Procedures. Ensure that appropriate governance structures are in place. Will report instances where Council investigations have revealed sufficient evidence of fraudulent or corrupt activity to the appropriate external authority.
Executive Management Team (EMT)	Responsible for the co-ordination, monitoring, ongoing review and communication of the Policy.
Council Staff	Responsible for acting with propriety in all council activities. Must not use their position with the Council to gain personal advantage or to confer advantage, or disadvantage, on any other person.



WARRNAMBOOL
CITY COUNCIL

FRAUD and CORRUPTION CONTROL PROCEDURES

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Table of Contents

1. INTRODUCTION	3
Purpose	3
Scope.....	3
Definitions and Terminology.....	3
Examples of Fraud and Corruption	4
Fraud	4
Corruption.....	4
2. PLANNING AND RESOURCING.....	5
Fraud and Corruption Control Documents.....	5
Internal Audit Activity.....	5
Monitoring	5
3. FRAUD AND CORRUPTION PREVENTION	6
Ethical Culture	6
Fraud and Corruption Policy and Procedure.....	6
Raising Awareness	6
Risk Identification	7
Communication and Awareness of Fraud and Corruption	7
Employment Screening	8
Job Rotation and Excess Annual Leave	8
Supplier Vetting.....	8
4. FRAUD AND CORRUPTION DETECTION.....	8
Detection Program	8
External Audit.....	9
Reporting by Internal Parties	9
Reporting by External Parties.....	10
Public Interest Disclosure.....	10
5. MANDATORY REPORTING.....	10
6. RESPONDING TO DETECTED FRAUD AND CORRUPTION INCIDENTS	11
Investigation.....	11
External Investigation	11
Internal Investigation.....	12
Responses to Investigations.....	12
Review of Internal Controls.....	13
Record Keeping.....	13
Insurance Covers	13
7. GOVERNANCE.....	13
Review.....	13
Responsibilities and Accountabilities	13
Administrative Updates	15
APPENDIX 1 - FRAUD AND CORRUPTION CONTROL PLAN ELEMENTS.....	16
APPENDIX 2 – FRAUD INVESTIGATION CHECKLIST.....	17

1. INTRODUCTION

Purpose

The Council is committed to providing an organisational culture supported by appropriate policies and procedures to prevent fraud and corruption. The desired outcome of this commitment is the minimisation and elimination of actual or perceived fraudulent and corrupt behaviours and acts throughout the Council operations.

This Procedure sets out the framework and approach to the implementation and review of fraud and corruption prevention, detection, monitoring and reporting.

Scope

This Plan applies to Councillors, staff, contractors, sub-contractors, consultants, persons employed through a third party agency and volunteers of Council.

Definitions and Terminology

Term	Meaning
Fraud¹	<p>Dishonest activity involving deception that causes actual or potential financial loss.</p> <p>Examples of fraud include:</p> <ul style="list-style-type: none"> • theft of money or property • falsely claiming to hold qualifications • false invoicing for goods or services not delivered, or inflating the value of goods and services • theft of intellectual property or confidential information • falsifying an entity's financial statements to obtain an improper or financial benefit • misuse of position to gain financial advantage.
Corruption	<p>Dishonest activity in which employees act against the interests of their employer and abuse their position to achieve personal gain or advantage for themselves or others.</p> <p>Examples of corruption include:</p> <ul style="list-style-type: none"> • payment or receipt of bribes • a serious conflict of interest that is not managed and may influence a decision • nepotism, where a person is appointed to a role because of their existing relationships, rather than merit • manipulation of procurement processes to favour one tenderer over others • gifts or entertainment intended to achieve a specific outcome in breach of an agency's policies.
IBAC	Independent Broad-based Anti-corruption Commission

¹ Meaning of 'Fraud' and 'Corruption' sourced from Victorian Auditor-General's Report on *Fraud and Corruption Control – Local Government*, June 2019.

Examples of Fraud and Corruption

Fraud

General

- Theft of funds, assets, plant, equipment or information
- Unauthorised use of Council equipment or materials for personal benefit
- Causing a loss or avoiding creating a liability by deception
- False invoicing (involving a staff member creating a fictitious invoice claiming payment for goods or services not delivered or exaggerating the value of goods delivered or services provided)
- Accounts receivable fraud (misappropriation or misdirection of remittances received from a debtor)
- Credit card fraud involving the unauthorized use of a credit card or credit card number issued to another person, including use of purchasing card to buy goods or services for personal use
- Providing false or misleading information
- Making false or misleading financial reports
- Release or use of misleading or inaccurate information for the purposes of deceiving or misleading, or to hide wrongdoing
- Misuse of position in order to gain some form of financial advantage
- Theft of intellectual property or other confidential information
- Bribery or kickbacks.

Payroll/timesheet fraud

- Time in lieu claimed but not worked
- Overtime claimed but not worked
- Not recording leave taken on timesheet
- Forgery of manager's signature
- Fraudulent medical certificates.

Unauthorised use of Council assets

- Unauthorised private use of vehicles
- Taking supplies for private use
- Taking equipment for private use.

False claims for reimbursement

- Claiming for non work related costs
- Claiming for costs not actually incurred.

Recruitment fraud

- Fake qualifications
- Fictitious former employers
- Fake references.

Corruption

Corruption includes Councillors, employees, volunteers and contractors:

- Being targeted by external parties seeking to gain an improper benefit
- Targeting external parties or other internal parties in seeking to gain an improper benefit.
- Payment or receipt of secret commissions (bribes), which may be paid in money or in some other form of value to the receiver (e.g. building projects completed at an employee's private residence)
- Release of confidential information for other than a proper business purpose in exchange for some form of non-financial benefit or advantage accruing to the employee releasing the information
- Solicitation of donations for an improper political purpose

- Senior personnel acting in their own self-interest rather than the interests of Council (e.g. failing to declare a conflict of interest in a decision)
- Serious nepotism and cronyism where the appointee is inadequately qualified to perform the role to which he or she has been appointed
- Manipulation of the procurement process by favouring one tenderer over others or selectively providing information to some tenderers. This may involve allowing tenderers to resubmit a 'non-complying' tender after being provided with the details of other bids
- Gifts or entertainment intended to achieve a specific or generic commercial outcome in the short or long-term – in breach of Council's Gifts and Benefits procedure.

2. PLANNING AND RESOURCING

Fraud and Corruption Control Documents

The Fraud & Corruption Control Policy and Procedure, the Staff Code of Conduct and the Councillor Code of Conduct are important documents for clearly articulating Council's objectives and expected outcomes in managing fraud and corruption.

The Fraud & Corruption Control Policy establishes Council's attitude and approach to fraud control, while the Staff Code of Conduct and Councillors Code of Conduct set out the high standards of ethical behaviour expected and Council's commitment to those standards.

The Fraud and Corruption Control Plan relates to a specific period in time. It outlines the Council's intended actions in implementing and monitoring its fraud and corruption prevention, detection and response initiatives. The key elements for a Fraud and Corruption Control Plan are listed in Appendix 1.

It describes Council's current fraud and corruption risk context, and its current fraud and corruption risks (as identified in a risk assessment). It contains detailed and specific information on fraud and corruption control activities, responsibilities and timelines in response to those risks.

Internal Audit Activity

Internal audit supports fraud prevention by ensuring employees conform to internal controls, and by deterring potential perpetrators with the increased prospect of being caught. It has a key role in detection of fraud and provides necessary inputs into the Council's responses to fraud.

The Governance Manager, in consultation with the Director Corporate Strategies, should ensure that internal audit schedules or plans adequately address Council's fraud risk exposures and adequately test Council's fraud risk controls.

If deemed necessary the Council will utilise the role of the internal auditor in the investigation and reporting of any suspected fraud or corrupt activity.

Monitoring

The Audit & Risk Committee provides a key role in monitoring the Council's fraud control processes. Any incident of fraud will be reported to the Committee as part of the risk Review report at the quarterly meeting of the Audit and Risk Committee.

The Audit & Risk Committee reviews whole of organisation risk and determines the Annual Internal Audit Plan delivered by the Internal Auditor.

Internal review of controls (systems, processes and procedures) will be undertaken by Council staff as identified in the fraud risk assessment, and/or may be selected by the Audit & Risk Committee for internal audit as part of the Annual Internal Audit Plan.

An internal audit of the Risk Register will be undertaken annually.

Where a suspected fraud or corrupt behaviour is reported or detected and it is deemed likely to have a material impact on Councils reputation or operations, in the opinion of the CEO. They will inform the Chair of the Audit and Risk Committee within 10 working days of the incident subject to the limitations on disclosure that may be imposed by external integrity bodies.

3. FRAUD AND CORRUPTION PREVENTION

Ethical Culture

All management and staff are responsible for the development and maintenance of an ethical culture. The Codes of Conduct detail the ethical values and principles that are expected of all staff and of the Council.

Senior Management will not be complacent and will treat fraud and corruption risks as a serious threat to the organisation

EMT and Managers will regularly be briefed on the following:

- Councils current fraud and corruption plan and policy
- Information on the program and robustness of the internal control environment in regard to preventing and detecting fraud
- The types of fraud and corruption common with the sector
- Incidence of fraud and corruption generally in Australia
- Information on the types of fraud and corruption that have been detected at Council over the previous five years
- Information of new or emerging trends in this area.

Fraud and Corruption Policy and Procedure

The Council will ensure that it has Fraud and Corruption Policy and Procedures in place. Audit and Risk Committee will periodically review the effectiveness of the Fraud and Corruption Policy and Procedure.

Line Managers shall set the example in regard to exercising and demonstrating high levels of integrity in the execution of their roles and functions by regularly reminding employees of the importance of complying with the Code of Conduct, the Fraud and Corruption Control Policy and Fraud and Corruption Plan.

Raising Awareness

Corporate Induction and Fraud Awareness Training is Council's method for ensuring that all employees are aware of their responsibilities for fraud control and of the expectations for ethical behaviour in the workplace.

Fraud Awareness Training will be provided to all managers to ensure that they are aware of the additional responsibility as a manager, with regards to fraud control.
A copy of the Fraud and Corruption policy and procedures will be made available to all Councillors, employees, contractors and volunteers.

The Learning & Development Officer in consultation with the Risk Management Coordinator is responsible for the development and delivery of fraud awareness training, which will be included in the induction program for all new staff, and delivered across the organisation as refresher training, every two years or as deemed necessary.

Risk Identification

The Risk Management Review Panel is responsible for the Council's overall management of risk. The Panel comprises the Chief Executive Officer, Directors, Manager Governance Projects and Risk and the Risk Management Coordinator.

The Panel meets quarterly to continually identify, review and manage the Council's risk exposure as recorded in the Risk Register, and reviews the Risk Management Strategy and processes.

Fraud has been identified as a high risk to the Council. In order to ensure that all aspects of fraud risk exposure are clearly understood and to effectively implement control measures, the Panel will make recommendations on further treatments that can be implemented in order to control the risk of fraud. These will be detailed within the Fraud Control Plan and implemented in due course.

The Risk Management Coordinator is responsible for coordination of fraud risk assessments. However, each Branch Manager is responsible for the identification of potential exposure of fraud and corruption in their work areas and the development, implementation and monitoring of internal controls (systems, processes and procedures) to minimise risks. The risks, treatments and controls identified through the risk assessment process will be recorded and reported through the Risk Register.

Risks identified will be reported in line with the Risk Management Framework.

Levels of accountability are detailed in all staff Position Descriptions. With general guidelines regarding the protection of Council assets detailed in the Staff Code of Conduct.

Communication and Awareness of Fraud and Corruption

It is important that fraud and corruption is identified and reported at an early stage and that staff and Councillors have understanding and confidence in the system.

Staff and Councillors will be provided with information on the Fraud and Corruption Plan and Policy so that they have confidence in knowing how to respond if this type of activity is detected or suspected.

The awareness of Council's risk of fraud and corruption controls will be made available to staff and Councillors through the following:

- Copy of the Staff Code of Conduct and Fraud and Corruption Policy will be included in packs for all new staff
- A dedicated page will be maintained on the Council intranet in regard to fraud and corruption, this will include links to all relevant documents in particular the process for reporting allegations
- Staff will complete Fraud and Corruption Awareness Training every two years
- Any substantive changes in the Code, Plan or Policy will be communicated to all staff
- Councillors will complete relevant training with a focus on statutory requirements and Councillor Code of Conduct as required.

Employment Screening

Employment screening will be undertaken for all new positions. This screening process will reduce the risk of a potential security breach and will provide a high level of assurance as to the integrity, identity and credentials of prospective employees.

The following screening shall be undertaken with the express consent of the individual concerned for all prospective employees:

- Verification of identity requiring at least two forms of identity (passport, birth certificate, drivers licence, rate certificate, at least one must include photo identification)
- Police criminal history check
- Working with children check – relevant identified positions
- Reference checks with two most recent employers
- Consideration of any gaps on employment history and the reasons for the gaps
- Verification of formal qualifications claimed.

Job Rotation and Excess Annual Leave

Individual Service Units will regularly consider job rotation for positions where there are multiple officers undertaking the same or similar functions and the position is deemed a high risk from a fraud or corruption perspective, local law enforcement, parking enforcement, planning officers, contract management, for example.

Excess annual leave will be monitored on a quarterly basis to ensure excess leave is managed.

Supplier Vetting

The Council will continue to undertake supplier vetting for new and ongoing suppliers in accordance with existing practices.

Financial and/or Performance assessments will be undertaken where the contract poses a key financial risk to Council or where it is a new supplier that has never been used by Council before and the risk of poor performance or financial collapse is likely to adversely affect Council.

Financial and Performance assessment checks may also be undertaken where Council wishes to understand the financial and previous contract performance of the supplier or if no security is in place.

4. FRAUD AND CORRUPTION DETECTION

Detection Program

The Council's detection program includes the annual internal audit plan, annual financial statement external audit, Audit and Risk Committee oversight, review of risk strategies and various reporting avenues. Other detection programs may also include:

- Post transactional reviews - a review of transactions after they have been processed. This option may identify or uncover altered documents or missing documentation, falsified or altered authorisations or inadequate documentary support.
- Data mining - the application of sophisticated (and sometimes unsophisticated) software applications and techniques where a series of suspect transactions can be identified and then investigated which can identify anomalies at an early stage.
- Analysis of management accounting reports - using relatively straight forward techniques in analysing management accounting reports, trends can be examined and investigated which may be indicative of fraudulent or corrupt conduct.

External Audit

External audit can detect material misstatements in Council's financial statements due to fraud or error.

The Council's external auditors meet with the Audit & Risk Committee:

- Prior to conducting audits, where they present the audit methodology
- After conducting the audit, where they present a closing report.

The Director Corporate Strategies should ensure that the external auditors are briefed about the Council's expectations on external audit to detect fraud, and appropriately supported by Council staff to enable this.

Reporting by Internal Parties

The Council takes fraud and corruption very seriously and does not accept fraudulent or corrupt behaviour. It encourages all personnel to maintain awareness and vigilance in regard to fraud and corruption.

All Councillors and staff are encouraged to assist the Council by:

- identifying suspected or potential fraudulent and corrupt activities; and
- reporting any such activities in order that those activities are investigated.

Internal reporting avenues include notifying:

- the Chief Executive Officer; or
- line Supervisors or Managers or Directors (for staff reporting only); or
- Manager, Governance; or
- Public Interest Disclosure Officer or Co-ordinator.

All reports involving corrupt conduct reported by staff must be forwarded to the Chief Executive Officer.

External reporting avenues include notifying:

- the Local Government Inspectorate on 1800 469 359, or
- the IBAC on 1300 735 135, or
- the Victorian Ombudsman on (03) 9613 6222.

Other reporting avenues include notifying:

- the Internal Auditor; or
- the Audit and Risk Committee Chair

The internal Auditor or Audit & Risk Committee Chair will refer the notification to an authorised external body and/or notify the Chief Executive Officer provided always that any request for non-identification of the discloser will be maintained.

Alleged criminal conduct will be reported to Victoria Police as appropriate, and serious improper conduct to IBAC as required by law.

Reporting by External Parties

From time to time employees of external parties such as suppliers may become aware, or suspicious, that Council personnel are engaging in fraudulent or corrupt behaviour. Encouraging and enabling reporting of this behaviour is an important part of a fraud and corruption control program.

The Manager Finance should ensure that procurement procedures include:

- making new suppliers aware of Council's fraud and corruption control program;
- encouraging them to report fraudulent or corrupt behaviour, or suspected behaviour; and
- providing them with the contact details of Council's Public Interest Disclosure Coordinator.

Public Interest Disclosure

Under the *Public Interest Disclosures Act 2012*, persons can make disclosures to the Council and IBAC about improper conduct and detrimental action in relation to the activities and functions of Council. This is encouraged where any person wishes to access the protections afforded by the Act. The Council's Public Interest Disclosure Procedures are available on the Council Web site.

Disclosures about improper conduct or detrimental action by Councillors should be made to the IBAC or to the Ombudsman. If Council receives a misdirected disclosure about a Councillor, such disclosures will be assessed and managed in accordance with Council's Public Interest Disclosure Procedures.

A public interest disclosure can be made to:

- The Council's Public Interest Disclosure Officer or Public Interest Disclosure Coordinator
- IBAC
Level 1, North Tower
459 Collins Street
Melbourne Vic 3000
Postal address: GPO Box 24234, Melbourne VIC 3001 Telephone: 1300 735 135
Website: www.ibac.vic.gov.au

5. MANDATORY REPORTING

The Chief Executive Officer must notify IBAC of any matter they suspect on reasonable grounds to involve corrupt conduct occurring or having occurred. This obligation cannot be delegated. Where another person is acting as the Chief Executive Officer, the obligation applies to that person.

The Chief Executive Officer must notify IBAC of all instances of suspected corrupt conduct occurring in the Council, and suspected corrupt conduct occurring in other organisations where it is connected with the Chief Executive Officer's duties, functions and exercise of powers.

The notifications must be made as soon as practicable after the Chief Executive Officer has formed a reasonable suspicion that corrupt conduct may have occurred or may be occurring. An assessment as to whether a matter must be notified to IBAC should be made based on the material available to the Chief Executive Officer.

6. RESPONDING TO DETECTED FRAUD AND CORRUPTION INCIDENTS

For all matters subject to Mandatory Reporting to IBAC, no action will be taken until IBAC has assessed the matter and informed the Chief Executive Officer of its decision. Exceptions apply where the action is:

- necessary to lessen or prevent a serious threat to the life, health, safety or welfare of an individual or to public health or safety; or
- taken to comply with another legal obligation, such as a duty to report the matter under other legislation; or
- reporting the matter to Victoria Police.

For all other reports detected or suspected fraud or corruption and any matters subsequently referred back by IBAC for Council to consider, the Council will investigate first, and determine a course of action second, depending on the outcomes of the investigation. The Chief Executive Officer will remain impartial to any investigation and not be a member of any Investigation Team

Investigation

All reported fraudulent or corrupt behaviour, or suspected behaviour, will be investigated by either by the Council, an external investigator or Victoria Police.

The purpose of an investigation is to:

- Determine if in fact fraudulent or corrupt behaviour has been committed;
- Identify the person(s) responsible for the fraudulent or corrupt behaviour;

- Discover the extent of the fraudulent or corrupt behaviour and determine the action to be taken;
- Provide the basis of any insurance claim; and
- Identify how long the fraudulent or corrupt behaviour has been occurring and thereby the extent of the breakdown of internal controls.
- Identify any gaps or weaknesses in the controls and systems associated with the activity that is subject to the investigation

Upon receipt of a report of fraudulent or corrupt behaviour, or suspected behaviour, the Director Corporate Strategies and the Manager Governance will as soon as practicable ensure that an investigation is conducted into the alleged misconduct.

The Chief Executive Officer will be consulted and decide whether the Police or any external assistance will be employed. The Chief Executive Officer is responsible for the selection of the personnel to be involved in the Investigation team. This may include referring the investigation to the Internal Auditor for action.

External Investigation

The Chief Executive Officer may decide that the investigation should be conducted by an external party or the matter referred directly to Victoria Police. Any referral direct to Victoria Police will be coordinated by the Director Corporate Strategies.

The Director Corporate Strategies, in consultation with the Manager Governance, will consider the report from the external investigation and make recommendations to the Chief Executive Officer as to the most appropriate course of action as soon as practicable.

Internal Investigation

The investigation should be conducted as quickly as practicable, including but not limited to the following steps:

- Develop the terms of reference, identifying:
 - Confirming who should conduct the investigation
 - Who should be interviewed
 - What records should be examined
 - Who should be kept informed, on a 'need to know' basis
- Conduct the investigation
 - Collect witness statements
 - Examine records
 - Conduct the interviews, on an innocent until proven guilty basis; persons against whom allegations are made should be made aware of the nature of the allegations and given an opportunity to respond within a reasonable timeframe; they should be allowed a support person in the interviews, but that person may not represent them or provide comment
 - All parties to maintain confidentiality and propriety at all times
- Compile a report
 - Conclusions as to the likely truth or otherwise of the allegations
 - Comment on the breadth and seriousness of the misconduct
 - Report on any detected gaps or weaknesses in the controls and systems associated with the alleged activity.

- Register the report in Records Management system using a highly restricted security classification.

The Director Corporate Strategies and the Manager Governance will consider the report and make recommendations to the Chief Executive Officer as to the most appropriate course of action as soon as practicable.

A Fraud Investigation Checklist is included in Appendix 2.

Responses to Investigations

The Chief Executive Officer, upon receipt of recommendations from the external or internal investigation, should decide on the most appropriate course of action, and act or delegate actions accordingly, as soon as practicable.

The Council's responses to investigations may include disciplinary action, reporting to Victoria Police, and/or civil action to recover losses.

- **Disciplinary action**
The Manager Organisational development will coordinate disciplinary action in accordance with Council's Disciplinary Policy and Procedure.
- **Reporting to Victoria Police**
The Director Corporate Strategies will coordinate the reporting of the investigation outcome to Victoria Police.
- **Civil action to recover losses**
The Council will pursue recovery of any losses due to fraud or corruption where there is clear evidence of fraud and corruption and where the likely benefits of such recovery will exceed the funds and resources required to be invested in the recovery action.
The Director Corporate Strategies will coordinate any civil action taken by Council to recover losses incurred as a result of the fraud or corruption.

Review of Internal Controls

Where fraud or corruption is detected, the relevant service unit Manager, in consultation with the Manager Governance and/or the Risk-Management Co-ordinator, will review the findings and assess the adequacy of the relevant internal control environment and provide a report to the Director Corporate Strategies on any recommended improvements identified.

Where internal controls may be practicably improved, the relevant Responsible Officer should ensure as soon as practicable that those improvements are developed, documented and implemented, and understood by those who have roles and responsibilities in them.

Record Keeping

The Manager Governance will maintain a record of reports of fraudulent and corrupt behaviour, or suspected behaviour, and investigation outcomes.

All investigative documentation will comply with relevant legislative provisions, will remain strictly confidential and will be retained in accordance with the Council's Information Privacy Policy and Records Management system controls.

Insurance Covers

The Council will maintain a fidelity guarantee insurance policy that insures the risk of loss arising from internal fraudulent conduct. The level of the policy will be determined as part of Council’s annual insurance renewal program. This will be reported annually to the RMC alongside Council’s other insurance policies.

Insurance for external fraud and corruption, in particular the theft of Council property, will also be maintained and reviewed annually by staff in conjunction with the normal annual reassessment of insurance policy cover and limits.

7. GOVERNANCE

Review

To be reviewed every three years unless required earlier by changes to legislation or systems.

Responsibilities and Accountabilities

Position	Responsibilities/Accountabilities
Council	As the body responsible for the good governance of the municipality, setting the tone for honesty and integrity in the provision of services to the community and the management of the Council’s organisation. Ensure that Management has appropriate measures in place to detect and prevent fraud.
Audit & Risk Committee	Monitor and provide advice on fraud prevention systems and controls. This includes: <ul style="list-style-type: none"> • Reviewing processes in the prevention and management of fraudulent activity; • Reviewing reports of fraud from management, the status of ongoing investigations and recommendations to improve fraud controls; • Assessing the operational effectiveness of the fraud prevention controls; and • Ensuring that the internal audit program assists in identifying any potential fraud risks
Chief Executive Officer	<ul style="list-style-type: none"> • Principal responsibility for fraud control and to ensure staff compliance with the Fraud & Corruption Control Policy and these Procedures. • Decide on appropriate course(s) of action arising from investigations and act where required
Executive Management Group (EMT)	<ul style="list-style-type: none"> • Co-ordination, monitoring, ongoing review and communication of the Fraud & Corruption Control Policy and Procedure. • Conform to fraud and corruption control policies and procedures • Ensure others that report to them do likewise • Maintain awareness of fraud and corruption risks • Provide regular communication to the organisation about fraud and corruption • Provide information for the risk context statement in the Fraud and Corruption Control Plan

Position	Responsibilities/Accountabilities
Director Corporate Strategies	<ul style="list-style-type: none"> • Oversee Council’s fraud and corruption control program • Allocate risk control responsibilities to Responsible Officers where required • Ensure investigations are undertaken • Consider investigation reports and make recommendations for the Chief Executive • Report serious fraud and corruption to Victoria Police
Manager Governance	<ul style="list-style-type: none"> • Review the Fraud and Corruption Control Policy and Procedure • Ensure internal audit programs adequately address fraud and corruption risk • Ensure procurement procedures adequately address fraud and corruption risk • Coordinate external investigations and make recommendations for the Chief Executive • Coordinate civil action to recover losses • Ensure Council maintains appropriate insurance cover
Manager Organisation Development	<ul style="list-style-type: none"> • Ensure employment procedures adequately address fraud and corruption risk • Coordinate disciplinary action for misconduct where required • Ensure induction and performance management procedures adequately address fraud and corruption risk
Manager Financial Services	<ul style="list-style-type: none"> • Ensure finance procedures adequately address fraud and corruption risk Co-ordinates access to financial information to audit authorities. Ensure procurement procedures adequately address fraud and corruption risk
Risk Management Co-ordinator	<ul style="list-style-type: none"> • Coordinate fraud and corruption risk assessments • Record risks and associated risk treatment plans in the Risk Register
Managers (Responsible Officers)	<ul style="list-style-type: none"> • Ensure procedures and local work instructions regarding activities for which they have operational responsibility adequately address fraud and corruption risk
All councillors, employees, volunteers and contractors	<ul style="list-style-type: none"> • Conform to Council’s policies and procedures regarding fraud and corruption control, including reporting fraudulent or corrupt behaviour, or suspected behaviour, as soon as practicable

Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively.

Examples of minor administrative changes include changes to names of the Council departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

APPENDIX 1 - FRAUD AND CORRUPTION CONTROL PLAN ELEMENTS

COMMUNICATING INTENT	IDENTIFYING RISKS	LIMITING OPPORTUNITIES	RAISING AWARENESS	MONITORING
Fraud and Corruption Policy Fraud and Corruption Control Plan	Risk Assessments/Risk Register Risk Management Framework	Internal controls including but not limited to:- system controls (Finance, HR 21, E- Procure, WASP-stores, Secure sign in – procurement/tender, Riskware – risk register)	E-learning Fraud and Corruption mandatory training and induction, plus refresher cycle. Participation in the IBAC Local Council Integrity Framework Research Project and Survey 2017.	Risk Management Committee Compliance Plan reviews Internal Audit Plan and ad hoc audits
Employee Code of Conduct	Quarterly Procurement Expenditure Data report	Internal Audit actions Compliance Review actions	Circulation of the VAGO, IBAC and Ombudsman reports and newsletters.	Annual Procurement internal audit
Councillor Code of Conduct	Recruitment vetting (Police check, referees, qualifications, COI etc.)	Recruitment Procedure	Procurement induction and regular communication updates.	External Audit, VAGO
Workplace Values	Supplier/Customer vetting	Delegations, Authorisation procedures, Conflict of Interest declaration and register	Contractor Management training.	Audit and Risk Committee
Procurement Policy	The IBAC/ VAGO/ Ombudsman publications	Delegations, Gift register, IT system access controls		EMT monitoring i.e. excess staff leave balances
Tendering Procedures Manual		Exception reporting i.e. payroll, accounts payable etc.		
Supplementary		Segregation of duties		
Procurement procedures and tools		Vendor Masterfile cleansing		
Public Interest Disclosure Procedures, including mandatory reporting by CEO		Dual authorisation payroll EFT payments		
Petty Cash Procedures				
Token Gift Policy				

APPENDIX 2 – FRAUD INVESTIGATION CHECKLIST

FRAUD INVESTIGATION CHECKLIST

- A complete description of the allegations or suspected events
- The name and position of any public official/s alleged to be involved
- The name/s of the person/s who made the allegation/s
- The name and role of any other person/s relevant to the matter
- The dates and/or time frames in which the alleged conduct occurred
- A brief analysis of why the events in question may be corrupt conduct
- A brief analysis of the basis for forming a reasonable suspicion about the events in question
- An indication as to whether the conduct appears to be a one-off event or part of a wider pattern or scheme
- The date the allegation was made or the date you became aware of the conduct
- How you became aware of the conduct
- What your organisation has done about the suspected conduct, including notification to any other agency (e.g. the Police or the Victorian Ombudsman)
- What further action you propose
- The approximate amount of money or value of resources (if any) involved
- Any other indicators of seriousness
- Any other information deemed relevant to the matter
- Copies of any relevant documents
- The name of the relevant contact officer



WARRNAMBOOL
CITY COUNCIL

**GIFTS POLICY
(COUNCILLORS)**

DOCUMENT CONTROL

Document Title:	Gifts Policy (Councillors)
Policy Type:	Council Policy
Responsible Branch:	Corporate Strategies
Responsible Officer:	Manager Governance
Document Status:	Draft June 2020
Approved By:	
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GIFTS POLICY (COUNCILLORS)



Table of Contents

1. INTRODUCTION.....	4
Purpose.....	4
Scope.....	4
Definitions and Terminology.....	4
References.....	5
2. POLICY.....	5
General Principles.....	5
Acceptance of Gifts and Benefits.....	6
Official Gifts.....	6
Hospitality.....	6
Conflict of Interest.....	7
3. GOVERNANCE.....	7
Review.....	7
Compliance Responsibility.....	7



GIFTS POLICY (COUNCILLORS)

1. INTRODUCTION

Purpose

The Council is committed to protecting its assets, its integrity and reputation by providing Councillors with clear guidance on ethical gift receiving so that they can be, and be seen to be, ethical, fair and scrupulous in their roles as Councillors.

The Council recognises that Councillors will on occasion be offered, gifts, benefits and hospitality

The purpose of this policy is to provide clear guidance to Councillors on their approach to the acceptance, or otherwise, of gifts, benefits or hospitality from individuals or other entities external to Council.

Scope

This policy applies to all Councillors.

The Local Government Act (the Act) sets out legislative requirements in relation to conflict of interest and Councillors are responsible to familiarise themselves with the provisions contained in the Act and the requirements of this Policy.

Nothing in this policy shall be construed to override the provisions of the Act. In the event of any apparent inconsistency, the provisions of the Act will prevail. Procedures have been developed in support of this Policy.

Definitions and Terminology

Term	Meaning
Benefit	Something which is believed to be of value to the receiver, including access to sporting, cultural or social event, preferential treatment (queue jumping) and access to discounts or loyalty programs. While their value may sometimes be difficult to quantify in dollars, they may be highly valued by the intended recipient and therefore used to influence their behaviour.
Bribe	Money, reward or service offered to procure an action, decision or preferential treatment.
Gift	Gifts are unsolicited and mean to convey a feeling of goodwill on behalf of the giver and where there is no expectation of favours or repayment. Some examples of these types of gifts could include clothes, products and tickets.
Gift Register	A summary of gifts, benefits and hospitality received which will contain the following information; recipient details, providers details, date received, description and estimated value of the gift, benefit or hospitality.
Hospitality	Provision of food or beverages, travel, accommodation or entertainment, which is offered to convey goodwill on behalf of the giver, for which there is no expectation of favours or repayment. Hospitality is a form of Gift, but for the purpose of this Policy is considered separately.
Monetary Benefit	Cash, cheques, money orders, travellers' cheques, direct deposits or item which can easily be converted to cash.



GIFTS POLICY (COUNCILLORS)

Term	Meaning
Official Gift	A gift received by Councillors or Council officers as representatives of the City or the Council. Includes gifts from a Sister City, organisations or corporations that are bestowing a corporate gift (i.e. plaques, plates, vases, trophies, artwork) or souvenir to the City, or as a token of appreciation for a contribution to a conference or industry event.
Token Gift	Is of such a nature and Value (less than \$100) that it could not reasonably be regarded as capable of influencing any actions or decisions of the relevant person in relation to a matter. Does not create a sense of obligation in the receiver that will influence, or appear to influence, the exercise of their official duties. In the event that it might reasonably be perceived to influence, or appear to influence, the recipient, it cannot be defined as a Token Gift.
Value	Face value or estimate retail value.

References

Category	Document
Legislation	Local Government Act 1889 Local Government Act 2020
Standards and Guidelines	Conflict of Interest, A Guide for Councillors – 2012
Council Related Policies & Procedures	Gifts Procedure (Councillors) Councillors Code of Conduct Fraud Prevention & Control Policy Public Interest Disclosure Procedure

2. POLICY

General Principles

Councillors must:

- Not seek, solicit, or use their position with Council to obtain gifts, benefits or hospitality from external organisations or individuals for themselves or others;
- Ensure that a person, company or organisation is not placed in a position in which they feel obliged to offer gifts, benefits or hospitality in order to secure or retain Council business;
- Avoid circumstances where accepting any gift, benefit or hospitality could give the appearance of a past, present or future Conflict of Interest;
- Avoid circumstances where the offer of a gift, benefit or hospitality could be interpreted as having been made with the objective of securing, or in return for, a favour or preference;
- Under no circumstances accept or receive a monetary benefit, supplier's goods or services at no cost or at a non-commercial discount;
- Be fully accountable and responsible for their actions and ensure that the methods and processes they use to arrive at decisions are beyond reproach, do not create a conflict of interest and can withstand audit processes and proper scrutiny; and
- Report any incidences where a bribe or inducement is offered.

GIFTS POLICY (COUNCILLORS)



Acceptance of Gifts and Benefits

The following conventions apply to Councillors in relation to the acceptance of Gifts, Benefits or Hospitality:

- Token Gifts (gift of value less than \$100) may be accepted provided they do not create a real or perceived sense of obligation that may lead to a perception of preferential service.
- Gifts and benefits with a value in excess of \$100 must only be accepted where they have been authorised and formerly declared in accordance with Gifts Procedure.
- Gifts and benefits are not to be accepted under any circumstance by a Councillor who is aware that the benefit is being offered by a supplier who is in the process of tendering for the supply of goods and services to the Council.

Official Gifts

From time to time individuals or organisations may offer Official Gifts to Councillors.

Individuals may be involved in conferences or social, cultural, community, industry events where Official Gifts are presented or exchanged. Where it would appear impolite or inappropriate to decline the offer, it is reasonable for official representatives of the Council to accept Official Gifts on behalf of the Council. Official Gifts shall be considered to be the property of the Council and may be displayed in an appropriate and secure location for public viewing.

Notwithstanding, in some circumstances, including where the item may not be suitable for public display or the gift is of a personal nature to the recipient, the Chief Executive Officer may use discretion as to the appropriate use of the Official Gift.

The Chief Executive Officer will ensure that an Official Gift is recorded in the Gift Register.

Hospitality

Councillors in the normal course of their duties, will from time to time receive invitations of Hospitality to attend various functions and events.

Where such Hospitality is modest in nature and provides an opportunity to network or undertake business of a common purpose, it may be appropriate to accept such invitations. Where practical, approval should be obtained prior to the attendance.

If, however, acceptance of the Hospitality is likely to create the impression of compromised impartiality of the Councillor or could be perceived as a Conflict of Interest, the offer of Hospitality should be politely declined.

Any Hospitality estimated to be in excess of \$50 must be reported in the same manner as a Gift.

GIFTS POLICY (COUNCILLORS)



Conflict of Interest

Councillors should be aware one or more Gifts or Hospitality with a total value of, or more than, \$500 received from one person, over a five year period, will give rise to a conflict of interest, which must be declared in accordance with the Local Government Act.

This does not include the value of any reasonable hospitality received by a Councillor at an event or function that they attended in an official capacity.

All other forms of Hospitality must be declared. Hospitality does not constitute a Gift if it is paid for by the Council, or by the person receiving the Hospitality.

3. GOVERNANCE

Review

This policy is reviewed, in consultation with the Audit and Risk Committee, no later than six months after a general election.

Compliance Responsibility

The Audit and Risk Committee shall exercise an oversight function over compliance with this policy.

Where a Councillor fails to comply with this policy, the issue shall be dealt with in the same manner as disputes arising under the Councillor Code of Conduct.



WARRNAMBOOL
CITY COUNCIL

**PUBLIC INTEREST DISCLOSURE
PROCEDURE Draft**

DOCUMENT CONTROL

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Table of Contents

1. INTRODUCTION	4
Purpose	4
Scope	4
Definitions and Terminology	4
References	5
Public Interest Disclosure Act 2012	6
Procedure Requirements	6
2. COUNCIL PRINCIPLES and STRUCTURE	6
Principles	6
Councillors, Staff and Contractors	7
Public Interest Disclosure Coordinator	7
Public Interest Disclosure Officer	8
3. MAKING a DISCLOSURE	9
What is a Disclosure?	9
Who can make a Disclosure?	9
What can a Disclosure be Made About?	10
Improper Conduct	10
Detrimental Action	12
How to Make a Disclosure?	13
Disclosure to be Made to a Body Authorised to receive it	13
Making a Disclosure to the Council	13
Making a Disclosure to IBAC	14
Making a Disclosure to Ombudsman	15
4. HANDLING DISCLOSURES	15
Receiving a Disclosure	15
Assessing a Disclosure	16
First step	16
Second step	16
Urgent Action	17
Decision on Assessment	18
Decision that Disclosure may be a Public Interest Disclosure	18
Decision that Disclosure may Not be a Public Interest Disclosure	18
Protections for Public Officers	18
5. IBAC ASSESSMENT	19
If IBAC determines the Disclosure is Not a Public Interest Complaint	19
If IBAC determines the Disclosure is a Public Interest Complaint	19
Notification to Discloser	19
Further Actions IBAC may take	20
6. WELFARE MANAGEMENT	20
Welfare Obligations	20
Support available to Disclosers and Co-operators	21
Appointment of Welfare Manager	22
Welfare Management of Persons Subject of Public Interest Disclosure	23
Welfare services	23
Natural Justice	23
If the Allegations are Wrong or Unsubstantiated	24
If Detrimental Action is Reported	24
Protections available to Disclosers	25
Limits on Protection	25

7. CONFIDENTIALITY	26
Confidentiality Obligations	26
Exceptions	27
Offences	27
8. RECORDS MANAGEMENT	28
9. TRAINING for COUNCILLORS and STAFF	28
10. GOVERNANCE	29
Review.....	29
Compliance Responsibility	29

1. INTRODUCTION

Purpose

These procedures form an essential part of the Council’s commitment to the aims and objectives of the Public Interest Disclosure Act 2012 (the Act). The Council does not tolerate improper conduct by the organisation, Councillors, staff or contractors, nor the taking of reprisals against those who come forward to disclose such conduct.

The Council recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal improper conduct or expose the taking of detrimental action against persons who come forward to report such improper conduct.

The Council will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to any person who is the subject of a disclosure.

Scope

These procedures are a resource for disclosers and potential disclosers, whether they be a Councillor staff member, contractor, or an external member of the public; essentially, any individual who wants to find out how to make a disclosure, receive the protections available under the Act, and how a disclosure will be managed and handled by the Council.

All disclosures regarding local government Councillors must be made directly to IBAC or the Victorian Ombudsman. The Council is not permitted to receive disclosures about Councillors.

For complaints that do not meet the threshold for a public interest disclosure, a discloser should follow the process outlined in the Council’s Complaint Handling Procedure.

Definitions and Terminology

Term	Meaning
Act	Public Interest Disclosure Act 2012
Assessable Disclosure	Any disclosure either made directly to IBAC, The Ombudsman or the VI , or if received by the Council is required under s 21 of the Act to be notified by the Council to IBAC for assessment.
Co-operators	People who have cooperated or intend to cooperate with the investigation of a public interest disclosure complaint.
Council	Warrnambool City Council.
CEO	Chief Executive Officer of the Council .
Discloser	A person who (purports to) make(s) a complaint, allegation or disclosure (however described) under the Act .
Disclosure	Any complaint, concern, matter, allegation or disclosure (however described) purported to be made in accordance with Part 2 of the Act .
Guidelines	The Guidelines published by IBAC under s 57 of the Act .
IBAC	Independent Broad-based Anti-corruption Commission.

Term	Meaning
Investigative Entity	Any one of the bodies authorised to investigate a public interest disclosure complaint.
Ombudsman	Victorian Ombudsman
Procedures	This version of the procedures, as established under s 58 of the Act by the Council .
Protected discloser	A person who makes a disclosure of improper conduct or detrimental action in accordance with the requirements of Part 2 of the Act .
Public Bodies	Defined in s. 6 of the Act. Includes: <ul style="list-style-type: none"> • a public sector body within the meaning of the Public Administration Act 2004; • a body, whether corporate or unincorporated, established by or under an Act for a public purpose; • a Council; • a body that is performing a public function on behalf of the State or a public body or public officer (whether under contract or otherwise).
Public Interest Complaint (PIC)	A public interest disclosure that has been determined by IBAC , the VI , or the Integrity and Oversight Committee to be a public interest complaint (previously a protected disclosure complaint).
Public Interest Disclosure (PID)	Disclosure by a natural person of information that shows or tends to show, or information that the person reasonably believes shows or tends to show, improper conduct or detrimental action (previously known as protected disclosure).
Public Officers	Defined in s. 6 of the Act. Includes: <ul style="list-style-type: none"> • a person employed in any capacity or holding any office in the public sector; • a Councillor; • a member of Council staff; • a person that is performing a public function on behalf of the State or a public officer or public body (whether under contract or otherwise)
Regulations	Public Interest Disclosure Regulations 2019
VI	Victorian Inspectorate.

References

Category	Document
Legislation	Public Interest Disclosure Act 2012 Protected Disclosure Regulations 2013 Independent Broad-based Anti-Corruption Commission Act 2011 Local Government Act 1989 Local Government Act 2020 Freedom of Information Act 1982
Standards and Guidelines	IBAC Guidelines for handling public interest disclosures, January 2020 IBAC Guidelines for public interest disclosure welfare management, January 2020
Council related Policies and Procedures	Councillor Code of Conduct Staff Code of Conduct Complaint Handling Procedure

Public Interest Disclosure Act 2012

The Protected Disclosure Act 2012 was renamed the Public Interest Disclosures Act 2012 (the Act) in March 2019. The new legislation introduced changes to support people making disclosures which are in the public interest. On 1 January 2020, these changes took effect replacing existing 'protected disclosure' arrangements with 'public interest disclosures' (PIDs).

The Act aims to:

- encourage and assist people to report improper conduct and detrimental action taken in reprisal for a public interest disclosure
- provide certain protections for people who make a disclosure or those who may suffer detrimental action in reprisal for a disclosure
- ensure that certain information about a disclosure is kept confidential - the identity of the person making the disclosure and the content of that disclosure

Procedure Requirements

The Council is required to establish and publish procedures under s 58 of the Act and in accordance with the Guidelines of IBAC published under s 57 of the Act. The Council is required to ensure that the procedures are readily available to members of the public as well as internally to all Councillors, staff and contractors.

These procedures cover:

- the Council's reporting structures
- how disclosures may be made to the Council;
- how the Council handles the receipt of disclosures;
- how the Council assesses disclosures it is able to receive under the Act;
- notifications the Council is required to make about disclosures, to both disclosers and to IBAC;
- how the Council protects certain people involved in the processes:
 - disclosers,
 - persons who are the subject of public interest disclosures and public interest complaints, and
 - other persons connected to public interest disclosures, such as witnesses or persons cooperating with an investigation.

The procedures have been established to ensure the confidentiality of a person making a disclosure and their welfare is protected.

2. COUNCIL PRINCIPLES and STRUCTURE

Principles

The Council supports a workplace culture based on trust, ethics and authenticity; where the making of public interest disclosures is valued by the organisation and the right of any individual to make a public interest disclosure is taken seriously. Councillor and Council staff are expected to act with integrity and demonstrate ethical behaviour.

The Council will:

- be visible, approachable, openly communicative and lead by example in establishing a workplace that supports the making of public interest disclosures and impartial investigations;
- ensure these procedures, including information about how disclosures may be made and to whom, are accessible on its website and available internally and externally to Councillors, staff and any individual in the broader community;
- provide appropriate training at all levels of the organisation to raise awareness of how a public interest disclosure may be made and how disclosures are received and managed;
- ensure its reporting system is centralised and accessible only by appropriately authorised staff, allowing the flow of information to be tightly controlled to enhance confidentiality and minimising risks of reprisals being taken against disclosers;
- ensure the reporting system protects the confidentiality of information received or obtained in connection with a public interest disclosure and protects the identity of persons connected with a public interest disclosure;
- not tolerate the taking of detrimental action in reprisal against any person for making a public interest disclosure, including to take any reasonable steps to protect such persons from such action being taken against them;
- afford natural justice and treat fairly those who are the subject of allegations contained in disclosures; and
- take appropriate action against any Councillor or staff engaged in the taking of detrimental action.

Councillors, Staff and Contractors

All Councillors, staff and contractors are encouraged to report known or suspected incidences of improper conduct or detrimental action in accordance with these procedures, whether such conduct or action has taken place, is still occurring or is suspected will take place.

All Councillors, staff and contractors have an important role to play in supporting those who have made a legitimate disclosure. All persons must refrain from any activity that is, or could be perceived to be, victimisation, harassment or bullying of a person who makes a disclosure.

Furthermore, they should protect and maintain the confidentiality of a person they know or suspect to have made a disclosure.

Public Interest Disclosure Coordinator

The Council has appointed a Public Interest Disclosure Coordinator who has pivotal role in the internal reporting system and maintains oversight over the system.

The Public Interest Disclosure Coordinator will:

- be the primary contact point for general advice about the operation of the Act, for integrity agencies such as IBAC and for any person wishing to make a disclosure;
- liaise with the Public Interest Disclosure Officer and receive all disclosures forwarded from them;
- ensure that the Council carries out its responsibilities under the Act, any regulations made pursuant to the Act and any guidelines issued by IBAC;

- take all necessary steps to ensure information received or obtained in connection with a disclosure, including the identities of the discloser and the person(s) to whom the disclosure relates, are kept secured, private and confidential at all times;
- consider each disclosure impartially to determine whether it should be notified to IBAC for assessment under the Act;
- arrange any necessary and appropriate welfare support for the discloser, including appointing a Welfare Manager to support the discloser and to protect him or her from any reprisals;
- advise the discloser, appropriately and in accordance with the Act, the progress of the disclosure and the stage reached at a given time (whether it has been notified to IBAC for assessment etc);
- coordinate the Council’s reporting system and establish and manage a confidential filing system for the disclosures;
- collate and publish statistics on disclosures, as required by the Act; and
- liaise with the CEO of the Council.

The Council’s Public Interest Disclosure Coordinator is: (temporary)

Name	Peter Utri
Position	Director Corporate Strategies
Address	25 Liebig street Warrnambool
Email	putri@warrnambool.vic.gov.au
Phone	0355594807

From time to time, it may be necessary to appoint other or additional Public Interest Disclosure Officers. The Council will take all reasonable steps to publicise the contact details of those persons.

3. MAKING a DISCLOSURE

What is a Disclosure?

A disclosure under the Act may be made about:

- the improper conduct of public bodies or public officers (including corrupt conduct); and
- the detrimental action taken by public bodies or public officers in reprisal against a person for the making of a public interest disclosure or co-operating with the investigation of a public interest disclosure.

The term disclosure is interpreted under the Act in the ordinary sense of the word, for example, as a “revelation” to the person receiving it. IBAC considers that a complaint or allegation that is already in the public domain will not normally be a public interest disclosure. Such material would, for example, include matters which have already been subject to media or other public commentary.

The conduct or action being disclosed about may be one which has taken place, is still occurring, or is believed is intended to be taken or engaged in. Disclosures may also be made about conduct that occurred prior to the commencement of the Act (on 10 February 2013).

The following are not public interest disclosures under the Act:

- a disclosure that has not been made in accordance with all of the procedural requirements of Part 2 of the Act and the prescribed procedures in the Regulations;
- a disclosure made by a discloser who expressly states in writing, at the time of making the disclosure, that the disclosure **is not** a disclosure under the Act;
- a disclosure made by an officer or employee of an investigative entity in the course of carrying out his or her duties or functions under the relevant legislation, unless the person expressly states in writing that the disclosure **is a disclosure** and the disclosure is otherwise made in accordance with Part 2 of the Act.

If the Council receives any disclosures which do not meet all of the requirements of Part 2 of the Act or the prescribed procedures in the Regulations, the Council will not be required to consider whether it is a public interest disclosure under the Act. However, the Council will always consider whether it would be appropriate to inform the discloser how to make the disclosure in a way that would comply with the requirements of the Act and the Regulations in order to ensure that persons are properly afforded the opportunity to receive any appropriate protections available to them under the Act.

In addition, the Council is required to consider whether a disclosure that does not meet the requirements of the Act and the Regulations should be treated as a complaint, notification or referral to the Council in accordance with any other laws or internal policies and procedures.

Who can make a Disclosure?

A disclosure may:

- only be made by a natural person (or a group of individuals making joint disclosures).
- be made anonymously;
- be made even where the discloser is unable to identify precisely the individual or the organisation to which the disclosure relates; and
- also be a complaint, notification or disclosure (however described) made under another law.

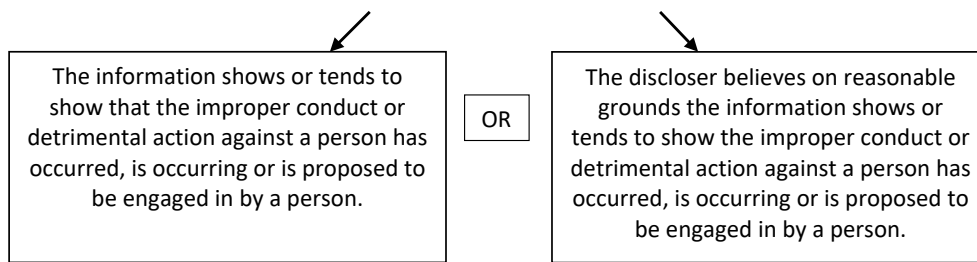
It should be noted that some of the protections set out in the Act protecting a discloser are available only to the person who makes a disclosure. As a consequence of this, if a person makes a disclosure by notifying the agency on behalf of another individual, then it is the notifier who may receive those protections, and not the person on whose behalf they have made the disclosure. The person on whose behalf the disclosure has been made will only be entitled to protections against detrimental taken against them in reprisal for the disclosure made by the notifier.

Anonymous disclosures may create difficulties for the Council. Some of the notification requirements imposed on the Council in relation to disclosures will not apply in relation to an anonymously made disclosure. In addition, it may impede the Council's ability to properly assess whether the complaint or allegation is a public interest disclosure for the purposes of the Act.

What can a Disclosure be Made About?

A disclosure must be about the conduct of a person or organisation in their capacity as a Public Officer or a Public Body as outlined below:

The alleged conduct is either improper conduct or detrimental action taken against a person in reprisal for a protected disclosure AND



In assessing whether there is improper conduct or detrimental action, the Council will look critically at all available information about the alleged conduct and about the discloser.

Preliminary questions the Council may seek answers to, or consider, include:

- What is the discloser's connection to the alleged conduct – is the discloser a victim, a witness, or a participant in the alleged conduct?
- How did the discloser come to know about the conduct – was or is the discloser directly involved in it, did the discloser observe it happening to another person or did someone else tell the discloser about it?
- How detailed is the information provided – is there sufficient information to enable the Council to consider whether there is improper conduct or detrimental action?
- How reliable is the information given to the Council – is it supported by other information?

Improper Conduct

Improper conduct includes corrupt conduct, criminal offences and other conduct specified in the Act. If the conduct is trivial, it will not meet the threshold of improper conduct.

Improper conduct is defined in the Act to mean either:

- corrupt conduct;
- conduct by a public officer or public body in their capacity as a public officer or public body that constitutes:
 - a criminal offence;
 - serious professional misconduct;
 - dishonest performance of public functions;
 - an intentional breach or reckless breach of public trust;
 - an intentional or reckless misuse of information or material acquired in the course of the performance of the functions of the public officer or public body;
 - a substantial mismanagement of public resources;
 - a substantial risk to the health of safety of one or more persons;
 - a substantial risk to the environment;
- conduct of any person that:
 - adversely affects the honest performance by a public officer or public body of their functions as a public officer or public body
 - is intended to adversely affect the effective performance or exercise by a public officer or public body of the functions or powers of the public officer or public body and results in the person or an associate of the person obtaining:
 - a licence, permit, approval, authority or other entitlement under any Act or subordinate instrument
 - an appointment to a statutory office or as a member of the board of any public body under any Act or subordinate instrument
 - a financial benefit or real or personal property

- any other direct or indirect monetary or proprietary gain, that the person or associate would not have otherwise obtained.
- conduct by a third party that could constitute a conspiracy or attempt to engage in any of the conduct referred to above.

Central to the notion of improper conduct is the notion of the “public trust”. Public trust is a concept that provides the basis *‘for obligations of honesty and fidelity in public officers that exist to serve, protect and advance the interests of the public’*.

A person acting in their official capacity is exercising ‘public power’ that is derived from their public office holding and may be controlled or influenced by legislative provisions, administrative directions, or constitutional principles or conventions. There is an expectation that members of the community may rely on and trust their public bodies and officials to act honestly. The expectation is that public officers will not use their positions for personal advantage or use the influence of their public office for improper purposes where there is a duty to act objectively and impartially.

Disclosers or the Council will need to identify that there is a link between the alleged improper conduct of a person or an organisation and their function as a public officer or a public body.

Corrupt conduct

Corrupt conduct is defined in s 4 of the IBAC Act and includes:

- conduct of any person that adversely affects the honest performance by a public officer or public body of his or her or its functions as a public officer or public body;
- conduct of a public officer or public body that constitutes or involves the dishonest performance of his or her or its functions as a public officer or public body;
- conduct of a public officer or public body that constitutes or involves knowingly or recklessly breaching public trust;
- conduct of a public officer or a public body that involves the misuse of information or material acquired in the course of the performance of his or her or its functions as a public officer or public body, whether or not for the benefit of the public officer or public body or any other person; *or*
- conduct that could constitute a conspiracy or an attempt to engage in any of the conduct referred to above; ***and***

if that conduct could be proved beyond reasonable doubt at a trial, amounts to:

- an indictable offence; *or*
- one of the following 3 types of common law offences committed in Victoria:
 - perverting the course of justice
 - attempting to pervert the course of justice
 - bribery of an official.

Detrimental Action

It is an offence under the Act for a Public Officer or a Public Body to take detrimental action against a discloser in reprisal for making a public interest disclosure. Detrimental action as defined by the Act includes:

- action causing injury, loss or damage;
- intimidation or harassment; and
- discrimination, disadvantage or adverse treatment in relation to a person’s employment, career, profession, trade or business, including the taking of disciplinary action.

In addition, a person can have taken detrimental action without having taken the action itself, but just by threatening to take such action. Further, the detrimental action need not necessarily have been taken (or threatened to be taken) against a person making a public interest disclosure, but against any person connected with a public interest disclosure.

Examples of detrimental action prohibited by the Act include:

- threats to the discloser's personal safety or property, including intimidating, harassing a discloser or the discloser's family or friends, otherwise causing personal injury or prejudice to the safety or damaging property of a discloser or the discloser's family or friends;
- the demotion, transfer, isolation or change in duties of a discloser due to him or her having made a disclosure;
- discriminating or disadvantaging a discloser in their career, profession, employment, trade or business; or
- discriminating against the discloser or the discloser's family and associates in subsequent applications for promotions, jobs, permits or tenders resulting in financial loss or reputational damage.

The person (or the person incited to take detrimental action) must take or threaten the detrimental action, because, or in the belief that the:

- other person or anyone else has made, or intends to make the disclosure;
- other person or anyone else has co-operated or intends to cooperate with an investigation of the disclosure.

If the fact that a staff member has made a disclosure forms any part of the reason for which action is taken against them by their employer, it will constitute detrimental action. Said action is consequently reportable as a public interest disclosure as well as being a criminal offence.

How to Make a Disclosure?

Disclosure to be Made to a Body Authorised to receive it

One of the most critical requirements of the Act is that disclosures are made to a body authorised under the Act to receive the disclosure. The Council can only deal with disclosures which concern the organisation and its staff.

Disclosures about improper conduct or detrimental action by Councillors should be made to IBAC or to the Ombudsman. Those disclosures cannot be made to the Council.

Disclosures about improper conduct or detrimental action by the Council or its staff may be made to the Council or one of four (4) external authorities:

- IBAC;
- Ombudsman in relation to limited types of disclosures;
- VI in relation to limited types of disclosures; or
- Chief Commissioner of Police in relation to limited types of disclosures.

In most circumstances, disclosures about the Council or its staff should be made to the Council or to IBAC.

A public interest disclosure made to the Council, when the Council is not the receiving entity to which the disclosure may or must be made under Part 2 of the Act, is a misdirected disclosure if the discloser honestly believed that the Council was the appropriate receiving entity. A misdirected disclosure may be redirected to another receiving entity without the discloser losing the protections contained in the Act.

The Council must notify the appropriate receiving entity of the disclosure within 28 days. Beyond this notification, the Council is prohibited from disclosing the content of the misdirected disclosure and from disclosing information likely to reveal the identity of the discloser.

Making a Disclosure to the Council

Oral disclosures

An oral disclosure to the Council **must** be made in private and **may** be made:

- in person; or
- by telephone to one of the persons authorised to receive disclosures set out below, including by leaving a voicemail message on that telephone number; or
- by some other form of non-written electronic communication.

The oral disclosure **must** be made to one of the following persons:

- the CEO of the Council (Phone: 1300 003 280 (local call) or 5559 4800);
- the Public Interest Disclosure Officer identified in these procedures;
- the Public Interest Disclosure Coordinator identified in these procedures;
- to the direct or indirect manager of the discloser, if the discloser is a staff member of Council; or
- to the direct or indirect manager of the person to whom the disclosure relates, if that person is a staff member of Council.

If the disclosure is made orally, the person receiving the disclosure will make notes at the time recording the disclosure. Recording of the conversation will only be done with the disclosure's permission or by giving prior warning that the conversation will be recorded.

Written disclosures

A written disclosure to the Council **must** be:

- delivered personally to the office of the Council at 25 Liebig Street, Warrnambool; or
- sent by post marked "Confidential" and addressed to the Public Interest Disclosure Coordinator, Warrnambool City Council, PO Box 198, Warrnambool, Victoria 3280; or
- sent by email marked "Confidential" to the official email address of:
 - the Public Interest Disclosure Officer identified in these procedures; or
 - the Public Interest Disclosure Coordinator specified these procedures.
- if the discloser is a staff member of the Council the disclosure may also be made to:
 - the direct or indirect supervisor or manager of the discloser; or
 - the direct or indirect supervisor or manager of the person to whom the disclosure relates.

The Council recommends that the discloser ensures, where a written disclosure is being provided personally or by post to the official office location or address of the Council, that the disclosure be sealed in an envelope which is clearly marked with one or more of the following:

- "Re: Public interest disclosure";
- "To the personal attention of the Chief Executive Officer";
- "To the personal attention of the Public Interest Disclosure Coordinator"; or
- "To the personal attention of the Public Interest Disclosure Officer".

In relation to a disclosure being emailed to the official email address of the Council, rather than to the email address of one of the individuals specified above the Council recommends that the

discloser insert in the email subject line one of the labels set out above applicable to personally delivered or posted items.

Disclosures cannot be made by fax. A disclosure made by email from an address from which the identity of the discloser cannot be ascertained will be treated as an anonymous disclosure.

Disclosures to Council Supervisors or Managers

A Council supervisor or manager receiving a disclosure from staff will:

- immediately bring the matter to the attention of the Public Interest Disclosure Coordinator or Public Interest Disclosure Officer for further action in accordance with the Act;
- commit to writing down any disclosures made orally;
- take all necessary steps to ensure the information disclosed, including the identity of the discloser and any persons involved, is secured, remains private and confidential; and
- offer to remain a support person for the discloser in dealing with the Public Interest Disclosure Coordinator or Public Interest Disclosure Officer.

Making a Disclosure to IBAC

Oral disclosures

An oral disclosure to IBAC **must** be made in private and **may** be made:

- in person;
- by telephone, to 1300 735 135;
- by leaving a voicemail message for one of the specified individuals below; or
- by some other form of non-written electronic communication.

The oral disclosure **must** be made to one of the following persons:

- the Commissioner of IBAC;
- the Deputy Commissioner of IBAC;
- the CEO of IBAC;
- an employee referred to in s 35(1) of the IBAC Act; or
- any staff referred to in s 35(2) of the IBAC Act.

Contact details are available from IBAC (telephone 1300 735 135).

Written disclosures

A written disclosure to IBAC **must** be:

- delivered personally to the office of IBAC, at Level 1, North Tower, 459 Collins Street, Melbourne, VIC 3001; or
- sent by post addressed to the office of IBAC, at GPO Box 24234, Melbourne, VIC 3000; or
- sent by email to the official email address of a person specified above to whom an oral disclosure may be made (i.e., the Commissioner, the Deputy Commissioner, the CEO, or employee or staff referred to in s 35 of the IBAC Act); or
- submitted by an online form available on the IBAC website

Making a Disclosure to Ombudsman

Oral disclosures

An oral disclosure to the Ombudsman **must** be made in private to an Ombudsman officer and **may** be made:

- in person;

- by telephone, to 9613 6222 or toll free (regional areas only) to 1800 806 314;
- by leaving a voicemail message on the telephone number of any Ombudsman officer; or
- by some other form of non-written electronic communication.

Written disclosures

A written disclosure to the Ombudsman **must** be:

- delivered personally to the office of the Ombudsman, at Level 9, North Tower, 459 Collins Street, Melbourne, VIC 3001; or
- sent by post addressed to the office of the Ombudsman, as above; or
- sent by email to the office of the Ombudsman at: ombudvic@ombudsman.vic.gov.au; or
- sent by email to the official email address of any Ombudsman officer; or
- submitted by an online form (if any) identified in the procedures established by the Ombudsman under s 58(1) of the Act.

4. HANDLING DISCLOSURES

Receiving a Disclosure

When the Council receives a complaint, report or allegation of improper conduct or detrimental action, the first step will be to ascertain whether it has been made in accordance with Part 2 of the Act.

The Public Interest Disclosure Coordinator or Public Interest Disclosure Officer must ask the following questions about the disclosure:

- Has a natural person or persons made the disclosure?
- Does the disclosure relate to the conduct of a Public Officer or Public Body acting in their official capacity?
- Does the alleged conduct constitute either improper conduct or detrimental action taken against a person?
- Does the person making a disclosure have reasonable grounds for believing the alleged conduct has occurred or may occur?

If the answer to one or more of the above elements is yes, the disclosure satisfies Part 2 of the Act, and the discloser is entitled to receive protections under Part 6 of the Act.

Assessing a Disclosure

If the disclosure satisfies the requirements of Part 2 of the Act, the Council is required to determine whether the disclosure may be a public interest disclosure by going through the two step assessment process recommended by IBAC.

This will be the case even if the discloser does not refer to the Act or require the protections of the Act. The initial assessment is made on the nature of the information disclosed or on the belief that the discloser has about the nature of the information, and not the discloser's intention.

First step

The first question the Public Interest Disclosure Coordinator/ Public Interest Disclosure Officer must answer is whether the information disclosed shows, or tends to show, that there is improper conduct or detrimental action taken in reprisal for the making of a public interest disclosure.

This requires the Public Interest Disclosure Coordinator/ Public Interest Disclosure Officer to ascertain whether the information satisfies the 'elements' of improper conduct or detrimental action, as defined in the Act and whether any of the relevant exceptions apply.

This may require the Public Interest Disclosure Coordinator/ Public Interest Disclosure Officer to:

- seek further information;
- conduct a discreet initial enquiry;
- seek (further) evidence from the discloser;
- ascertain whether there is sufficient supporting material to demonstrate that the conduct or actions covered by the Act have occurred, are occurring or are likely to occur.

If it is not clear that the information disclosed does show or tend to show that there is improper conduct or detrimental action, then the Council will go on to the second step below.

Second step

This requires the Public Interest Disclosure Coordinator/ Public Interest Disclosure Officer to ask whether the discloser believes on reasonable grounds that the information shows or tends to show there is improper conduct or detrimental action.

That is, does the person actually believe that the information shows, or tends to show, there is improper conduct or detrimental action? A reasonable belief requires the belief to be based on facts that would be sufficient to make a reasonable person believe there was improper conduct or detrimental action.

This reasonable belief does not have to be based on actual proof that the improper conduct or detrimental action in fact occurred, is occurring, or will occur, but there must be some information supporting this belief. The grounds for the reasonable belief can leave something to surmise or conjecture, but it must be more than just a reasonable suspicion, and the belief must be probable.

According to IBAC, simply stating that improper conduct or detrimental action is occurring, without providing any supporting information, would not be a sufficient basis for having a reasonable belief. In IBAC's view, a belief cannot be based on a mere allegation or conclusion unsupported by any further facts or circumstances.

Other matters that IBAC suggests the Public Interest Disclosure Coordinator/ Public Interest Disclosure Officer can consider are:

- the reliability of the information provided by the discloser, even if it is second- or third-hand. For example, how would the discloser have obtained the information?
- the amount of detail that has been provided in the information disclosed; and
- the credibility of the discloser, or of those people who have provided the discloser with information.

When making a decision as to whether the event or behaviours show or tends to show that there was improper conduct or detrimental action, the Public Interest Disclosure Coordinator/ Public Interest Disclosure Officer may seek guidance from IBAC.

Urgent Action

In some circumstances, the disclosure may be about improper conduct that may pose an immediate threat to health and safety of individuals, preservation of property, or may consist of serious criminal conduct.

Examples of this provided by IBAC include where the disclosure may be about:

- a child protection worker allegedly sexually assaulting children in care;
- a council worker allegedly lighting bush fires; or
- a person threatening to poison the water supply.

In these cases, the Council can take immediate action while considering whether or not it is an assessable disclosure that must be notified to IBAC or awaiting IBAC's decision on a notified matter.

It may also be necessary to report criminal conduct to Victoria Police for immediate investigation or take appropriate action against a staff member, in accordance with existing organisational policy and procedure, to prevent further improper conduct.

The Act allows the Council to disclose the content of the disclosure by a person or body "to the extent necessary for the purpose of taking lawful action in relation to the conduct that is the subject of an assessable disclosure including disciplinary process or action". However, IBAC notes that this does not allow the identity of the discloser to be revealed.

Decision on Assessment

At the conclusion of the assessment, the Public Interest Disclosure Coordinator/ Public Interest Disclosure Officer must decide whether it considers the disclosure to be a public interest disclosure. If the Public Interest Disclosure Coordinator/ Public Interest Disclosure Officer decides it may be a public interest disclosure, it **must** notify IBAC of the disclosure. If the Public Interest Disclosure Coordinator/ Public Interest Disclosure Officer does not consider it to be a public interest disclosure, then it may be a matter that the Council otherwise deals with through any other relevant internal complaint or grievance management processes.

Decision that Disclosure may be a Public Interest Disclosure

If the Public Interest Disclosure Coordinator/ Public Interest Disclosure Officer considers the disclosure may be a public interest disclosure under the Act, the Council will, within 28 days of receiving the disclosure:

- notify IBAC that:
 - the Council considers the disclosure may be a public interest disclosure; and
 - the Council is notifying the disclosure to IBAC for assessment; **and**
- notify the discloser that:
 - the disclosure has been notified to IBAC for assessment; and
 - it is an offence under s74 of the Act to disclose that the disclosure has been notified to IBAC for assessment under the Act.

In addition, at the time of notifying IBAC or at any later time the Council may also provide IBAC with any information obtained by the Council regarding the disclosure in the course of its enquiries leading up to its notification of the disclosure to IBAC.

Decision that Disclosure may Not be a Public Interest Disclosure

If the Public Interest Disclosure Coordinator/ Public Interest Disclosure Officer determines the disclosure is not a public interest disclosure, and the discloser has indicated to the Council (or it otherwise appears to the Council) that the discloser wishes to receive the protections that apply to a public interest disclosure under the Act, the discloser will be notified in writing, within 28 days of the Council receiving the disclosure, that:

- the Council considers the disclosure is not a public interest disclosure;
- the disclosure has not been notified to IBAC for assessment under the Act; and
- regardless of whether the disclosure is notified to IBAC for assessment under the Act, the protections under Part 6 of the Act apply.

Notifications to a discloser do not need to be provided by the Council in response to an anonymously made disclosure.

Protections for Public Officers

A public officer is given specific protections under the Act to provide information to other public officers or to IBAC in dealing with a disclosure they have received. When a public officer acts in good faith and in accordance with the Act, Regulations and IBAC's Guidelines, the public officer does not commit an offence under laws imposing a duty to maintain confidentiality or restricting the disclosure of information.

5. IBAC ASSESSMENT

Once a disclosure has been notified to IBAC, it must determine whether it is a public interest disclosure complaint. Such a determination must be made within a reasonable time after the disclosure is notified to IBAC.

In making its assessment, IBAC may seek additional information from the Council or from the discloser if IBAC considers there is insufficient information to make a decision.

If IBAC is of the view that the assessable disclosure is not a public interest disclosure, then it is not a 'public interest disclosure complaint'. If IBAC is of the view that the assessable disclosure is a public interest disclosure, then it must determine that the public interest disclosure is a "public interest complaint".

IBAC must inform the Council of its determination as to whether or not the disclosure is a public interest disclosure complaint:

- in writing; and
- within a reasonable time after making the determination.

If IBAC determines the Disclosure is Not a Public Interest Complaint

If IBAC determines the disclosure is not a public interest complaint, IBAC must advise the discloser in writing and within a reasonable time after the determination is made, that:

- IBAC has determined that the disclosure is not a public interest complaint; and
- as a consequence of that determination:
 - the disclosure will not be investigated as a public interest complaint; and
 - the confidentiality provisions under Part 7 of the Act no longer apply in relation to the disclosure; and
- regardless of whether IBAC has determined that the disclosure is a public interest complaint, the protections under Part 6 apply to a public interest disclosure.

In addition, if IBAC is of the view that the disclosure, although not a public interest complaint, may be able to be dealt with by another entity, IBAC may advise the discloser that:

- the matter which is the subject of the disclosure may be able to be dealt with by that entity other than as a public interest complaint; and
- if the discloser wishes to pursue the matter, to make a complaint directly to that entity.

If this is the case, IBAC will also advise the relevant notifying entity that the discloser has been given this advice.

IBAC is also able to consider whether it wishes to treat the assessable disclosure as a notification made to IBAC under the IBAC Act.

If IBAC determines the Disclosure is a Public Interest Complaint

Notification to Discloser

If IBAC determines the disclosure is a public interest complaint, IBAC must advise the discloser in writing and within a reasonable time after the determination is made, that:

- IBAC has determined that the disclosure is a public interest complaint;

- the protections available to a discloser of a public interest disclosure under Part 6 of the Act apply;
- the discloser has rights, protections and obligations under the Act as contained in ss 72, 74 and Parts 6 and 7 of the Act, including an explanation of the effect of those sections and Parts of the Act; and
- it is an offence under s 74 of the Act to disclose that IBAC has determined that the disclose is a public interest complaint.

Once IBAC has determined that a disclosure is a public interest complaint, the discloser cannot withdraw that disclosure. However, under the IBAC Act, IBAC can decide not to investigate a public interest complaint if the discloser requests that it not be investigated.

Further Actions IBAC may take

Once IBAC has established whether or not the assessable disclosure is a public interest complaint, then it decides what action it might take under the IBAC Act. IBAC may **dismiss**, **investigate**, or **refer** the matter.

- If it **dismisses** a public interest complaint, then it must do so on one of the grounds specifically set out in the IBAC Act.
- It may choose to **investigate** the alleged conduct if it is reasonably satisfied that it is “serious corrupt conduct”.
- It may also choose to **refer** the public interest complaint to another appropriate and relevant investigating entity.

If IBAC determines that the disclosure is not a public interest disclosure, it may advise the discloser that they should make a complaint directly to the relevant public body.

At the conclusion of its investigation, IBAC must provide the discloser with information about the results of its investigation, including any action taken by IBAC and any recommendation by IBAC that action or further action be taken (subject to certain exceptions).

IBAC may provide written information about the commencement, conduct or result of an investigation, including any actions taken and any recommendation made that any action or further action be taken to the relevant principal officer. However, IBAC must not provide any information that is likely to lead to the identification of a discloser.

6. WELFARE MANAGEMENT

Welfare Obligations

The Council is committed to the protection of genuine disclosers against detrimental action taken in reprisal for the making of public interest disclosures.

The protection of persons making genuine public interest disclosures about improper conduct or detrimental action is essential for the effective implementation of the Act. In addition, the Act extends the need for welfare management to people who have cooperated or intend to cooperate with an investigation of a public interest complaint (co-operators). Persons who are the subject of allegations are also entitled to have their welfare protected.

The Council must endeavour to ensure disclosers and co-operators are protected from direct and indirect detrimental action being taken against them in reprisal for the public interest disclosure. The Council will ensure its workplace culture supports disclosers and co-operators. Such support will extend to the relevant persons regardless of whether they are internal to the organisation (e.g., Councillors and staff) or external members of the public.

However, different legislative responsibilities apply to persons internal to the organisation, and to persons who may be clients or users of the Council's services.

Those derive from various legislative and administrative obligations to:

- ensure the health and wellbeing of employees of a public sector body under laws including those relating to Occupational Health and Safety, the Charter of Human Rights and Responsibilities Act 2006, the Staff Codes of Conduct; and
- comply with various relevant laws, policies and practices when making administrative and other decisions or taking particular actions affecting a customer, client or user of the public body's services.

Generally, for internal persons, the Council will ensure a supportive work environment and respond appropriately to any reports of intimidation or harassment against these persons. For external persons, the Council will take reasonable steps to provide appropriate support. The Council will discuss reasonable expectations with all persons receiving welfare management in connection with a public interest disclosure.

Support available to Disclosers and Co-operators

The Council will support disclosers and co-operators by:

- keeping them informed, by providing:
 - confirmation that the disclosure has been received;
 - the legislative or administrative protections available to the person;
 - a description of any action proposed to be taken;
 - if action has been taken by the Council, details about results of the action known to the Council;
- providing active support by:
 - acknowledging the person for having come forward
 - assuring the discloser or co-operator that they have done the right thing, and the Council appreciates it;
 - making a clear offer of support;
 - assuring them that all reasonable steps will be taken to protect them;
 - giving them an undertaking to keep them informed as far as the Council is reasonably able to;
- managing their expectations by undertaking an early discussion with them about:
 - what outcome they seek;
 - whether their expectations are realistic;
 - what the Council will be able to deliver;
- maintaining confidentiality by:
 - ensuring as far as is possible that other people cannot infer the identity of the discloser or co-operator;
 - reminding the discloser or co-operator not to reveal themselves or to reveal any information that would enable others to identify them as a discloser or co-operator;
 - ensuring that hardcopy and electronic files relating to the disclosure are accessible only to those who are involved in managing disclosures in the Council;

- proactively assessing the risk of detrimental action being taken in reprisal (rather than reactively waiting for a problem to arise and a complaint made by the discloser or co-operator). That is, actively monitor the workplace, anticipating problems and dealing with them before they develop as far as is possible;
- protecting the discloser or co-operator by:
 - examining the immediate welfare and protection needs of the person and seeking to foster a supportive work environment;
 - listening and responding to any concerns the person may have about harassment, intimidation or victimisation in reprisal for their actions;
 - assessing whether the concerns the person may have about harassment, intimidation or victimisation might be due to other causes other than those related to the public interest disclosure;
- preventing the spread of gossip and rumours about any investigation into the public interest disclosure; and
- keeping thorough and complete records of all aspects of the case management of the person, including all contact and follow-up action.

Appointment of Welfare Manager

In appropriate circumstances, the Council will appoint a suitable Welfare Manager to protect a discloser or a co-operator. The Welfare Manager may be sourced externally where disclosures are made by staff to avoid any potential conflicts of interest and to ensure an impartial, third party view is provided.

The following matters will be taken into consideration by the Council when deciding whether to appoint a Welfare Manager in a particular case:

- are there any real risks of detrimental action against the discloser or co-operator, taking into account their particular circumstances?
- whether the Council can or will take the discloser or co-operator seriously and will be able to treat them with respect?
- whether the Council will give the discloser or co-operator effective support, including keeping the discloser informed of the status of the disclosure?
- can the Council protect the person from suffering repercussions, by dealing with the matter discreetly and confidentially, and responding swiftly and fairly to any allegations that the discloser or co-operator has in fact suffered retribution?

If the answer to the first question is 'yes' then IBAC recommends the appointment of a dedicated Welfare Manager. If the answer to the first question is 'no' and the Council can meet the needs set out in the remainder of the questions IBAC suggests there may be no need for a dedicated Welfare Manager to be appointed for that particular case.

In most circumstances, a Welfare Manager will only be required where a public interest complaint proceeds to investigation, but each public interest disclosure received by the Council will be assessed on its own merits.

In particular, a Welfare Manager will be appointed where the Council believes that one is required to ensure that the appropriate support can be provided to the discloser or co-operator.

If appointed, the Welfare Manager will, in addition to providing the general support:

- advise the discloser or co-operator of the legislative and administrative protections available to him or her, including providing practical advice;

- listen and respond to any concerns of harassment, intimidation or victimisation in reprisal for making a disclosure;
- not divulge any details relating to the public interest disclosure to any person other than the Public Interest Disclosure Coordinator or the CEO;
- ensure all meetings between the Welfare Manager and the discloser or co-operator are conducted discreetly to protect the person from being identified as being involved in the public interest disclosure; and
- ensure the expectations of the discloser are realistic and reasonable, and that the discloser or co-operator understands the limits of the support the Council is able to reasonably provide in the particular circumstances.

Welfare Management of Persons Subject of Public Interest Disclosure

The Council recognises that persons against whom disclosures are made must also be supported and afforded natural justice. It is important to remember that until a public interest complaint is resolved, the information about the person is only an allegation.

The Council will make a decision about whether or when the subject of a disclosure will be informed about a public interest disclosure involving an allegation made against him or her. It is possible that the subject of the disclosure may never be told about the disclosure if it is not determined to be a public interest complaint, or if a decision is made to dismiss the disclosure.

The Act limits the disclosure of information about the content of an assessable disclosure and the identity of the discloser to certain specified circumstances set out in Part 7 of the Act. The Council may give information about the disclosure to the subject of the disclosure if it is directed or authorised to do so by the investigative entity investigating the public interest complaint, or for the purpose of taking action with respect to the conduct alleged, including disciplinary action.

Investigative entities may also inform the subject of the public interest complaint in the course of their investigation for the purposes of conducting that investigation, or any actions that they propose to take as a result of the investigation.

Welfare services

A person the subject of a disclosure who is made aware of their status as such may have a Welfare Manager appointed by the Council. Alternatively, the Public Interest Disclosure Coordinator/Public Interest Disclosure Officer will provide support and advice to a person the subject of a disclosure, particularly in relation to their rights and obligations under the Act, the Council's internal reporting system as set out in these procedures, and any other relevant law or code of conduct.

The Council will consider each matter on a case by case basis, taking into account the particular circumstances of the person and the public interest complaint.

Natural Justice

The Council will afford natural justice to the subject of a disclosure prior to any decision being made about the allegations. If the matter has been investigated by an investigative entity, then the investigative entity will be responsible for ensuring consultations with the subject include the provision of natural justice to him or her.

IBAC has noted that affording a subject of a disclosure natural justice in this context means that if a decision is to be made about their conduct this person has the right to:

- be informed about the substance of the allegations against them;
- be given the opportunity to answer the allegations before a final decision is made;
- be informed about the substance of any adverse comment that may be included in any report arising from an investigation; and
- have his or her defence set out fairly in any report.

If the Allegations are Wrong or Unsubstantiated

The Council will provide support to a person who is the subject of a disclosure where the allegations contained in a disclosure have been found to be wrong or unsubstantiated.

In those circumstances, the Council and any investigative entity involved will ensure that there are no adverse consequences for this person arising out of the disclosure or its investigation. This is particularly crucial in a situation where there has been publicly disclosed information identifying the subject, but also where such information has become well-known across the Council and the subject is a Councillor or staff of the Council.

Further, if the matter has been publicly disclosed by the Council, the CEO will consider any request by that person to issue a statement of support setting out that the allegations were clearly wrong or unsubstantiated.

If Detrimental Action is Reported

If any person reports an incident of harassment, discrimination or adverse treatment that may amount to detrimental action apparently taken in reprisal for a disclosure, the Welfare Manager, Public Interest Disclosure Coordinator or Public Interest Disclosure Officer must record details of the incident and advise the person of their rights under the Act.

Detrimental action taken against another person in reprisal for a public interest disclosure is:

- when the person takes, or threatens to take, detrimental action against the other person because, or in the belief that:
 - the other person or anyone else has made, or intends to make, the disclosure; or
 - the other person or anyone else has cooperated, or intends to cooperate, with an investigation of the disclosure; or
- for either of the reasons above, the person incites or permits someone else to take or threaten to take detrimental action against the other person.

It is a criminal offence to take detrimental action against another person in reprisal for a public interest disclosure under the Act.

In such circumstances, the Council will be careful about making preliminary enquiries or gathering information concerning such an allegation of detrimental action so that, to the extent it is reasonably able to, it protects the integrity of any evidence that might be later relied upon in a criminal prosecution.

In addition, the taking of detrimental action in reprisal for making a disclosure can be grounds for a person to make a further disclosure with respect to that conduct. The disclosure of this allegation will then be assessed by the Council as a new disclosure under Part 2 of the Act. Where the detrimental action is of a serious nature likely to amount to a criminal offence, the Council will also

consider reporting the matter to the police or IBAC (if the matter was not already the subject of a disclosure notified to IBAC).

A discloser of a public interest disclosure may also:

- take civil action against the person who took detrimental action against the discloser and seek damages;
- take civil action against the Council jointly and severally to seek damages if the person who took detrimental action against the discloser took that action in the course of employment with, or while acting as an agent of the Council; and
- apply for an order or an injunction from the Supreme Court.

Protections available to Disclosers

Part 6 of the Act sets out the protections provided to persons who make a disclosure that is a 'public interest disclosure'.

In summary, they are as follows:

- the discloser is not subject to any civil or criminal liability for making the public interest disclosure;
- the discloser is not subject to any administrative action (including disciplinary action) for making the public interest disclosure;
- by making the public interest disclosure, the discloser is not committing an offence against the *Constitution Act 1975* or any other law that imposes obligations of confidentiality or otherwise restricts the disclosure of information;
- by making the public interest disclosure, the discloser is not breaching any other obligation (made by oath, rule of law or practice) requiring him or her to maintain confidentiality; and
- the discloser cannot be held liable for defamation in relation to information included in a public interest disclosure made by him or her.

The protections in Part 6 apply from the time at which the disclosure is made by the discloser. They apply even if the Council receiving the disclosure does not notify the disclosure to IBAC, and even if IBAC has determined that the public interest disclosure is not a public interest complaint.

Limits on Protection

A number of the protections in the Act do not apply if a discloser:

- knowingly provides false or misleading information
- claims that a matter is the subject of a public interest disclosure knowing the claim to be false.

The Act also specifically states that a person is still liable for their own conduct even if they disclose that conduct.

A person who makes a disclosure is not protected against legitimate management action being taken in relation to them.

Where a discloser is implicated in improper conduct, the Council will protect the discloser from reprisals in accordance with the Act, IBAC's guidelines and these procedures. The Council acknowledges that the act of making a disclosure does not exclude the person making the disclosure from being subject to reasonable consequences flowing from any involvement in improper conduct.

In some circumstances, an admission may be a mitigating factor when considering disciplinary or other action.

Taking disciplinary or other action against a person who has made a public interest disclosure invariably creates the perception that it is being taken in reprisal for the disclosure.

The CEO will make the final decision as to whether disciplinary or other action will be taken against a discloser. Where disciplinary or other action relates to conduct that is the subject of the disclosure, the disciplinary or other action will only be taken after the disclosed matter has been appropriately dealt with.

In all cases where disciplinary or other action is being contemplated, the CEO must be satisfied that it has been clearly demonstrated that:

- the decision to proceed with disciplinary action is not causally connected to the making of the disclosure (as opposed to the content of the disclosure or other available information);
- there are good and sufficient grounds that would fully justify action against any other person not making a disclosure in the same circumstances;
- there are good and sufficient grounds that justify exercising any discretion to institute disciplinary or other action.

The Council will take all reasonable steps to thoroughly document its decision-making process, including recording the reasons why the disciplinary or other action is being taken, and the reasons why the action is not being taken in retribution against the discloser for making the disclosure, so that it will be able to clearly demonstrate that the disciplinary or other action was taken for the appropriate and permitted reasons under the Act.

The discloser will be clearly informed of any action proposed to be taken, be afforded natural justice, and be informed of any mitigating factors that have been taken into account.

7. CONFIDENTIALITY

Confidentiality Obligations

Consistent with the Council's confidentiality obligations under the Act the fact that a disclosure has been made, whether it has been notified to IBAC for assessment, any information received from IBAC or another investigative entity and the identities of persons involved will not be divulged.

The Council will take all reasonable steps to protect the identity of a discloser and to ensure the confidentiality of the subject of a disclosure during any assessment and any ensuing investigation. Where the disclosure is dismissed or investigations do not substantiate the allegations made against the person, the fact that the investigation was undertaken, its results, and the identity of the person subject of the disclosure will still be kept confidential.

Maintaining confidentiality in relation to public interest disclosure matters is crucial in ensuring reprisals are not made against a discloser.

Exceptions

The Act makes it a crime to disclose information connected with a disclosure made in accordance with the Act. Limited exceptions to the prohibition on disclosure are specified by the Act, include circumstances such as:

- where disclosure is required by the Council (or one of its staff) in the exercise of functions of the Council under the Act;
- where necessary for the purpose of the exercise of functions under the Act;
- by an investigating entity for the purpose of exercising that entity's functions under the IBAC Act;
- in accordance with a direction or authorisation given by the investigating entity that is investigating the disclosure;
- to the extent necessary for the purpose of taking lawful action in relation to the conduct that is the subject of an assessable disclosure including a disciplinary process or action;
- where IBAC or VI has determined that the assessable disclosure is not a public interest disclosure and the discloser or the Council subsequently discloses the information;
- when an investigative entity had published a report to Parliament, in accordance with its confidentiality obligations;
- for the purpose of obtaining legal advice in relation to matters specified in the Act;
- in order to enable compliance with the Act:
 - where a person does not have a sufficient knowledge of the English language, to obtain a translation from an interpreter;
 - where a person is under 18 years of age, to a parent or guardian of a discloser;
 - where a person is suffering a disability and is not able to understand, to an independent person;
- in disciplinary actions or legal proceedings for certain offences in the Act or other specified Acts.

It is important to note that the Act prohibits the inclusion of any details, in any report or recommendation that is likely to lead to the identification of a discloser. The Act also prohibits the identification of the person who is the subject of the disclosure in any particulars included in an annual report or any reports to Parliament.

Offences

The Act contains a number of offence provisions relating to unauthorised disclosure of information by either disclosers or persons who have received disclosures. The relevant penalties include imprisonment, financial payments or both.

The criminal offences set out in the Act relating to confidentiality include:

- divulging information obtained in connection or as a result of the handling or investigation of a public interest disclosure without legislative authority. Maximum penalty: 60 penalty units, six months imprisonment, or both.
- disclosing that a disclosure has been notified to IBAC for assessment under the Act. Maximum penalty: 60 penalty units, six months imprisonment, or both.
- disclosing that a disclosure has been assessed by IBAC or VI to be a public interest complaint under the Act. Maximum penalty: 60 penalty units, six months imprisonment, or both.
- A person must not take detrimental action against another person in reprisal for a public interest disclosure. Penalty: 240 penalty units or 2 years imprisonment or both.

8. RECORDS MANAGEMENT

The Council will ensure all files, whether paper or electronic, are kept securely. Those files will be accessible only by the Public Interest Disclosure Coordinator, Public Interest Disclosure Officer and CEO. A Welfare Manager may be able to gain access (where appropriate) to related welfare matters. A Welfare Manager may be provided with information relevant to a welfare issue he or she is managing whenever it is in the interests of the supported officer for that to occur.

All printed material will be kept in files that are clearly marked as a 'Public Interest Disclosure Matter' and warn of the criminal penalties that apply to any unauthorized divulging of information concerning a public interest disclosure.

All electronic files will be either password protected, stored separately or secured. All materials relevant to an investigation, such as tapes from interviews, will also be stored securely with access only by authorised officers, as listed above.

All phone calls and meetings will be conducted in private. Transmission of files containing sensitive information will not be sent to devices that have general staff access.

A person cannot obtain information about a public interest disclosure by application under the Freedom of Information Act 1982 (the 'FOI Act'). Although the FOI Act provides a general right of access for any person to seek documents in the possession of the Council, it provides that certain information related to public interest disclosures as contained in documents in the possession of the Council will be exempt from the application of the FOI Act.

Such information excluded from the operation of the FOI Act includes:

- any information relating to a disclosure made in accordance with the Act;
- any information relating to a disclosure notified to IBAC by the Council under s 21 of the Act for assessment; and
- any information that is likely to lead to the identification of a discloser.

The Council is required to contact IBAC prior to providing any document originating from IBAC or relating to a public interest disclosure, if that document is sought under the FOI Act.

9. TRAINING for COUNCILLORS and STAFF

The Council will:

- ensure that Councillors and staff have access to a copy of these procedures in hard or soft copy;
- incorporate into its induction procedures training about the Council's general obligations under the Act and the rights and obligations of all Councillors and staff;
- introduce periodic refresher courses for Councillors and staff about their rights and obligations under the Act;
- provide additional training and assistance to:
 - any staff of the Council with specific responsibilities and functions to handle and manage public interest disclosures under the Act, including the Public Interest Disclosure Coordinator, Public Interest Disclosure Officer and people involved in welfare management;
 - its complaint handling staff to ensure that any complaints received will be dealt with consistently and in accordance with the Act as required;

- any staff with functions and duties under the FOI Act or with responsibilities for information management, to ensure that no prohibited information is disclosed under the Act and to ensure there is appropriate liaising with the staff of IBAC or other investigative agencies where required in response to a request for access under the FOI Act; and
- all staff dealing with customers to ensure any potential disclosures received from external sources can be handled appropriately in accordance with the Act and these procedures.

10. GOVERNANCE

Review

This procedure will be reviewed every three years or upon significant change to the Act, the Regulations or IBAC's guidelines to ensure they comply with the requirements of the Act, the Regulations and IBAC's guidelines.

From time to time, circumstances may change leading to the need for minor administrative changes to this procedure. Where an update does not materially alter this procedure, such a change may be made administratively.

Examples of minor administrative changes include changes to Council personnel, change to names of Government departments and agencies or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this procedure, it must be considered by the Council

Compliance Responsibility

The Council is required to publish certain statistics about the Act in its annual reports. That information relates mainly to how these procedures may be accessed and the number of disclosures notified to IBAC for assessment under s 21 of the Act during the financial year.

The Public Interest Disclosure Coordinator will establish a secure register to record such information, and to generally keep account of the status of disclosures made under the Act.



**Draft
AUDIT & RISK COMMITTEE
CHARTER**

May 2020

www.warrnambool.vic.gov.au

Table of Contents

1. PURPOSE	3
2. AUTHORITY	3
3. MEMBERSHIP	3
4. TERM OF APPOINTMENT	4
5. MEETINGS	4
6. REPORTING	5
7. ANNUAL WORKS PROGRAM	6
8. FUNCTIONS AND RESPONSIBILITIES	6
8.1 External Reporting.....	6
8.2 External Audit.....	6
8.3 Internal Audit	6
8.4 Risk Management and Fraud Prevention	7
8.5 Ethical Behaviour.....	7
8.6 Financial Reporting and Financial Matters.....	8
8.7 Council Policies and Procedures	8
8.8 Matters Referred to the Committee by Council	8
8.9 CEO Employment and Remuneration Policy	8
9. PERFORMANCE EVALUATION.....	8
10. CONFLICT OF INTEREST AND REGISTER OF INTERESTS	9
11. REVIEW OF THE COMMITTEE CHARTER.....	9

1. PURPOSE

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.

2. AUTHORITY

The Committee does not have executive powers or authority to implement actions in areas over which management has responsibility and does not have any delegated financial responsibility. *The Committee* does not have any management functions and is therefore independent of management.

The Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to this Charter in order to facilitate decision-making by Council in relation to the discharge of its responsibilities.

The Committee has the authority to:

- Seek resolution on any disagreements between management and the external auditors on financial reports;
- Review all auditing, planning and outcomes;
- Seek any information it requires from Council members, officers and external parties via the Chief Executive.
- Formally meet with Council officers, internal and external auditors as necessary.
- Address issues brought to the attention of *the Committee*, including responding to requests from Council for advice which is within the parameters of *the Committee's* terms of reference.
- The Chair has no executive authority on behalf of Council but can be consulted as required, as a sounding board by the Chief Executive or his/her delegate on matters that arise regarding audit, risk management or governance related issues.

3. MEMBERSHIP

The Committee will be comprised of five members:

- One (1) independent Chairperson;
- Two (2) independent members; and
- Two (2) Councillors

All members shall have full and equal voting rights unless a member is unable to vote due to a conflict of interest.

The following requirements will apply to members and the Committee Chairperson

- a) Council will appoint Committee members and *the Committee* Chairperson;
- b) A quorum of any meeting will be a least two independent members (which may include the Chairperson) and at least one Councillor member.

- c) The Chairperson shall be an independent member of *the Committee* and shall have a casting vote on occasions where there is an equal tally of votes on a matter. In the absence of the appointed Chairperson from a meeting, the meeting will appoint an acting Chairperson from the independent members present.

4. TERM OF APPOINTMENT

- a) Appointments of external members shall be made by Council by way of public notice inviting expressions of interest and be for a maximum term of four years. Options for reappointment, subject to successful performance reviews, are also available and a maximum of two extensions is considered reasonable.
- b) Where possible, the terms of external members should be arranged to ensure an orderly rotation and of overlap appointment membership, relative to the elected Council's quadrennial terms.
- c) The independent members will, collectively, have expertise in financial management and risk, experience in public sector management and be conversant with the financial and other reporting requirements. The evaluation of potential members will be undertaken initially by the Chair utilising officer input as required and subsequently by the Mayor and Chief Executive, taking account the experience of applicants and their likely ability to apply appropriate analytical and strategic management skills, and a recommendation for appointment put to Council.
- d) Council members (councillors) shall be appointed annually at Council's Annual (Statutory) Meeting.
- e) If the Council proposes to remove an external member of *the Committee*, it must give written notice to the external member of its intention to do so and provide that external member with the opportunity to be heard at a Council meeting which is open to the public, if that external member so requests.
- f) Remuneration will be paid to each external member of *the Committee* on the basis of an annual fee, with an additional amount paid to the Chairperson. Annual increases in the remuneration of Committee members will be limited to increases in the Consumer Price Index (CPI All Groups Melbourne) and adjusted annually on July 1.
- g) The Chairperson shall be appointed by Council from the external members of *the Committee*. In the absence of the appointed Chairperson from a meeting, the meeting will appoint an acting Chairperson from the external members present.

5. MEETINGS

The following requirements shall apply to meetings of *the Committee*:

- a) *The Committee* shall meet as required, but at least quarterly each year.
- b) The Chief Executive, Director Corporate Strategies, Manager Financial Services, Manager Governance Projects & Risk Manager Organisational Development and the internal auditor (whether a member of staff or contractor) should attend all meetings, except when *the Committee* chooses to meet in camera. Other members of Council or Council staff may be invited to attend at the discretion of *the Committee* to advise and provide information when required.
- c) *The Committee*, without management present, will meet separately with the internal auditor and the external auditor, at least annually, to discuss issues of relevant interest.

- d) Representatives of the external auditor will attend a meeting to consider the draft annual standard statements, financial statements and the results of the external audit and may be invited to attend other meetings at the discretion of *the Committee*.
- e) A schedule of meetings and annual work plan will be developed and agreed by members. As an indicative guide, meetings would be arranged to coincide with relevant Council reporting deadlines.
- f) Additional meetings shall be convened at the discretion of the Chairperson or at the written request of any two (2) members of *the Committee*, the Chief Executive, the internal or external auditor.
- g) The agenda for each meeting shall take a structured format to comply with *the Act* and Council's Governance (Meeting Procedures) Local Law No. 1. In addition, the agenda format shall reflect *the Committee's* annual work plan or matters where regular reports should be presented or identified.
- h) The agenda and supporting documentation will be circulated to members of *the Committee* at least one (1) week in advance of each meeting.
- i) Minutes will be reported to the Committee of the Whole of Council after every meeting inclusive of any report(s) to explain any specific recommendations and key outcomes.
- j) The Corporate Strategies directorate shall provide secretarial and administrative support to *the Committee*.

6. REPORTING

- a) The Committee will prepare a biannual (twice a year) audit and risk report that describes the activities of the Committee and includes its findings and recommendations and provide a copy of the report to the Chief Executive Officer for tabling at the next Council meeting.
- b) *The Committee* may report, at any time, to Council on any matters of significance as determined by the Committee.
- c) *The Committee* Chairperson, will attend a briefing meeting of Councillors annually (in the period late October-mid November each year) to:
 - Summarise the activities of *the Committee* during the previous financial year;
 - Provide any recommendations to councillors in relation to the functioning of *the Committee*; and
 - Brief Council on key aspects of the Committee's proposed annual work plan for the following calendar year; and
 - Draw councillors' attention to any other matters which the Chairperson or Committee see as appropriate
- d) The Chairperson is entitled to attend any briefing of Councillors' meeting at any other time to bring any particular matters to the attention to Council which the Chairperson or Committee sees fit. Such meetings may be held with or without management present at the election of the Chairperson following consultation with the Mayor.
- e) *The Committee* Charter and details of its members will be published on Council's website.
- f) Council's Annual Report will contain information on the makeup of *the Committee*, number of meetings held and attended by Committee members, audit processes, details of any remuneration paid to independent members during the reporting period and a summary of work completed by the Internal and External Auditor during the year.

7. FUNCTIONS AND RESPONSIBILITIES

The functions and responsibilities of *the Committee* include:

7.1 External Reporting

- a) Review Council's draft annual financial report, focusing on:
 - Accounting policies and Approved Accounting Standards;
 - Changes to accounting policies and Approved Accounting Standards;
 - The process used in making significant accounting estimates;
 - Significant adjustments to the financial report (if any) arising from the audit process;
 - Compliance with accounting standards and other reporting requirements of financial and non-financial information; and
 - Significant variances (with explanations thereof) from prior year's figures.
- b) Review and recommend adoption of the Annual Financial and Performance Statements to Council and review any significant changes and the reasons for the changes that may arise subsequent to any such recommendation but before the financial report is signed.
- c) Review the completeness of management reporting on the legislative performance indicators and the governance and management checklist as prescribed in the Local Government (Planning and Reporting) Regulations 2014.

7.2 External Audit

The Committee will:

- a) Oversee the external audit function
- b) Be briefed by the external auditor on the audit engagement and the overall audit strategy of the Victorian Auditor General's Office (VAGO) at the commencement of each year's audit process;
- c) Discuss and review with the external auditor the scope of the audit and the planning of the audit;
- d) Discuss and review with the external auditor issues arising from the audit, including all Management Letters issued by the auditor for completeness and appropriateness;
- e) Ensure significant findings and recommendations made by the external auditor and management's proposed responses are received, discussed and appropriately actioned by management;
- f) Review on an annual basis the performance of the external auditors; and
- g) Maintain an awareness of local government performance audits undertaken by VAGO and any other relevant reviews undertaken by bodies such as IBAC and consider recommendations for action or implementation where appropriate.

7.3 Internal Audit

The Committee will:

- a) Oversee the internal audit function
- b) Be kept informed by Council officers of any process to appoint or terminate Council's internal audit service provider and provide advice to Council with respect to appointment of internal auditor services;
- c) Review the level of resources allocated to internal audit and the scope of its authority;
- d) Review the scope of the internal audit plan and programme and the effectiveness of the function. This review should consider whether, over a period of 3 years the internal audit plan systematically addresses:
 - Internal controls over significant areas of risk, including non-financial management control systems;

- Internal controls over revenue, expenditure, assets and liability processes;
 - The efficiency, effectiveness and economy of significant Council programmes; and
 - Compliance with regulations, policies, best practice guidelines, instructions and contractual arrangements;
- e) Review the appropriateness of special internal audit assignments undertaken by internal audit at the request of Council or the Chief Executive;
- f) Review internal audit reports and monitor the implementation by management of recommendations made by internal audit.
- g) Monitor the implementation of recommendations by management;
- h) Facilitate liaison between the internal and external auditors to promote compatibility, to the extent appropriate, between their audit programmes;
- i) Critically analyse and follow up any internal or external audit report that raises significant issues relating to risk management, internal control, financial reporting and other accountability or governance issues, and any other matters relevant under the Committee's Charter. Review management's response to, and actions taken as a result of, the issues raised; and
- j) Review on an annual basis the performance of the internal auditor, including adherence to appropriate professional and quality standards, and where performance is not considered satisfactory, report to Council and make recommendations, which may, in extreme cases, include a recommendation that Council terminate the internal audit contract and undertake a tender process for the appointment of a new internal auditor.

7.4 Risk Management and Fraud Prevention

The Committee will:

- a) Monitor the risk exposure of Council by determining if management has appropriate risk management frameworks, processes and adequate management information systems;
- b) Monitor reported breaches of ethical standards and related party transactions and monitor the implementation of recommendations arising from reports presented and review the effectiveness of Council's internal control systems.
- c) Monitor the progress of any major lawsuits facing the Council.
- d) Provide oversight of Council's risk management framework (including Council's health and safety management system) and activities conducted by the internal and external auditors and any other assurance providers, to give assurance over that framework;
- e) Escalate to Council when *the Committee* feels that management is not responding as it wishes/should on concerns about the risk management framework.
- f) Monitor and provide advice on fraud prevention systems and controls, including:
- Reviewing processes in the prevention and management of fraudulent activity;
 - Reviewing reports of fraud from management, the status of ongoing investigations and recommendations to improve fraud controls;
 - Assessing the operational effectiveness of the fraud prevention controls; and
 - Ensuring that the internal audit program assists in identifying any potential fraud risks.

7.5 Ethical Behaviour

The Committee will:

- a) Receive updates from management of any suspected cases of fraud, corruption or serious misconduct impacting Council;

- b) Recommend any specific measures or investigations identified as necessary or desirable by the Committee to the Council;
- c) Identify and refer specific projects or investigations deemed necessary though the Chief Executive, the internal auditor and the Council, if appropriate.
- d) Monitor any subsequent investigation, including the investigation of any suspected cases of fraud, corruption, serious misconduct or breaches of conflict of interest; and
- e) Review the findings of any examinations by regulatory agencies (eg VAGO), and any auditor (registered internal or external auditors) observations. Other audits/investigation may also be reviewed if relevant to this committee.
- f) Where a suspected fraud or corrupt behaviour is reported or detected and is deemed likely to have a material impact on Councils reputation or operations, in the opinion of the CEO. The CEO will inform the Chair of the Audit and Risk Committee of the incident subject to the limitations on disclosure that may be imposed by external integrity bodies, this may occur outside of the regular quarterly updates on ethical behavior.

7.6 Financial Reporting and Financial Matters

- a) The Committee will monitor Council financial reporting and performance.
- b) The Committee will receive details of all reimbursements (for out-of-pocket expenses) for Councillors and delegated committee members
- c) The Committee will exercise an oversight function over compliance with Gifts Policy.

7.7 Council Policies and Procedures

The Committee will monitor the compliance of the Council's policies and procedures with:

- a) The overarching governance principles set out in s. 9 Local Government Act 2020, viz:
 - i. Council decisions are to be made and actions taken in accordance with the relevant law;
 - ii. priority is to be given to achieving the best outcomes for the municipal community, including future generations;
 - iii. the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
 - iv. the municipal community is to be engaged in strategic planning and strategic decision making;
 - v. innovation and continuous improvement is to be pursued;
 - vi. collaboration with other Councils and Governments and statutory bodies is to be sought;
 - vii. the ongoing financial viability of the Council is to be ensured;
 - viii. regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
 - ix. the transparency of Council decisions, actions and information is to be ensured.
- b) The Local Government Act 2020 and the regulations (made for or with respect to any matter or thing required or permitted by the Act to be prescribed) and any Ministerial directions.

7.8 Matters Referred to the Committee by Council

The Committee will address issues brought to its attention, including responding to requests from Council for advice.

7.9 CEO Employment and Remuneration Policy

The Committee will oversee adherence of Council to the CEO Employment and Remuneration Policy.

8. ANNUAL WORKS PROGRAM

The Committee must adopt an annual works program, by no later than 1 May each year.

9. PERFORMANCE EVALUATION

- a) *The Committee*, in conjunction with Council, and the Chief Executive, should develop the Committee's performance indicators.
- b) *The Committee* will assess its own performance on an annual basis using a Self-Assessment tool which will be reviewed, adopted and completed by the Committee.
- c) The Committee provide a copy of the annual assessment to the Chief Executive Officer for tabling at the next Council meeting.

10. CONFLICT OF INTEREST AND REGISTER OF INTERESTS

- a) Sections 123 (misuse of position) and 125 (confidential information) and Division 2 of Part 6 (conflict of interest) of the Act apply to any member of the Committee who is not a Councillor as if the member were a member of a delegated committee.
- b) Members of *the Committee* must be fully aware of their responsibilities with regard to the management of interests in relation to the discharge of their duties as a member of the Committee. Management of interests includes the proper management of any conflicts of interest as and when they may arise.
- c) Members of *the Committee* must also be fully aware of the statutory definitions of direct and indirect interests which may give rise to a conflict of interest. These are set out in the Act.
- d) Failure to comply with the provisions of the Act with regard to conflicts of interest may result in prosecution and the member's appointment being terminated by the Council.

11. REVIEW OF THE COMMITTEE CHARTER

The Committee will review the Committee Charter on a biennial basis and recommend any changes to Council for approval.

The next review date will be: **May 2023**.

5.4. TIMOR STREET POWER UPGRADE

PURPOSE:

To seek Council approval to fund overhead powerline works which will allow property owners in Timor Street between Liebig Street and Kepler Street to undertake façade improvement works.

EXECUTIVE SUMMARY

- The proximity of the High Voltage (HV) and Low Voltage (LV) power lines in Timor Street between Liebig Street and Kepler Street limit the ability of property owners to carry out maintenance on their building facades.
- The Energy Safety Victoria 'No Go Zones' apply within 3 metres of any powerline and require spotters for works within 3 metres and 6.4 metres of a powerline.
- The proximity of cables in this section of roadway to building facades is generally less than 3 metres, or equipment required for works would place them within the 3-metre zone.
- Council has facilitated discussions between property owners and Powercor to understand the options available to address the restrictions.
- Options explored previously had identified project costs of up to \$750,000 to underground the overhead powerlines.
- In conjunction with Powercor a solution has been found which will allow works to occur over a period of 90 days for a cost of \$40,000. A Powercor options assessment is provided as Attachment 1.
- Council should also consider funding a project manager to coordinate the complicated scheduling and approvals processes.

MOVED: CR. MICHAEL NEOH
SECONDED: CR. SUE CASSIDY

That Council:

- i. **Accept the Option 3 proposal provided by Powercor and agree to fund the \$40,000 cost to install the switching infrastructure.**
- ii. **Engage with property owners and Powercor to determine the most suitable 90-day time period in which to provide the opportunity for property owners to undertake façade works.**
- iii. **Agree to provide coordination, permit and programming support through a contracted project officer, with estimated costs of \$20,000.**
- iv. **Direct that offices identify suitable budgetary options available to fund these works and present these as part of the next monthly budget update.**

CARRIED - 7:0

BACKGROUND

Property owners in Timor Street between Liebig Street and Kepler Street have been seeking Council's assistance to find a solution to 'No Go Zone' restrictions which prevent them from maintaining property facades.

Over many years' council has been looking for a solution which would allow the deteriorating façades on the north side of Timor Street to be rectified.

Approaches to Powercor in 2018-2019 provided options to address these issues which included:

- (i) the Aerial Bundling of Low Voltage Cables at an approximate cost of \$45,000.
- (ii) the Aerial Bundling of High Voltage Cables at an approximate cost of \$80,000.
- (iii) Undergrounding of HV and LV cables at a cost of approximately \$750,000.

These options would have required both options (i) and (ii) to be jointly implemented as a minimum.

ISSUES

The proximity of the High Voltage (HV) and Low Voltage (LV) power lines in Timor Street between Liebig Street and Kepler Street limit the ability of property owners to carry out maintenance on their building facades.

The proximity of overhead cables in this section of roadway to building facades is generally less than 3 metres, or equipment required for works would place them within the 3-metre zone.

The high cost of the 2018-2019 as outlined in the background section when considered jointly had made earlier attempts to resolve this issue difficult. However, due to a recent line failure there is now an opportunity to address this problem for approximately \$40,000, plus project management costs.

This opportunity would provide a 90-day window of in which property owners could program and complete works, while High Voltage Power was isolated.

This is an opportunity that Council should consider carefully due to the circumstances which have been offered by the line failure.

Council has previously offered a Shopfront Façade Improvement and Access Fund as part of the Liebig Street City Centre Renewal Project. This program was developed for the renewal period and provided an opportunity for businesses to improve the presentation of properties and to provide all abilities access to private buildings in Liebig Street to complement Council's upgrade of the public streetscape infrastructure.

Through the fund, property owners and business operators could apply for grants which provided \$1:\$1 matching grants up to \$3,000 for shopfront improvements or improvement to internal all abilities access.

Over the two years of the program 54 successful applications were approved with Council committing \$105,702.81 and the total improvement works completed in the street estimated at \$306,544.

The section of Timor Street to which this issue applies has 26 properties and at a cost of \$40,000 could achieve similar outcomes to the earlier program. It is expected that property owners in the project area would be undertaking more substantial and costly works due to the condition of the buildings.

Property owners would need to coordinate their works programs to ensure they could complete all works within the 90-day isolation period. This would also involve negotiation with the group as a collective to ensure that adequate lead times were provided to secure contractors and materials.

FINANCIAL IMPACT

Council should take this opportunity and instruct the CEO and executive team to identify budgetary provisions in which to accommodate the \$40,000 Powercor works cost.

Consideration should also be provided for the engagement of a project officer to coordinate the various works programs and to facilitate all necessary permits. This is estimated to be approximately \$20,000 and would involve coordination of building, planning, heritage and road occupation permits.

LEGISLATION/POLICY/COUNCIL PLAN CONTEXT

This report responds to the following Council Plan initiatives:

4 Develop a smarter economy with diverse and sustainable employment

4.2 Encourage more sustainable local business.

4.3 Enhance the visitor experience.

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

5.4 Deliver customer-focused, responsive service

TIMING

Whilst there is not an immediate need to resolve this issue, there will become a point at which property facades will become dangerous and will require repair.

COMMUNITY IMPACT/CONSULTATION

Council has received strong support from 6 of the property owners in this area, each of whom have committed to undertaking improvement works during a shutdown period.

If Council makes a commitment to funding these works, it could then convene a meeting with property owners and Powercor to expand the engagement.

LEGAL RISK/IMPACT

This report is seeking to find a solution to a significant and ongoing community risk.

There is a significant risk for Council in attempting to facilitate an outcome that it will create an expectation that the problem is 'owned by Council'.

While local government has previously facilitated the undergrounding or bundling of overhead power this has usually occurred as part of co funded streetscape improvement project.

OFFICERS' DECLARATION OF INTEREST

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

CONCLUSION

Although the management of power infrastructure is not a Council function, leadership is required to address the ongoing façade access issue that exists in Timor Street between Liebig Street and Kepler Street.

This report recommends that Council fund a low-cost option that has only recently become available. This option will provide a 90-day window of opportunity in which property owners could undertake façade improvement works.

ATTACHMENTS

1. Timor St Powerline Isolation Options - May 20 v 2 [5.4.1 - 5 pages]

Powercor HV Isolation Options – Timor Street WARRNAMBOOL

Building Access Options



HV Isolation Points and Building Access Locations



Options Description (1)

Option 1 – Timor St including Whalers Hotel		
Option Description:	To install temporary mid span isolators (MSI's) on the corner of Liebig and Timor Streets (B) and at the Kepler Street end of Timor Street (A). This would allow for access to all of the Timor Street Buildings including the Whalers Hotel	
Option Estimated Costs (GST inc):	Powerline Isolation MSI's set-up and recovery cost	Per day operational cost - isolation and restoration
	\$24,000	\$2,000
PRO	Access to all of Timor St buildings including the Whalers Hotel	
CON	Access can only be provided on a daily basis. Electricity supply to the Whalers Hotel is interrupted for each day of access	

Option 2 – Timor St excluding the Whalers Hotel		
Option Description:	To install MSI's at the Kepler Street end of Timor Street (A) and west of the Powercor substation outside of the Whalers Hotel (C)	
Option Estimated Costs (GST inc):	Powerline Isolation MSI's set-up and recovery	Per day operational cost - isolation and restoration
	\$24,000	\$2,000
PRO	Access to buildings can remain continuous for up to 90 days – subject to Powercor operational requirements	
CON	No access to the Whalers Hotel	

Options Description (2)

Option 3 – Timor St and Whalers Hotel		
Option Description:	To install temporary mid span isolators (MSI's) on the corner of Liebig and Timor Streets (B) , the Kepler Street end of Timor Street (A) and west of the Powercor substation outside of the Whalers Hotel (C)	
Option Estimated Costs (GST inc):	Powerline Isolation MSI's set-up and recovery	Per day operational cost - isolation and restoration
	\$36,000	\$2,000
PRO	Efficiencies with the installation all 3 MSI's at once.	
CON	Individual access limitations may apply to specific buildings as per Options 1 and 2	



Other Constraints and Considerations

- Powercor LVABC replacement works in Timor Street to be completed
- Individual building access arrangements still subject to full Powercor Permit to Work (PTW) assessment and individual permit conditions
- MSI's can only be installed for a period of 90 days
- Access subject to wider Powercor network operational constraints



5.5. OPEN SPACE ASSET MANAGEMENT PLAN

PURPOSE:

For information and to introduce the draft Open Space Asset Management Plan (AMP).

EXECUTIVE SUMMARY

- It is a requirement of the Local Government Act 2020 that councils have in place Asset Management Plans (AMP) to strategically manage their assets.
- AMPs are a key document in Council's Asset Management Framework, sitting under the Policy and Strategy.
- Council does not currently have an Open Space Asset Management Plan
- This AMP has been developed in accordance with industry best practice and principles, informed by the Open Space 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 Open Space 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.
- This Plan has been endorsed by the Asset Management Steering Committee.
- The AMP must go through community consultation prior to adoption by Council.

MOVED: CR. SUE CASSIDY
SECONDED: CR. MICHAEL NEOH

That Council:

- 1. Agrees to advertise the draft Open Space Asset Management Plan 2020 for public comment for a period of not less than 28 days.**
- 2. Receives a future report to adopt the Open Space Asset Management Plan which summarizes any submissions and amendment made to the document.**

CARRIED - 7:0

BACKGROUND

Until recently it has been best practice for councils to have Asset Management Plans (AMPs) 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.

The historic barrier to creating the Open Space AMP has been lack of data, or confidence in the data. However, through ongoing condition audits and development of an Open Space Strategy our confidence is ever increasing.

Some assumptions are still required where data is not complete, but these gaps have been identified throughout the Plan and inform the Improvement Actions plan at the end of the document.

This AMP has been developed in accordance with current best practice principles guided by IPWEA and NAMS, a large component being the formation of an internal stakeholder group to provide technical and historical knowledge, this group also assisted with the reviewing assumptions.

The aim of the AMP is to combine risk management, financial, engineering and technical practices to ensure that the required levels of service are met with consideration for Council's financial limitation over a 15-year planning period.

ISSUES

Council currently doesn't have an adopted Open Space Asset Management Plan.

FINANCIAL IMPACT

There is no financial impact in adopting this AMP. However, the plan will optimize council's investment in future in relation to Open Space asset management.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This Plan is a legislated requirement under the Local Government Act 2020, 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

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

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

TIMING

The final adoption of the plan is likely to occur in mid to late 2020.

COMMUNITY IMPACT / CONSULTATION

Community consultation will follow Council's endorsement of this plan

LEGAL RISK / IMPACT

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

OFFICERS' DECLARATION OF INTEREST

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

CONCLUSION

Council should agree to advertise the Open Space Asset Management Plan 2020 for the purpose of community engagement.

ATTACHMENTS

1. Warrnambool - Open Space Asset Management Plan V 1.4 [5.5.1 - 114 pages]



WARRNAMBOOL CITY COUNCIL

Open Space Asset Management Plan



June 2020



Asset Management Plan

Warrnambool City Council

Executive Summary

The Purpose of this Asset Management Plan

The purpose of this Open Spaces Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Open Spaces assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the Open Spaces portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

Objectives of the Open Spaces Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

Alignment with ISO 55000

Council is considering the following as part of the ISO 55000 alignment:

- To effectively govern an organisation, the governing body needs assurance that their assets are well managed
- Leadership and commitment from all managerial levels is essential to successful asset management
- "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
- Your organisation determines which assets are to be included
- It is good business practice and always think about continuous improvement

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
 - Operational planning and control
 - Supporting activities
 - Control activities
 - Other related processes

SPM Assets' 7 Point Asset Planning Framework – How to be Aligned

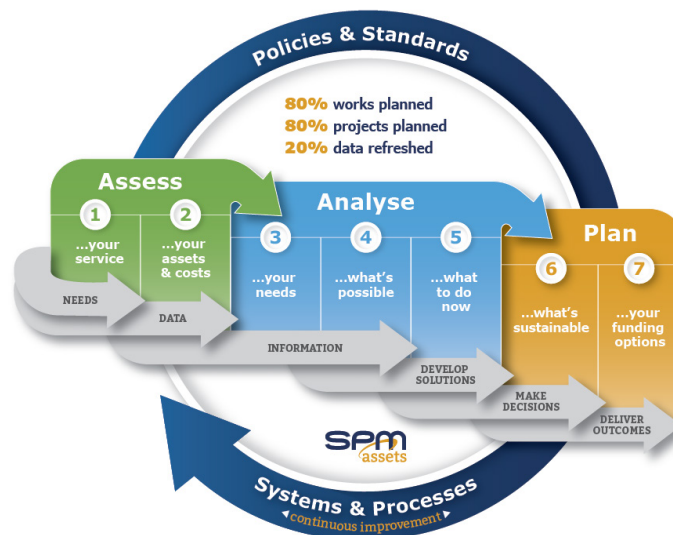


Asset Management Plan

Warrnambool City Council

The below figure illustrates a framework on how to achieve alignment and manage assets efficiently and effectively. In summary:

1. Know your services
2. Know the assets and costs needed to deliver those services
3. Know what you need (both now and into the future)
4. Know what's possible – asset and non-asset solutions
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
7. Make decisions and deliver outcomes



Asset Management Objectives

It is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

- **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.
- **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.
- **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.



Asset Management Plan

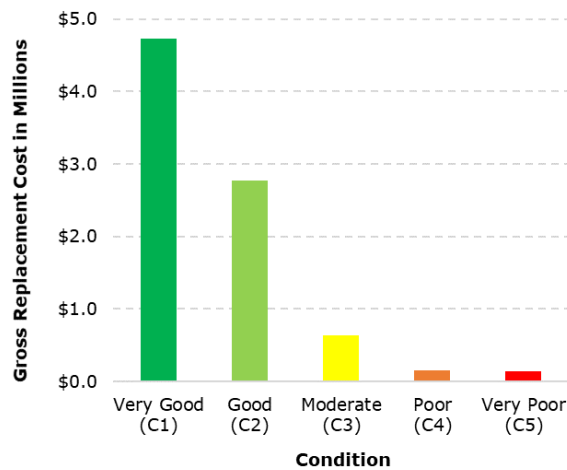
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The longer-term value of this solution would be:

- Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works
- Having a more robust planned approach to your works-programme – evidence based using scientific methods
- Better knowing and managing current and future risk
- Having a well-maintained component level asset register with good confidence

Overall Condition

Overall the assessed components of the Open Spaces are in a very good condition, in which 56% of components in very good condition (by value - \$4.7 million) and 33% of components in good condition (by value - \$2.8 million) as illustrated in the figure below. A further 8% are in moderate condition (by value - \$633K) while 4% of components are in a poor or very poor condition (by value - \$296K).



The \$296K of components in poor or very poor condition largely relates to the following component groups:

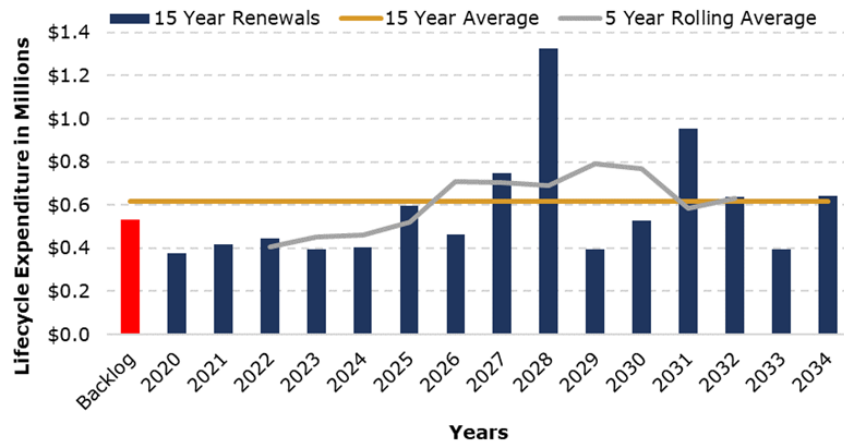
- Open Space - \$237K
- Exterior & Sundries - \$35K
- Sporting - \$19K

Renewals and Replacements

The figure below shows the forecast 15-year renewals expenditure required for all Open Spaces subcategories, including the possible backlog. It shows that over the next 15 years \$9.3 million is required (an annual average of \$617K) to address both the backlog (a total value of \$532K), and annual lifecycle expenditure. The three highest peaks of expenditure occur in 2027, 2028 and 2031.

Asset Management Plan

Warrnambool City Council



Planned Upgrade Projects

The table below lists the planned upgrade projects for Play Spaces over the next 10 years as outlined in the Draft Play Space Strategy 2019-2028.

Renewal Projects – Play Spaces			
Year	Name of Play Space	Classification	Action
2019/20	Pappas Drive	3	Includes upgrades to meet community expectations.
	Mahogany Gardens	4	Includes upgrades to meet community expectations.
	E Johnson Reserve/Lake Pertobe	1	Includes upgrades to meet community expectations.
2020/21	Fletcher Jones Gardens	3	Includes upgrades to meet community expectations.
	Pecten Avenue Reserve	3	Includes upgrades to meet community expectations.
	Brierly Recreation Reserve	3	Includes upgrades to meet community expectations.
2022/23	Lake Pertobe Central	1	Includes upgrades to meet community expectations.
	Breton Street	3	Includes upgrades to meet community expectations.
2023/24	Kings Park	3	Includes upgrades to meet community expectations.
	Bradley/Archibald Street	4	Includes upgrades to meet community expectations.
	Botanic Gardens	2	Includes upgrades to meet community expectations.
2024/25	Ponting Reserve	3	Includes upgrades to meet community expectations.

Asset Management Plan

Warrnambool City Council



Renewal Projects – Play Spaces			
	Auty Street North Reserve	4	Includes upgrades to meet community expectations.
	Nicholls Drive	3	Includes upgrades to meet community expectations.
2025/26	Jubilee Park	2	Includes upgrades to meet community expectations.
	Wendy Matthews	3	Includes upgrades to meet community expectations.
2026/27	Laurina Close/Baeckea Reserve	2	Includes upgrades to meet community expectations.
2027/28	Wendy Matthews	3	Includes upgrades to meet community expectations.
	Hickford Reserve	3	Includes upgrades to meet community expectations.
2028/29	Shirley Grove	3	Includes upgrades to meet community expectations.
	Natalie Court	3	Includes upgrades to meet community expectations.

The table below outlines the immediate (to be rectified within the next year) and high (to be rectified within the next 1-3 years) priority projects from the Lake Pertobe Masterplan 2018.

Upgrade Projects – Lake Pertobe			
Priority	Year	Theme	Description
Immediate	2020	Infrastructure	Investigate feasible options for replacement of the swing bridge feature in Play Area 3.
			Creative and innovative design will be included in all new projects (e.g. wayfinding and signage, shelters, functional art, picnic decks, play features etc.).
		Connectivity and Wayfinding	Install wayfinding maps of the reserve in selected high traffic locations to facilitate easy navigation of the reserve and raise awareness of the variety of experiences and activities on offer.
		Play Infrastructure	Design and construct an exciting, unique, inclusive, challenging and innovative play space in Play Area 2 for 0 to 12 years.
		Arts and Culture	As 'Pertobe' is derived from the word 'pirtupp' meaning small sandpiper in Aboriginal language, include the bird as a theme where appropriate, to acknowledge local aboriginal culture and identity within the reserve.
High	2021 - 2023	Infrastructure	Prepare an infrastructure style guide to create a consistent and appropriate character. The guide should include seats,

Asset Management Plan

Warrnambool City Council



Upgrade Projects – Lake Pertobe			
			waste receptacles (rubbish/recycle), drinking fountains/water bottle refilling stations, bike racks, lighting and picnic tables.
			Install additional seating and picnic tables which meet the needs of all users (including some seats with arm rests, back rests and wheelchair accessible tables).
			Develop an App to increase engagement and enjoyment.
		Connectivity and Wayfinding	Develop and implement a wayfinding strategy for areas within and adjacent to Lake Pertobe.
			Name all walking paths/loops, play areas and barbecue shelters to improve navigation and wayfinding.
			Construct new shared path across the southern side of Lake Pertobe Reserve to link all pedestrian crossing points on Pertobe Road as well as create raised crossing points.
			Construct a new (shared) path to create pedestrian and cycle-friendly connections across the southern boundary of the reserve linking with path on the northern side of Pertobe Road.
		Accessibility	Include information about accessible destination points and infrastructure (paths, play, social, toilets etc.) in the wayfinding information.
		Play Infrastructure	Design and develop a diverse range of exciting, unique, challenging and innovative play for all ages by designating specific user groups for each play area: Play Area 1 - Youth/Adventure - Ages 12 years plus Play Area 3 - Slides etc. - All ages/Mixed Area
			Provide additional challenging adventure play opportunities in Play Area 1.
			Include additional inclusive play elements and improve accessibility in all Play Areas by removing barriers such as raised timber edges and sand soft fall and replacing with accessible pathways and surfaces, as appropriate.
		Arts and Culture	Include and share stories about Lake Pertobe's heritage, indigenous culture, stormwater/drainage functions and environmental values through

Asset Management Plan

Warrnambool City Council



Upgrade Projects – Lake Pertobe			
			improvements, wayfinding, precinct names and other on-site information.
		Recreation and Social Use	Install clear signage at entry points and along pathways, and communicate via other channels available, to indicate where dogs are permitted and not permitted at Lake Pertobe.
			Investigate the formation of a Friends of Lake Pertobe group to increase community involvement in the implementation of the Masterplan.

The table below outlines the high (to be rectified within the next year) and medium priority (within the next 1-3 years) upgrade projects for the Botanic Gardens as outlined in the Warrnambool Botanic Gardens Master Plan 2017.

Upgrade Projects – Botanic Gardens			
Priority	Year	Theme	Description
High	2020	Connectivity and Wayfinding	Construct an elevated walkway to the north side of the Fernery to avoid the Moreton Bay Fig tree's root buttress.
			Construct a concrete footpath on the northern perimeter (along Botanic Road).
			Install boardwalks or flexible surfacing to create accessible and safe paths where tree roots are affecting internal pathways.
			Design and construct an arbour and new garden beds to Entrance no. 5 (Botanic Road) to improve its sense of arrival
		Accessibility	Remove the narrow asphalt path between the sundial and parterre.
			Increase the width of the paths to the southeast side of the lake and the northwest of the existing toilets.
			Construct a DDA compliant surface to the existing drinking fountain near Entrance no. 7.
			Construct a path between Entrance no. 6 stile opening at the school crossing to link the gardens loop path and the new public toilets.
			Provide an accessible drinking fountain/bottle refill tap near entrance no. 5.
		Heritage and Art	Install additional interpretive signage describing Guilfoyle's design philosophy, plant names and horticultural features.

Asset Management Plan

Warrnambool City Council



Upgrade Projects – Botanic Gardens			
		Gardens and Landscaping	<p>Link Swan Reserve and the Botanic Gardens through the provision of signage at both the gardens and Swan Reserve,</p> <p>Add additional planting of low shrubs within the garden beds particularly under groups of existing trees.</p>
Medium	2021 - 2023	Infrastructure	<p>Install seating under selected trees, avoiding palms and pine trees.</p> <p>Install picnic platforms.</p>
		Connectivity and Wayfinding	Design and install wayfinding signage to Russell's Creek Walking Trail and to Swan Reserve.
			Design and install information at entrances no. 1, 5, 6 and 8 to provide a site map and indicate walking distances/times to other destinations near the gardens.
		Accessibility	Install tactile bands on the footpath at the corner of Botanic Road and Queens Road.
		Heritage and Art	Implement a program to design and install sculptures/artworks throughout the gardens.
			Retain some sections of the limestone edging to the asphalt pathways as a heritage feature.
Play	Retain and refurbish the giraffe swing.		
	Design and develop sensory and nature play areas.		

The upgrade projects that are part of Great South Coast Regional AFL, Cricket and Netball Strategy 2019 are included in the table below. These projects are expected to be completed in 2020 with a total expenditure of \$3.5 million.

Upgrade Projects – AFL, Cricket & Netball	
Open Space	Expenditure
Allansford Recreation Reserve	183,000
Bushfield Recreation Reserve	233,000
Davidson Oval	173,000
Dennington Recreation Reserve	433,000
Mack Oval	23,000
Merrivale Recreation Reserve	73,000
Reid Oval	323,000
Walter Oval	173,000
Brierly Reserve	183,000
Harris Street Reserve	50,000
Jetty Flat Reserve	50,000



Asset Management Plan

Warrnambool City Council

Upgrade Projects – AFL, Cricket & Netball	
Open Space	Expenditure
Jones Oval	150,000
Warrnambool Stadium (Outdoors)	1,500,000
Total	\$3,547,000

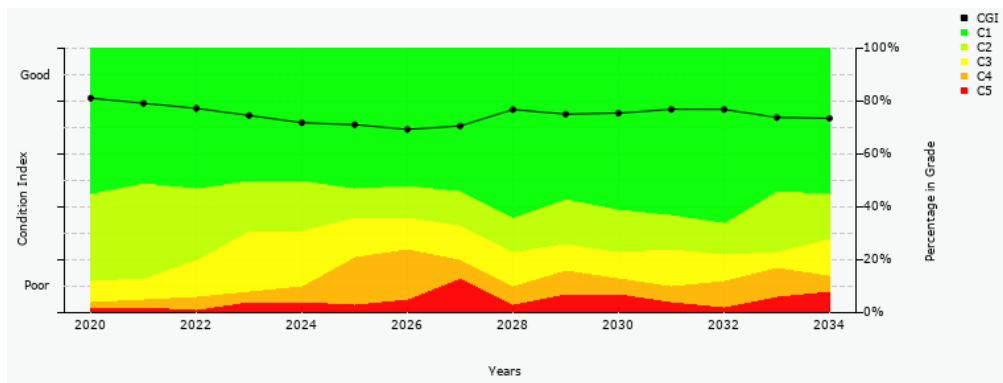
Growth Projects

The growth projects listed in the table below are solely for the creation of new assets as part of the Open Spaces portfolio. There is currently one new growth project for Play Spaces.

Growth Projects – Play Spaces			
Year	Name of Play Space	Classification	Action
2019/20	Victoria Park Central/Hopkins	2	New play space (in line with RTOS of Victoria Park East & West)

Condition Forecasting – Assessed Component

Although knowing the current condition is important, a component is likely to remain in a good to very good condition for the next 10 years. While critical components will be proactively maintained to ensure the condition is kept within a defined standard. The following figure shows the forecasted condition (if the 'deferred' is addressed) over the next 15 years assuming that the components are replaced/renewed when required – the black line indicates the weighted average of condition and replacement cost.



Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. The table below shows the proportion of the Open Spaces components by their GRC and risk score in a risk matrix. It shows that approximately \$248K of components are at extreme risk and \$371K are at high risk.



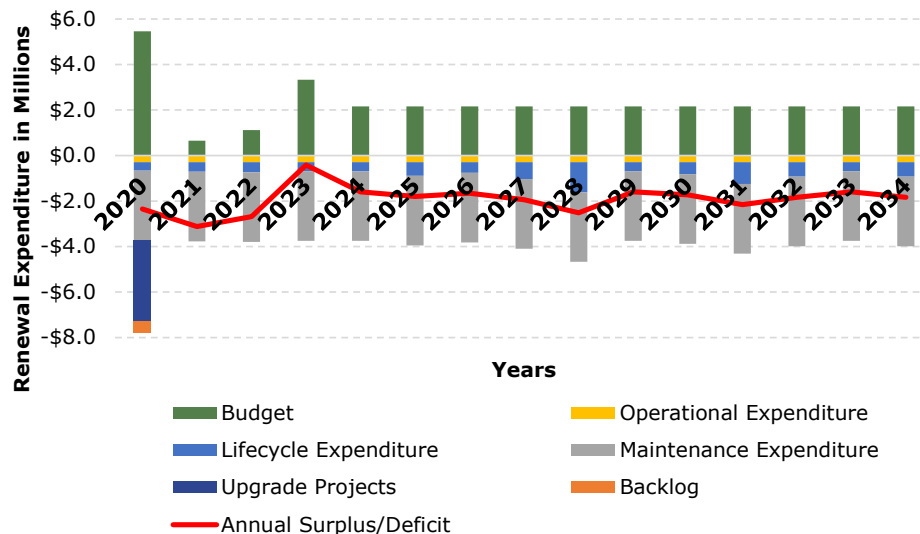
Asset Management Plan

Warrnambool City Council

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -
Major (4)	Medium (4) \$1,294,375	Medium (8) \$2,172,192	High (12) \$26,584	High (16) \$108,720	Extreme (20) \$248,400
Moderate (3)	Low (3) \$4,225,740	Medium (6) \$1,085,112	Medium (9) \$462,457	High (12) \$236,015	High (15) -
Minor (2)	Low (2) \$407,877	Medium (4) \$62,711	Medium (6) \$84,187	Medium (8) \$9,729	High (10) -
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Investment Scenario

As seen within the figure below, over the next 15-year period (between 2020 and 2034) an estimated \$63.1 million is required (\$4.2 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 15 years is \$34.2 million if Council addresses all condition-based shortfalls and completes the upgrade projects an additional \$28.8 million will be required.



Improvement Actions

The key actions resulting from this Open Spaces Asset Management Plan are:

Data

1. Review the 11 Open Spaces sites where the subcategory (local, municipal, neighbourhood or regional) is not known and update with the correct subcategory
2. Review and update the current component references and components. In particular:

Asset Management Plan

Warrnambool City Council



- a. Review criticalities of component references – appearance, consequence and safety
3. Review the list of components that are included within future iterations of the AMP
4. Complete condition assessments of the play space sites to capture the assets and current condition
5. Review the list of components that have been identified as 'extreme risk'
6. Data needs to be continuously updated to provide confidence in the long-term planning.
The following tasks are recommended:
 - a. Update data form with completed works
 - b. Regular staff inspections
 - c. Three-year rolling condition surveys – targeting high importance areas
7. Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance
8. Complete valuations for all 193 Open Space sites or include the valuation information in the next iteration of this AMP
9. Obtain quotes to complete the list of upgrade and growth projects to ensure accurate financial projections

People

10. Identify who is responsible for managing and maintaining the Asset Management Plan
11. Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers

Processes

12. Develop levels of service for Play Spaces based on the provision, development, operations, levels of usage and servicing and maintenance requirements by hierarchy level
13. Review and update the maintenance levels of service for Parks, Gardens and Environment
14. Review the list of components that have been identified as extreme risk
15. Implement the 80/80/20 asset management objective over the next three years
 - a. 80% of the work completed is planned
 - b. 80% of the works program is driven from the planning process
 - c. 20% of the asset register is updated, maintained, improved and changed every year
16. Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.

Systems

17. Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions

Asset Management Plan

Warrnambool City Council



Table of Contents

1	Introduction	15
	1.1 Purpose	15
	1.2 Background	15
	1.3 Alignment with ISO 55000	16
	1.4 Asset Management Framework	17
	1.5 Relationship with Other Planning Documents	21
	1.6 AMP Structure	21
2	Asset Description	23
	2.1 Overview	23
	2.2 Survey Methodology	23
	2.3 Property Level Information	24
	2.4 Description of Components	25
	2.5 PQS Assessment Results	36
3	Levels of Service	38
	3.1 Overview	38
	3.2 Alignment with Council's Level of Service Measures	39
	3.3 Customer Levels of Service	39
	3.4 Technical Levels of Service	44
	3.5 Maintenance Levels of Service	45
4	Lifecycle Management	46
	4.1 Overview	46
	4.2 Renewal and Replacements	46
	4.3 Upgrades	50
	4.4 Growth	56
	4.5 Operations Plan	57
	4.6 Maintenance Plan	57
	4.7 Disposals	58
5	Risk Management	60
	5.1 Principles	60
	5.2 Predictive Deterioration Model	60
	5.3 Council's Risk Management Framework	61
	5.4 Current Component Risk Matrix	61
	5.5 Project Prioritisation Based on Risk	62

Asset Management Plan

Warrnambool City Council



6	Financial Summary	63
	6.1 Overview	63
	6.2 Assumptions.....	63
	6.3 Estimated Forecast.....	63
	6.4 Funding Required for Maintaining Current Assets.....	65
7	Asset Management Practices	68
	7.1 Overview	68
	7.2 Processes.....	68
	7.3 Systems.....	69
	7.4 Data.....	69
8	Improvement Plan	70
	8.1 Improvement Programme	70
	Appendices	I
APPENDIX A	Glossary	I
APPENDIX B	Critical Components in a Poor or Very Poor Condition	V
APPENDIX C	Potential Backlog by Category	X
APPENDIX D	15 Year Lifecycle by Category and Site	XII
APPENDIX E	Risk Matrix - Likelihood and Consequence	XXXIX
APPENDIX F	Disclaimer.....	XLI

Asset Management Plan

Warrnambool City Council



1 Introduction

1.1 Purpose

Warrnambool City Council (Council) engaged SPM Assets Pty Ltd (SPM Assets) in December 2019 to work in a collaborative approach to improve the supporting documentation associated with sound asset management, which includes the preparation of Asset Management Plan (AMP) for the Open Spaces sites.

An Open Space has been defined as publicly owned land set aside for leisure, recreation and nature conservation purposes. It includes pockets of natural landscape within the urban area, sports reserves, and areas of high scenic, cultural or conservation value.

The purpose of this Open Spaces AMP is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Open Spaces assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

This AMP demonstrates proactive management of assets, records the current and future quality shortfalls and lists the projects and initiatives required to address the shortfalls in a way that is affordable and delivers the services required by Council. The AMP is used as a tool to provide information that decisions can be based on – this is an evidence-based asset plan. It also addresses compliance with regulatory requirements and communicates forecast shortfalls or surplus in funding used to provide the required levels of service.

Objectives of the Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in March 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

1.2 Background

Council first licenced the SPM Assets software application in April 2014. Council undertakes cyclic visual condition assessments and manages all Open Spaces assets using the SPM Assets software application. Since then SPM Assets has been engaged by Council for several projects since then

Asset Management Plan

Warrnambool City Council



including completing condition assessments and the development of maintenance plans and 5 year works programmes.

On 5 March 2020, a workshop was held between SPM Assets and Council representatives to discuss the current and future service specific requirements for Open Spaces. The attendees included:

- Manager Infrastructure Services
- Acting Coordinator Strategic Assets
- Team Leader Parks, Gardens and Environment
- Coordinator Municipal Operations
- Service Manager
- Engineer

1.3 Alignment with ISO 55000

ISO 55000 is a series of international standards that have been created by the International Standard Organisation (ISO) for the ongoing management of physical assets. These standards have been developed from the previously published PAS 55 standards which were developed in 2002-2004 and edited in 2008.

The ISO 55000 suite includes three standards:

- ISO 55000 – overview, principles and terminology
- ISO 55001 – management system & requirements
- ISO 55002 – guidelines on the application of ISO 55001

Important considerations:

- To effectively govern an organisation, the governing body needs assurance that their assets are well managed
- Leadership and commitment from all managerial levels is essential to successful asset management
- "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
- Your organisation determines which assets are to be included
- It is good business practice and always think about continuous improvement

Figure 1-1 lists some of the elements of an ISO 55000 Asset Management System. Understanding the hierarchy of plans and processes is essential – remembering that the ISO is more about implementing a process rather than writing an AMP – the AMP is the output of the process:

- Know your reason why – what are the services being delivered through the assets
- Policies and objectives signed off by the governing body will make the process work

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
 - Operational planning and control
 - Supporting activities
 - Control activities
 - Other related processes

Figure 1-1 Elements of an ISO 55000 Asset Management System

Asset Management Plan

Warrnambool City Council



- Strategic AMP – looking long term and considering capital concepts through to disposal
- AMPs – can also be longer term and more aligned with a specific service being delivered and can focus more on maintenance and renewal
- Implementation of the AMP and works-programmes – all roads lead to the works programme as this is what you do to make a difference
- Evaluate performance and improve processes, systems and data

Furthermore, section 2.5.3.1 of ISO 55000 states:

"An asset management system impacts the whole organisation, including its stakeholders and external service providers, and can use, link or integrate many of the organisation's activities and functions that would otherwise be managed or operated in isolation. The process of establishing an asset management system requires a thorough understanding of each of its elements and the policies, plans and procedures that integrate them. The asset management system requirements described in ISO 55001 are grouped in a way that is consistent with the fundamentals of asset management:

1. Context of the organisation (ISO 55001:2014, Clause 4)
2. Leadership (ISO 55001:2014, Clause 5)
3. Planning (ISO 55001:2014, Clause 6)
4. Support (ISO 55001:2014, Clause 7)
5. Operation (ISO 55001:2014, Clause 8)
6. Performance evaluation (ISO 55001:2014, Clause 9)
7. Improvement (ISO 55001:2014, Clause 10)

Council follows the 'asset management system' that the ISO 55000 describes. Therefore, this Asset Management Plan (AMP) summarises the outputs resulting from the process and describes the associated key inputs, assumptions, practices and systems.

1.4 Asset Management Framework

1.4.1 Overview

Warrnambool City Council has stated the following vision as outlined in their Council Plan (2017-2021):

To make Warrnambool Australia's most liveable city

The following five objectives support Council's vision:

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 advice

Specifically, for Open Spaces, Council has the following overarching vision as outlined in the Open Space Strategy:

Asset Management Plan

Warrnambool City Council



Warrnambool will have a high quality, diverse, accessible open space network that reflects community needs and enhances social connection, environmental protection and economic benefit

In order to archive this vision, the following principles have been developed to guide the planning and management of the Open Spaces:

- Accessible – a variety of open spaces that are accessible to all residents, regardless of age, ability and culture. Residents should have at least one open space within walking distance of their home.
- Adaptable – be flexible, multi-use and provide opportunities for passive and active recreation that is responsive to community needs.
- Connected – open space corridors and shared trails that improve the connectivity of the network and provide links for walking, cycling and biodiversity movement.
- Diverse – provide a variety of experiences and cater for a range of recreational needs.
- Efficient – consider adaptability and maintenance in the development and management of open space.
- Equitable – access to open space will be distributed as fairly as possible across the municipality.
- Protective for the environment – preserve and enhance areas with environmental values and provide appropriate public access to waterways and coastal environments

1.4.2 Asset Management Objectives

On 2 December 2019, Council adopted the following goals and commitments as part of their Asset Management Policy:

- Asset management will be service driven and will align with the strategic priorities and directions of the Council
- To achieve and sustain a high level of asset management maturity
- To achieve certification with ISO 55000, International Standards for Asset Management
- Asset management will be integrated into corporate governance including enterprise planning, reporting and risk management frameworks and practices
- Maximise the value of Council's capital, operations and maintenance expenditures within current revenues, to optimise agreed levels of service, service delivery potential and manage related risks and costs over the entire life of infrastructure assets
- Decommission and dispose of assets that are under-utilised and no longer economically, socially or sustainably viable
- Involve and consult with the community and key stakeholders on determining service standards
- Service delivery assets will be created, acquired, maintained and rehabilitated to enable the organisation to meet its strategic service delivery goals efficiently and effectively
- Service/Asset Management Strategies and Plans will include processes which provide accountability to the community
- Allocate appropriate resources to ensure Asset Management practices can be undertaken and the timely maintenance and renewal of those assets so that 'life cycle' costs are optimised
- Accurately report on all aspects of Councils assets in terms of Operations, Maintenance, Renewal, Upgrade, Expansion and New
- Ensure that the roles and responsibilities of all asset owners, managers and users are well defined and understood. Reinforce and support asset management roles and responsibilities across the organisation at a functional level. The various key roles,

Asset Management Plan

Warrnambool City Council



responsibilities and delegations associated with service delivery and asset management is documented in the Asst Management Strategy

- Invest in appropriate and timely asset management training and development program for staff and Councillors as required
- Council will support the implementation of the Asset Management Strategy and foster a strong asset management culture across Council through a cross functional Asset Management Steering Committee

In addition to the above objectives, it is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

- **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.
- **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.
- **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

The longer-term value of this solution would be:

- Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works
- Having a more robust planned approach to your works-programme – evidence based using scientific methods
- Better knowing and managing current and future risk
- Having a well-maintained component level asset register with good confidence

1.4.3 SPM Assets' 7 Point Asset Planning Framework

SPM Assets' 7 Point Asset Management Planning Framework involves all areas of business and planning processes and is aligned with ISO55000 and the International Infrastructure Management Manual (IIMM).

Figure 1-2 below illustrates the Framework, which is a service-led planning approach, i.e. it is the health service needs that define the quality standards required now and into the future. The framework is founded on the IIMM principles and is structured to proactively minimise shortfalls by implementing appropriate well thought out asset management strategies. The framework is founded on a culture of continual improvement which focuses on determining the degree of criticality of the assets, to minimise the risk of failure and is based on the following:

1. Know your services
A mixture of coastal, commercial, industrial, residential, road, rural, township, viewpoint and waterway services.
2. Know the assets and costs needed to deliver those services

Asset Management Plan

Warrnambool City Council



Having a good knowledge of the existing assets provides the planning platform. Realising that the data can have 80% confidence and still be useful, i.e. target the high-quality information management to critical and/or high value assets.

3. Know what you need (both now and into the future)

Recognising the difference between the Levels of Service and site related Quality Standards. It's about knowing the current standards and what they could be in the future and defining and measuring the lowest level.

4. Know what's possible – asset and non-asset solutions

Comparing the current situation with the desired levels of service and quality standards will identify the current and future shortfalls that need to be addressed. Creating a range of 'possible projects' to address the shortfalls moves the process from asset planning to project planning and eventual Capital Asset Management.

5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term

Knowing which 'possible project' is more important than another, needs to consider its outcomes after completion, its affordability, and the risks its managing.

6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls

Allocation of budgets to funded programmes ensures projects are being funded appropriately and that the renewals funding is specifically used to address replacements and renewals, thus avoiding fiscal surprises.

7. Make decisions and deliver outcomes

Decisions are made every day and the right people should be making the right decisions based on information that they can rely on. This is where the real value of capital asset management is realised, i.e. the organisation has the confidence that it is making the right decisions.

Asset Management Plan
Warrnambool City Council

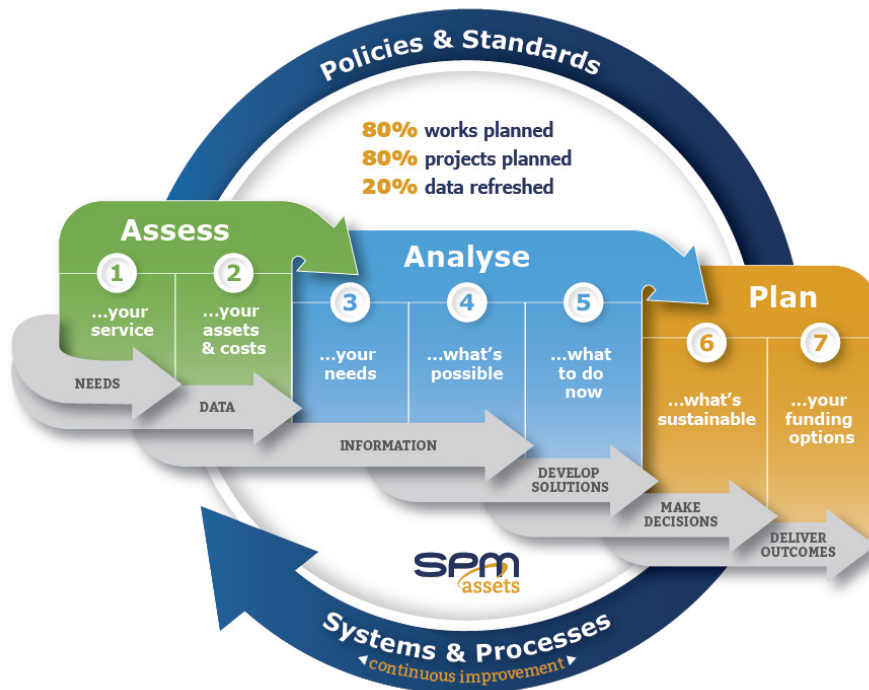


Figure 1-2 SPM Assets' 7 Point Asset Planning Framework

1.5 Relationship with Other Planning Documents

The AMP considers the following documents:

- Asset Management Policy 2019
- Council Plan 2017-2021 (2019 revision)
- Draft Play Space Strategy 2019-2028
- Lake Pertobe Masterplan 2018
- Open Space Strategy 2014
- Parks, Gardens and Environment Maintenance Levels of Service 2013
- Risk Management Policy 2015
- Warrnambool Botanic Gardens Masterplan 2017
- Warrnambool City Council Budget 2019 – 2020

1.6 AMP Structure

The AMP is the output of the asset management planning process. It documents the associated procedures, objectives, policies, standards, drivers, future renewal projects, lifecycle replacement projections and improvement tasks.

The AMP has been written so that any reader can understand how the assets are being considered and managed. Commentaries on renewal theories and the reasoning of renewal and maintenance policies provide the reader with the context or reason why certain practices have been implemented.

Asset Management Plan

Warrnambool City Council



The AMP is a communication document first and foremost. It summarises the vast information held in the supporting computer systems and provides the reasoning of why maintenance and lifecycle expenditure is needed in the future. The 'nuts and bolts' detail is available directly from the management systems if the reader needs further detail of a specific asset or asset group.

Council's objectives and policies are the primary driver for the asset management process and dictate all aspects of the asset management approach. This document recognises these requirements and uses SPM Assets' 7 Point Planning Framework and software applications as the primary implementation tools. In its simplest form, the asset register is populated, it is analysed, and a program of works is produced based on providing a defined 'level of service'.

Key sections of the AMP are based on the International Infrastructure Management Manual (IIMM) and are summarised as follows:

- Asset Description – summary of assets and current condition
- Levels of Service – specifies the services and levels of service to be provided by Council
- Lifecycle Management – how Council will manage its existing and future assets to provide the required services
- Risk Management – applying a risk-based analysis to the lifecycle results
- Financial Summary – what funds are required to provide the required services
- Asset Management Practices – documenting the practices that are required to maintain best practice in asset management going forward
- Asset Management Improvement Plan – what are the next steps?

Asset Management Plan

Warrnambool City Council



2 Asset Description

2.1 Overview

A total of 1,687 visually assessed components have been picked up during the onsite condition assessments of the 193 Open Spaces sites. The Gross Replacement Cost (GRC) of the assessed components has been identified as \$8.4 million. Table 2-1 summarises the number of sites, properties and components for the Open Spaces category.

Table 2-1 Open Spaces – Overview				
Subcategory	No. Sites	No. Property Records	No. Components	GRC
Local	110	124	245	477,346
Municipal	26	26	376	3,216,914
Neighbourhood	29	34	305	1,000,261
Regional	17	27	679	2,916,670
Unknown	11	11	82	812,908
Total	193	222	1,687	\$8,424,099

Improvement Action: There are currently 11 sites which have not been classified to a subcategory (local, municipal, neighbourhood, regional). It is recommended that these sites are included within the correct subcategory before the next iteration of this AMP.

Improvement Action: It is recommended that Council completes condition assessments of the play space sites to update the Open Space asset register as the total number of components excludes any playground equipment.

2.2 Survey Methodology

2.2.1 Site Assessment

A total of 193 Open Spaces sites have been assessed between 2013 and 2019. Most of the onsite condition assessments have been completed by Council staff using the Mobile application of the SPM Assets software on a tablet PC device. The assessment approach that was implemented, and the SPM Assets software, have been directly aligned with ISO 55000, IIMM, NAMS Property Manual and IPWEA/NAMS Practice Note 3. The condition assessments were conducted to identify the current condition of components, update property level information including capturing any space changes and refurbishments and answering Property Quality Standards (PQS).

2.2.2 Data Model

The data model for the Open Spaces sites has been broken down into grounds and properties so that components can be assigned to a level that work can be carried out e.g. the replacement of the bollards at the Foreshore Reserve grounds.

This AMP focuses on Open Spaces owned or managed by Council and includes the following assets:

- Fences
- Art features – including bollards, flagpoles, monuments and sculptures
- Hard courts



Asset Management Plan

Warrnambool City Council

- Play equipment including cricket, ovals and nets
- Roadside furniture
- Sprinklers (irrigation)
- Turf & garden beds

The following assets have been excluded from this AMP:

- Tree surrounds
- Seawalls/breakwater
- Buildings – included within the Building AMPs for Community Facilities, Corporate & City Growth and Infrastructure
- Infrastructure/drainage – included within the Drainage AMP

Improvement Action: These assets will be reviewed and may be included in future iterations of this AMP. Any projects associated with these assets will be included within the relevant board in the SPM Assets Programs application.

2.3 Property Level Information

2.3.1 Valuations

Council currently does not hold any valuation information in the SPM Assets software. It is recommended that Council either completes valuations of its Open Spaces assets or includes this information in the next iteration of this AMP.

Improvement Action: It is recommended that Council completes valuations of all Open Spaces assets prior to the next iteration of this AMP.

2.3.2 Condition Grade Index by Subcategory

Definition

The Condition Grade Index (CGI) is the average condition grade of assessed components weighted by their Gross Replacement Cost (GRC). A low CGI e.g. 1.5 means that the components have been assessed to be in good to very good condition whereas a high grade such as 2.3 means that the components are mainly in a poor to very poor condition. The overall CGI for the Open Spaces assets is 1.60 which indicates that most of the Open Spaces are in a good condition.

Result

Table 2-3 lists the number of Open Spaces assets by subcategory for each of the CGI ranges and suggests that 73% of the assets are considered to be in either a good or very good condition and only 5% of Open Spaces assets have a CGI greater than 2.6.

Table 2-2 CGI of Open Spaces						
Subcategory	CGI Ranges					Total
	<- Very Good			Very Poor ->		
	1.0-1.4	1.4-1.7	1.7-2.2	2.2-2.6	>2.6	
Local	20	8	20	14	6	68

Asset Management Plan

Warrnambool City Council



Table 2-2 CGI of Open Spaces						
Subcategory	CGI Ranges					Total
	<- Very Good			Very Poor ->		
	1.0-1.4	1.4-1.7	1.7-2.2	2.2-2.6	>2.6	
Municipal	8	5	5	4	-	22
Neighbourhood	10	2	9	3	1	25
Regional	5	3	3	1	-	12
Unknown	1	1	2	1	-	55
Total	44	19	39	23	7	132
<i>Proportion</i>	<i>33%</i>	<i>14%</i>	<i>30%</i>	<i>17%</i>	<i>5%</i>	<i>100%</i>

Improvement Action: The total number of sites where a CGI has been calculated is 132. While there are 193 sites included in the Open Spaces, 61 sites have been excluded from the CGI calculations as these sites have no components. It is recommended that these sites are assessed to ensure that all relevant components have been captured.

2.4 Description of Components

2.4.1 Component Groups and Types

Table 2-4 provides a breakdown of the number of components by subcategory for the Open Spaces sites. A total of 150 unique components have been assessed that identify 1,687 assets, i.e. a component can have multiple assets within a property.

Table 2-3 Subcategory Component Breakdown		
Subcategory	No. Components	Proportion (%)
Local	245	15%
Municipal	376	22%
Neighbourhood	305	18%
Regional	679	40%
Unknown	82	5%
Total	1,687	100%

The Gross Replacement Cost (GRC) of the assessed components has been identified as \$8.4 million. Table 2-5 and Table 2-6 summarises the GRC by component group and component type respectively. The Open Space and Exterior components have the highest GRC of \$6.7 million and \$1.1 million respectively while the Playgrounds components have the lowest GRC of \$17K.

Table 2-4 GRC by Component Group		
Component Group	No. Components	GRC
Exterior & Sundries	368	1,059,908

Asset Management Plan

Warrnambool City Council



Table 2-4 GRC by Component Group		
Component Group	No. Components	GRC
External Fabric	17	102,447
Interior Finishes	10	103,796
Open Space	1,171	6,735,235
Playgrounds	2	17,098
Services	62	157,277
Sporting	56	225,938
Structure	1	22,400
Total	1,687	\$8,424,099

Table 2-5 GRC By Component Group and Type			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	56	201,016
	Paving	24	433,100
	Sundries	287	418,772
	Swimming Pools	1	7,020
External Fabric	External Stairs	5	87,015
	External Walls	10	9,504
	Roof	1	1,400
	Windows & Doors	1	4,528
Interior Finishes	Fixtures & Fittings	9	20,336
	Floor Finishes	1	83,460
Open Space	Access	54	1,498,873
	Art & Features	21	96,082
	Bins & Surrounds	54	69,188
	Electrical	31	468,603
	Exterior Fabric	2	4,160
	Fences & Walls	299	2,244,361
	Fountains	5	189,167
	Furniture	173	248,128
	Gates	83	64,178
	Infrastructure	4	2,920
	Jettys	32	1,294,812
	Landscaping	14	196,699
	Roads and Pavements	12	154,035

Asset Management Plan

Warrnambool City Council



Table 2-5 GRC By Component Group and Type			
Component Group	Component Type	No. Components	GRC
	Shelters	2	16,028
	Signs	385	188,001
Playgrounds	Skate / BMX	2	17,098
Services	Electrical	32	148,949
	Sanitary Plumbing	30	8,328
Sporting	Gym	6	12,919
	Netting	8	8,351
	Playing Surfaces	20	129,288
	Poles & Goals	22	75,381
Structure	Structure	1	22,400
Total		1,687	8,424,099

2.4.2 Condition

Overall the assessed components of the Open Spaces sites are in a very good condition, in which 56% of components in very good condition (by value - \$4.7 million) and 33% of components in good condition (by value - \$2.8 million) as illustrated in Figure 2-1. A further 8% are in moderate condition (by value - \$633K) while 4% of components are in a poor or very poor condition (by value - \$296K).

The \$296K of components in poor or very poor condition largely relates to the following component groups:

- Open Space - \$237K
- Exterior & Sundries - \$35K
- Sporting - \$19K

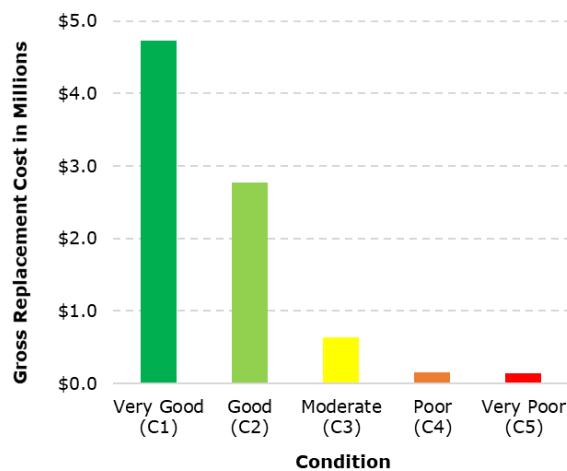


Figure 2-1 Condition Profile of Open Spaces

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Warrnambool City Council



2.4.3 Critical Assets

The component criticality criteria established within the SPM Assets Reference library provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level. It is based on the following criteria:

- **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
- **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the site or asset
- **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

- Consequence of Failure of **medium-high to high criticality**
- Occupational Health and Safety of **medium-high to high criticality**
- Appearance of **high criticality**

In total there are 429 components that fit the above criteria with a total GRC of \$3.7 million. Table 2-7 lists the critical assets by component group and type, the number of components and GRC.

Table 2-6 List of Critical Components			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Paving	24	433,100
	Sundries	107	155,432
External Fabric	External Stairs	5	87,015
	External Walls	4	3,528
	Roof	1	1,400
	Windows & Doors	1	4,528
Interior Finishes	Floor Finishes	1	83,460
Open Space	Access	14	250,880
	Art & Features	1	5,188
	Bins & Surrounds	16	3,581
	Electrical	31	468,603
	Exterior Fabric	2	4,160
	Fences & Walls	16	163,609
	Fountains	2	188,825
	Furniture	55	164,493
	Gates	57	56,180
	Infrastructure	1	2,576
	Jettys	26	1,246,437
	Landscaping	13	171,799

Asset Management Plan

Warrnambool City Council



Table 2-6 List of Critical Components			
Component Group	Component Type	No. Components	GRC
	Roads and Pavements	12	154,035
	Signs	26	18,687
Services	Electrical	9	5,486
	Sanitary Plumbing	4	2,124
Structure	Structure	1	22,400
Total		429	\$3,697,526

2.4.4 Local

There are 60 unique components that describe the 245 assets associated with the Local subcategory. The Gross Replacement Value (GRC) of the assessed components is \$477K. Table 2-8 details the replacement cost of assets by component group and type.

Table 2-7 GRC By Component Group and Type – Local			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	3	17,260
	Sundries	33	31,952
Open Space	Access	2	32,480
	Art & Features	4	14,113
	Bins & Surrounds	3	561
	Electrical	4	25,648
	Fences & Walls	56	154,364
	Furniture	63	92,672
	Gates	4	3,111
	Infrastructure	1	2,576
	Jettys	1	8,304
	Roads and Pavements	2	12,964
	Shelters	1	8,014
	Signs	32	13,750
	Services	Electrical	3
Sanitary Plumbing		2	360
Sporting	Netting	3	1,079
	Playing Surfaces	14	36,867
	Poles & Goals	14	20,005
Total		245	\$477,346

Overall the components are in a very good condition with 53% of components in very good condition (by value - \$253K) and 34% of components in good condition (by value - \$160K) as illustrated in Figure 2-2. A further 9% are in moderate condition (by value - \$41K) and 5% in poor or very poor condition (by value - \$23K).

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Warrnambool City Council

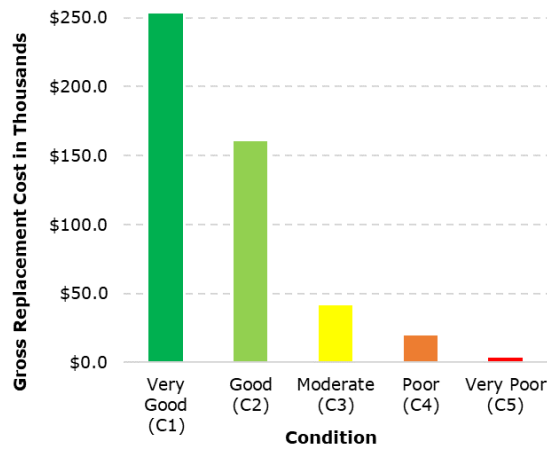


Figure 2-2 Condition Profile of Local

The \$23K of components in poor or very poor condition largely relate to the following component groups.

- Open Space - \$17K
 - Linnear Park - \$11K

2.4.5 Municipal

There are 86 unique components that describe the 376 assets associated with the Municipal subcategory. The Gross Replacement Value (GRC) of the assessed components is \$3.2 million. Table 2-9 details the replacement cost of assets by component group and type.

Table 2-8 GRC By Component Group and Type – Municipal			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	6	70,762
	Paving	15	373,000
	Sundries	78	188,022
External Fabric	External Stairs	3	85,034
	Roof	1	1,400
	Windows & Doors	1	4,528
Interior Finishes	Fixtures & Fittings	6	13,472
	Floor Finishes	1	83,460
Open Space	Access	16	260,118
	Art & Features	10	50,322
	Bins & Surrounds	13	15,833
	Electrical	7	160,300

Asset Management Plan

Warrnambool City Council



Table 2-8 GRC By Component Group and Type – Municipal			
Component Group	Component Type	No. Components	GRC
	Fences & Walls	91	1,007,026
	Furniture	18	23,377
	Gates	16	17,949
	Jettys	11	553,117
	Landscaping	3	10,400
	Roads and Pavements	7	51,632
	Shelters	1	8,014
	Signs	46	17,090
Playgrounds	Skate / BMX	2	17,098
Services	Electrical	16	130,746
	Sanitary Plumbing	5	1,102
Sporting	Poles & Goals	2	50,712
Structure	Structure	1	22,400
Total		376	\$3,216,914

Overall the components are in a very good condition with 53% of components in very good condition (by value - \$1.7 million) and 31% of components in good condition (by value - \$1.0 million) as illustrated in Figure 2-3. A further 11% of components are in moderate condition (by value - \$351K) and 5% in a poor or very poor condition (by value - \$154K).

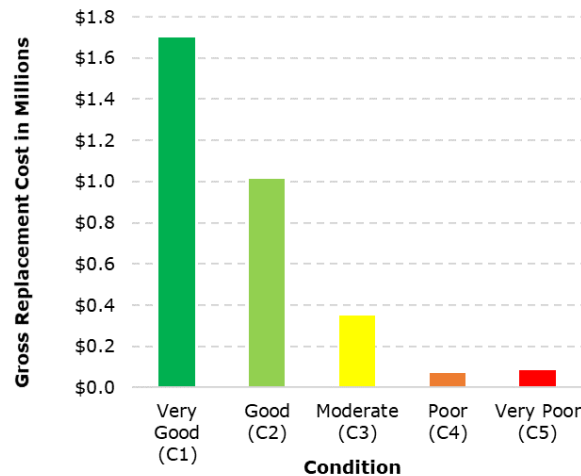


Figure 2-3 Condition Profile of Municipal

The \$154K of components in poor or very poor condition largely relate to the following component groups.

Asset Management Plan

Warrnambool City Council



- Open Space - \$126K
 - Friendly Societies Reserve - \$81K
 - Dennington Recreation Reserve - \$16K
- Exterior & Sundries - \$23K
 - Warrnambool Skate Park - \$11K

2.4.6 Neighbourhood

There are 65 unique components that describe the 305 assets associated with the Neighbourhood subcategory. The Gross Replacement Value (GRC) of the assessed components is \$1.0 million. Table 2-10 details the replacement cost of assets by component group and type.

Table 2-9 GRC By Component Group and Type – Neighbourhood			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	26	39,797
	Paving	2	3,400
	Sundries	48	34,002
External Fabric	External Walls	8	4,680
Interior Finishes	Fixtures & Fittings	3	6,864
Open Space	Access	4	179,684
	Art & Features	1	1,038
	Bins & Surrounds	9	5,722
	Electrical	5	44,884
	Fences & Walls	46	194,896
	Furniture	20	27,595
	Gates	26	13,711
	Infrastructure	3	344
	Jettys	7	163,700
	Landscaping	4	110,301
	Roads and Pavements	1	27,251
	Signs	73	36,791
Services	Sanitary Plumbing	5	1,838
Sporting	Netting	4	6,970
	Playing Surfaces	6	92,421
	Poles & Goals	4	4,372
Total		305	\$1,000,261

Asset Management Plan

Warrnambool City Council



Overall the components are in a very good condition with 53% of components in very good condition (by value - \$533K) and 31% of components in good condition (by value - \$315K) as illustrated in Figure 2-4. A further 10% are in moderate condition (by value - \$98K) and 6% in a poor or very poor condition (by value - \$54K).

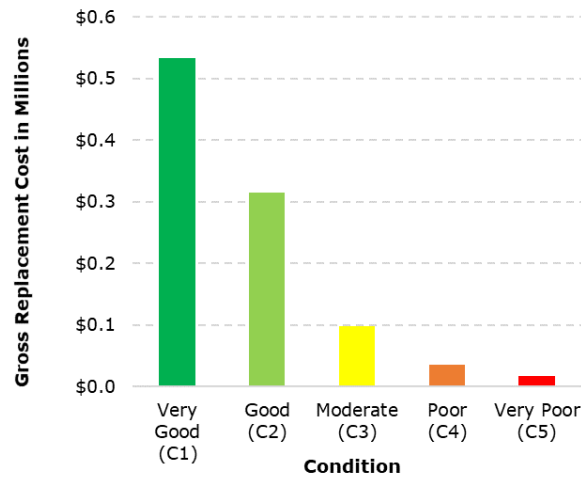


Figure 2-4 Condition Profile of Neighbourhood

The \$154K of components in poor or very poor condition largely relate to the following component groups.

- Open Space - \$36K
 - Victoria Park - \$11K
- Sporting - \$14K
 - Jubilee Park (Woodford) - \$13K

2.4.7 Regional

There are 91 unique components that describe the 679 assets associated with the Regional subcategory. The Gross Replacement Value (GRC) of the assessed components is \$2.9 million. Table 2-11 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-10 GRC By Component Group and Type – Regional			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	18	47,598
	Paving	3	14,200
	Sundries	113	154,772
	Swimming Pools	1	7,020
External Fabric	External Stairs	2	1,981

Asset Management Plan

Warrnambool City Council



Table 2-10 GRC By Component Group and Type – Regional

Component Group	Component Type	No. Components	GRC
Open Space	Access	28	675,885
	Art & Features	6	30,609
	Bins & Surrounds	27	46,843
	Electrical	15	237,771
	Exterior Fabric	2	4,160
	Fences & Walls	80	628,395
	Fountains	5	189,167
	Furniture	71	103,446
	Gates	34	23,179
	Jettys	9	463,605
	Landscaping	7	75,998
	Roads and Pavements	2	62,188
	Signs	217	114,730
	Services	Electrical	13
Sanitary Plumbing		17	4,674
Sporting	Gym	6	12,919
	Netting	1	301
	Poles & Goals	2	292
Total		679	\$2,916,670

Overall the components are in a very good condition with 62% of components in very good condition (by value - \$1.8 million) and 31% of components in good condition (\$918K) as illustrated in Figure 2-5. A further 4% are in moderate condition (by value - \$116K) and 2% in a poor or very poor condition (by value - \$60K).

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Warrnambool City Council

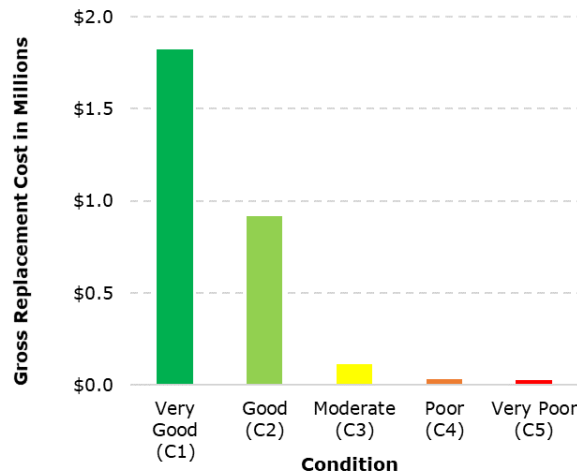


Figure 2-5 Condition Profile of Regional

The \$60K of components in poor or very poor condition largely relate to the following component groups.

- Open Space - \$57K
 - Briery Recreation Reserve - \$24K
 - Foreshore (Lady Bay – Flume) - \$19K

2.4.8 Unknown

There are 32 unique components that describe the 82 assets associated with the Unknown subcategory. The Gross Replacement Value (GRC) of the assessed components is \$813K. Table 2-12 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-11 GRC By Component Group and Type – Unknown			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	3	25,599
	Paving	4	42,500
	Sundries	15	10,024
External Fabric	External Walls	2	4,824
Open Space	Access	4	350,706
	Bins & Surrounds	2	229
	Fences & Walls	26	259,681
	Furniture	1	1,038
	Gates	3	6,228
	Jettys	4	106,086

Asset Management Plan

Warrnambool City Council



Table 2-11 GRC By Component Group and Type – Unknown			
Component Group	Component Type	No. Components	GRC
	Signs	17	5,640
Services	Sanitary Plumbing	1	354
Total		82	\$812,908

Overall the components are in a very good condition with 51% of components in very good condition (by value - \$414K) and 45% of components in good condition (by value - \$368K) as illustrated in Figure 2-6. A further 3% are in moderate condition (by value - \$27K) and less than 1% are in a poor or very poor condition (\$4K).

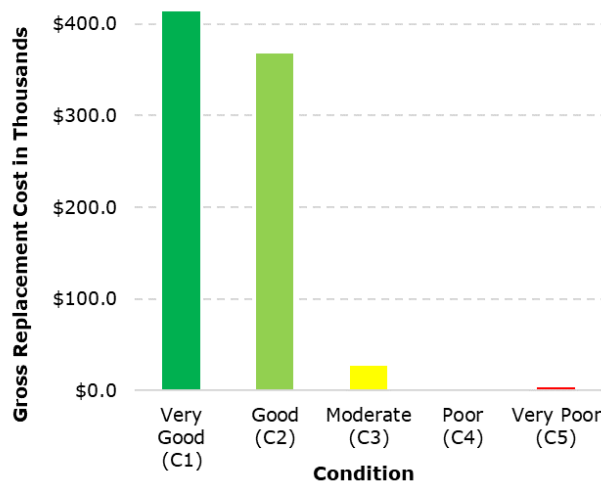


Figure 2-6 Condition Profile of Unknown

2.5 PQS Assessment Results

The functionality and performance of the sites within Council’s Open Spaces portfolio has been reviewed and measured using the Property Quality Standard (PQS) process, described in IPWEA/NAMS Practice Note #3. Adopting the PQS mechanism enables the measurement of ‘level of service’ statements and identification of backlogs. Future scoped projects would address these backlogs and as such, the PQS mechanism will provide a way to prioritise works.

Each PQS question has an ‘answer definition’ that allows the surveyor to determine the level of service, which will in turn produce a cost if the question fails the standard. This means that the Council can vary the standards so that the cost to achieve a desired standard can easily be modelled.

Applying PQS to properties and keeping the data up to date will identify quality shortfalls that will need to be addressed through asset and non-asset initiatives.

Table 2-12 lists the PQS Statements that have been created to determine the compliance, functionality and performance of Council’s Open Space assets.

Asset Management Plan

Warrnambool City Council



Table 2-12 PQS Results by Category		
PQS Category 1	PQS Category 2	Statement
Open Spaces	Quality of Reserve	Are regulatory signs legible?
		Are there enough bins?
		Are there hidden safety issues?
		Are wayfinding signs legible?
		Drinking taps are adequate?
		Is lighting adequate?
		Is shade adequate?
		Is the level of maintenance provided adequate?
		Play equipment is adequate?
		Seating is adequate?
		What percentage of the park trees appear to be healthy?

Improvement Action: It is recommended that PQS assessments are carried out across all 193 Open Space sites to identify potential functionality and performance shortfalls. It also recommended that costs are calculated to rectify any issues identified by the PQS assessments.



Asset Management Plan
Warrnambool City Council

3 Levels of Service

3.1 Overview

Understanding the desired levels of service of the Open Spaces portfolio is fundamental in order to match assets to service delivery objectives. These asset related requirements are documented in a 'Level of Service Statement' which should align with the organisation's objectives.

The factors affecting levels of service of any organisation can be broken into three broad categories.

1. **Customer requirements:** The expectations of the customer served by the organisation through the utilisation of the asset.
2. **Legislative requirements:** The mandatory provisions or standards set by local, national or international bodies that govern asset utilisation, particularly in terms of various issues affecting the general public.
3. **Strategic goals:** Broad framework-based management directives consistent with the organisation goals and values stated in policies, objectives, and the user asset management plans

The Level of Service statement is the basis for the assessment of the portfolio and the long-term financial planning of operational and capital expenditure. According to this statement, the asset plan targets expenditure to address immediate shortfalls (deferred renewals / backlog) and future requirements as planned expenditure.

The key principles are:

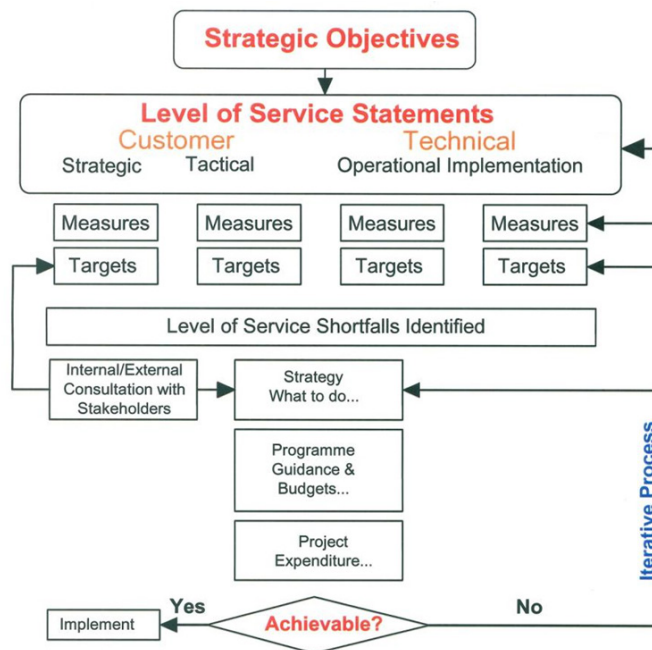


Figure 3-1 Level of Service Process Flow



Asset Management Plan

Warrnambool City Council

- Clearly defined strategic objectives
- In support of the strategic objectives, an understanding of the difference between technical and customer related objectives
- Defined targets
- Statement of how the performance will be measured against the targets
- Current performance measurement against the level of service to identify the shortfalls

3.2 Alignment with Council’s Level of Service Measures

In the ‘service-led asset planning’ context, the assets are in place to provide for the people that deliver the service. For example, to deliver health and wellbeing services to the community, a local government needs to provide Open Spaces sites. This section defines the services being provided by the organisation.

Establishing both customer and technical level of service standards is a challenging process that often takes several years to complete. Council will need to undertake customer surveys to identify the community’s expectations and use this information to establish the ‘customer’ level of service standards for the provision of community services associated with Open Spaces.

The customer level of service standard identifies the type and number of Open Spaces sites required to deliver community services and achieve strategic objectives, whereas the technical level of service standards identify the quality of the individual Open Spaces sites considering function, condition and energy efficiency as examples.

3.3 Customer Levels of Service

3.3.1 Open Spaces Levels of Service

As outlined in Council’s Open Space Strategy, the following Table 3-1 summarises the current strategic levels of service. The open space network was assessed on five principles (provision, accessibility, connectivity, diversity and protection) to determine if the network meets the open space vision. For further details of how each of the twelve planning precincts meet the same criterion, refer to the Open Space Strategy 2014.

Table 3-1 Strategic Levels of Service			
Open Space Principle	Criteria	Result	Explanation
Provision	Meets or exceeds industry standards or benchmarks for proportion of area as open space and per capita provision (overall, for recreation and for sport).	Meets or exceeds assessment criteria	Overall provision of open space in Warrnambool is very good at 32.5 hectares per thousand people. The per capita rate of 14.2 hectares per thousand people for open space with a recreation function compares well with industry benchmarks, as does active open space at 3.5 hectares per thousand people.
Accessibility	Neighbourhood or above open space within 500 metres or local open space within 300 metres of	Some gaps in meeting the assessment criteria	Accessibility to open space in general is very good in Warrnambool with over 95% of properties in residential areas being within a ‘walkable’ 500m of a

Asset Management Plan

Warrnambool City Council



Table 3-1 Strategic Levels of Service			
Open Space Principle	Criteria	Result	Explanation
	95% of properties in residential areas.		neighbourhood level or above open space, or 300m of a local open space. Access to active (sporting) open space does not quite meet the guidelines in the Victorian Planning Provisions of active open space within 1km of 95% of all residents. 80% of residential properties currently meet this criterion. This would increase to 85% with the future development of active open space in the North of Merri Structure Plan area.
Connectivity	An off-road trail within one kilometre of 95% of properties in residential areas, linked to residents by a network of footpaths; and connectivity between major open spaces and with key community destinations.	Some gaps in meeting the assessment criteria	<p>At present, 78% of residential properties in Warrnambool are within 1km of a major off road trail. This figure increases to 83% with the proposed trail network in the North of Merri structure plan area. Both fall short of the guideline of 95% in the Victorian Planning Provisions.</p> <p>Key gaps exist in connectivity between open spaces, including along the city's waterways. The residential section of Russell's Creek trail is almost complete, with only a few gaps remaining. Filling these gaps and extending the trail as growth areas in the north east develop would greatly improve open space connectivity in Warrnambool. There is also potential to increase connectivity along sections of the Merri River.</p> <p>At present most continuous trails run in a roughly east-west direction, with far fewer connections running north to south. This limits the connectivity across the city. Connectivity between major open spaces and with key community destinations is also variable.</p> <p>Whilst some sections of waterways are reserved, there are some gaps, and some that are reserved are not wide enough to provide an adequate buffer for biodiversity purposes. This will improve somewhat with anticipated riverside reservations in a number of growth areas.</p>
Diversity	Access to a range of open space hierarchies, categories and settings.	Meets or exceeds assessment criteria	The diversity of open spaces in Warrnambool is currently good, with a range of hierarchies, functions and settings. Diversity within local and neighbourhood parks could be improved, which currently offer much the same facilities even within a local area.

Asset Management Plan

Warrnambool City Council



Table 3-1 Strategic Levels of Service			
Open Space Principle	Criteria	Result	Explanation
Environmental Protection	Protection of known environmental features and proportion of open space with conservation as the primary function.	Some gaps in meeting the assessment criteria	At present 42% of open space by area has conservation as its primary function, consisting of 443 hectares of open space. Recent biodiversity mapping undertaken for Warrnambool indicates that most sites of high environmental value currently fall within the open space network and are being actively managed for their conservation value.

3.3.2 Play Space Levels of Service

Council previously used the following as a guide as outlined in the Warrnambool City Council Planning Scheme 56.05-2 Clause 13 for the location of play spaces:

Play spaces within 400 metres of 95% of all residents.

However, this has not been a reliable standard of measure as some place spaces service the entire Warrnambool City and beyond and have a greater walkable catchment of 400 metres e.g. Lake Pertobe. This statement has also resulted in the over production of play spaces at a similar level. As Council owns or manages 60 play spaces with a limited renewal budget it has become difficult to maintain all existing play spaces within a 20 year lifespan, excluding the construction of any new play spaces.

As recommended in the Draft Play Space Strategy, Council needs to adopt a level of service in regards to play spaces which should consider the following factors:

- Provision – the number, distribution and scale (hierarchy) of play spaces provided
- Development – the components and opportunities to be provided in play spaces according to the hierarchy in which they fit
- Operations – the standards to which the different levels of play spaces are maintained and operated, taking into account resource availability

Other factors that will need to be considered in determining the levels of service for play spaces includes:

- Level of usage
- Servicing and maintenance requirements by hierarchy level

Improvement Action: It is recommended that Council develops levels of service for Play Spaces based on the provision, development, operations, levels of usage and servicing and maintenance requirements by hierarchy level.

3.3.3 Future Strategic Levels of Service

The following section lists a number of factors that may influence Council's future planning decisions in regard to the management of its Open Space network.

Population Growth

Asset Management Plan

Warrnambool City Council



As the population of Warrnambool City is expected to grow over the next 16 years, from a forecast of 36,575 in 2020 to 46,210 in 2036 (Source: .id the population experts), there will be greater demand for access to the Open Spaces assets provided by Council. Figure 3-2 below illustrates the expected population growth of Warrnambool City over a 20-year period (2016-2036).

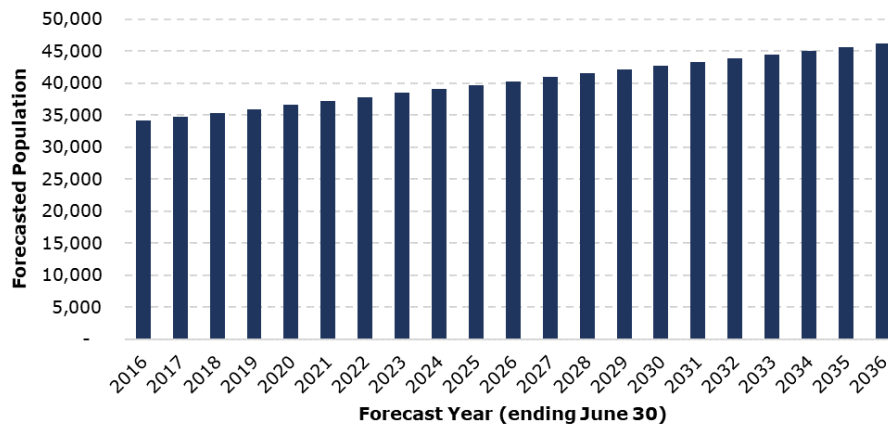


Figure 3-2 Forecasted Population for Warrnambool City (2016- 2036)

As stated in the Community Services and Infrastructure Plan (CSIP) 2012, there is expected to be an increase (34%) in the number of people across all age groups. Table 3-2 lists the expected changes in the age groups of Warrnambool City between 2016 and 2036.

Table 3-2 Warrnambool City - Total Persons ¹ between 2016 and 2036								
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
0 to 4	2,085	6.1	2,679	6.6	3,053	6.6	968	46.4%
5 to 9	2,196	6.4	2,696	6.7	3,084	6.7	888	40.4%
10 to 14	2,080	6.1	2,587	6.4	3,063	6.6	983	47.3%
15 to 19	2,286	6.7	2,579	6.4	2,993	6.5	707	30.9%
20 to 24	2,355	6.9	2,504	6.2	2,879	6.2	524	22.3%
25 to 29	2,315	6.8	2,426	6.0	2,688	5.8	373	16.1%
30 to 34	1,984	5.8	2,456	6.1	2,724	5.9	740	37.3%
35 to 39	1,939	5.7	2,522	6.3	2,825	6.1	886	45.7%
40 to 44	2,069	6.0	2,445	6.1	2,849	6.2	779	37.7%
45 to 49	2,251	6.6	2,361	5.9	2,807	6.1	556	24.7%
50 to 54	2,207	6.4	2,343	5.8	2,687	5.8	480	21.7%
55 to 59	2,182	6.4	2,382	5.9	2,571	5.6	389	17.8%
60 to 64	2,032	5.9	2,259	5.6	2,454	5.3	422	20.8%

¹ Source: .id, the population experts



Asset Management Plan

Warrnambool City Council

Table 3-2 Warrnambool City - Total Persons ¹ between 2016 and 2036								
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
65 to 69	1,893	5.5	2,147	5.3	2,384	5.2	491	25.9%
70 to 74	1,451	4.2	1,920	4.8	2,176	4.7	725	50.0%
75 to 79	1,098	3.2	1,660	4.1	1,915	4.1	817	74.4%
80 to 84	857	2.5	1,181	2.9	1,521	3.3	663	77.4%
85 and over	964	2.8	1,175	2.9	1,537	3.3	573	59.4%
Total	34,243	100	40,323	100	46,209	100	11,966	34.9

Therefore, with the expected increase in the population Council will need to provide more recreational opportunities and open spaces for all age groups. As Warrnambool is also the largest regional city in southwest Victoria, there will also be an increase in the number of visitors to Warrnambool's open spaces network.

The expected increase in the population will result in increased demand for access to Open Spaces assets and therefore Council will need to adopt a strategic level of service to ensure that its assets are well-designed, accessible, sustainable, adaptable and safe.

Housing Densities

According to the Warrnambool City-Wide Housing Strategy there is expected to be an increase in the housing density in many areas of Warrnambool. An increase in housing densities will result in greater demand for open spaces as places for residents to relax, recreate and produce food.

Participation of Informal Exercise

Local and national participation trends have suggested that there is an increase in the popularity of informal exercise and recreational activities such as walking, jogging, cycling and other fitness-related activities. Higher participation in informal exercise will cause more residents and visitors to rely on the existing open spaces.

Environmental Awareness in the Community

As the majority of the natural environment in Warrnambool has been highly modified, with less than 10% of native vegetation remaining, the open space network plays an important role in protecting the remaining vegetation. The open space network also provides sites for reintroduction of beneficial habitat and biodiversity corridors.

Community attitudes are changing with an increase in environmental awareness. Demand has increased for non-motorised transport along with access to well-connected off-road trails and increased interest in community gardens and using local food produce. Demand for these resources and activities should be monitored and new sites only supported where demand comes from the grass-roots level.

Climate change is also expected to be an issue faced by all Councils and will impact the lifestyle enjoyed by the local community as there will be new challenges such as more extreme weather patterns, more severe storm surges and coastal erosion.

Asset Management Plan

Warrnambool City Council



Community Health and Wellbeing

There are several benefits of open spaces in terms of community health and wellbeing including:

- Supporting childhood development through unstructured play
- Enhanced social connection
- Access to organised sport
- A place for informal exercise
- Improved mental and physical health
- Relief from the built environment
- Spaces to relax, reflect and unwind
- A setting for socialising and volunteerism
- Local identity and civic pride
- A place to express and experience creativity
- Opportunities to connect with the natural world
- Provision of community facilities

These benefits are maximised through providing a diverse range of open spaces and recreational opportunities close to where people live, work and recreate.

3.4 Technical Levels of Service

3.4.1 Legislative Requirements

There are several local, state and federal legislation, standards and policies that influence the planning and management of Open Spaces including:

- Building Code of Australia
- Disability Discrimination Act 1992
- Environmental Protection Act 1970
- Flora & Fauna Act
- Heritage Act 1995
- Local Government Act 1989
- Marine & Coastal Act
- Occupational Health and Safety Act 2004
- Road Management Act

3.4.2 Critical Assets in a Poorer Condition

A further generic quality standard can be applied to all Open Space sites that relates to the condition of critical components. In order to meet the quality standard an Open Space site will be required to have all critical components in a moderate condition or better. No functional or compliance targets have been included in this standard.

Table 3-3 summarises the results of applying the Quality Standard based on the definition described above. See APPENDIX B for detailed results relating to each site.

All subcategories have critical components in poor and very poor condition as shown in Table 3-3 below. A total of 43 critical components have been assessed to be in a poor or very poor condition with a replacement cost of \$632K. The most significant category in terms of critical components identified to be in a poor or very poor condition by replacement cost are Municipal at \$434K and Regional at \$52K.

Asset Management Plan

Warrnambool City Council



Table 3-3 Result of Quality Standard for Critical Components			
Subcategory	No. Critical Components	Critical Components in Poor or Very Poor Condition	
		No.	GRC
Local	63	2	10,723
Municipal	116	19	434,090
Neighbourhood	79	11	98,33
Regional	146	9	52,228
<i>Unknown</i>	25	2	36,514
Total	429	43	\$631,891

3.5 Maintenance Levels of Service

The maintenance of Open Spaces is the responsibility of the Parks, Gardens and Environment department within Council. The maintenance levels of service are broken down into five key areas: horticultural environment, road reserve responsibilities, built environment, cleaning operations and miscellaneous. The specific levels of service are included within Council's Parks, Gardens and Environment Maintenance Levels of Service October 2013 document.

Improvement Action: It is recommended that Council reviews and updates the maintenance levels of service for Parks, Gardens and Environment to reflect the current maintenance requirements as the last version was adopted in October 2013.

Asset Management Plan

Warrnambool City Council



4 Lifecycle Management

4.1 Overview

The lifecycle management strategy is to maintain the assets to a level that meets the quality standards and asset management objectives in a way that minimises risk. Council achieves this through the following traditional lifecycle management process:

- **Renewal and replacements** – informed by the lifecycle analysis reports from the SPM Assets software. The Project-Planning module would be used to apply levels of service standards at each site resulting in planned-projects. Moving from a component level analysis to a project level decision making process. This includes resulting risk ratings to prioritise the timing of future projects.
- **Upgrades** – the resulting projects that have been included within the 'Open Spaces Renewal/Replacement Board – 2020' board in the SPM Assets Program application. These projects are based on Council's policies and budgets.
- **Growth** – these are likely to be driven by the 'future demand' analysis and at this stage, and simply list any new Open Spaces sites or extensions that are identified in current Council planning documents. These projects are included in the 'Open Spaces Growth and Improvement Board – 2020 AMP' board within the SPM Assets Program application.
- **Operations** – servicing and inspections of essential services driven by the Building Code of Australia, and annual cost components such as power usage and cleaning.
- **Maintenance** – Council developed preventative maintenance regimes plus reactive maintenance budgets – both balanced with lifecycle renewals to optimise the overall cost of caring for the Open Space.
- **Disposals** – consider implementing a business rule for disposals plus current Council strategy documents that may identify future strategic disposals. The business rule could be for example – if the calculated renewal costs plus maintenance and operational costs (over 10 years) are more than 30% of the Capital Replacement Value of the Open Space asset, then consider the asset for disposal or major refurbishment.

Section 4.2.1 details the methods in which an asset's lifecycle is calculated within the SPM Assets database.

4.2 Renewal and Replacements

4.2.1 Predictive Deterioration Models Applied

The data collected through the condition survey process has been analysed using 'age', 'condition' and 'condition-age' based analysis to determine the likely remaining life of each component. The analysis considers the parameters illustrated in Figure 4-1 and is largely influenced by the base life range, the KPI score, age and the assessed condition grade. It is important that the analysis theory as detailed below is understood.

- **Condition Based:** - An asset has a base life range, i.e. it's expected to be fully renewed or totally replaced at some point within this range. The calculated base life is determined by applying the resulting KPI score to the base life range, i.e. if the asset is critical then the calculated base life is likely to be closer to the lower end of the range whereas if it is non-critical, then it will be closer to the upper end of the range.
- **Condition-Age Based:** – the remaining life generated by the condition-age algorithm is influenced by the age of the component, i.e. if an asset has been assessed to be in a very

Asset Management Plan
Warrnambool City Council



good condition and is old then the remaining life is calculated from the end of the condition grade 1 band. This significantly influences the remaining life of assets assessed to be in a very good and good condition. This algorithm has been applied to various structural and mechanical services assets.

- **Age Based:** - Determines the remaining life considering the base life range, criticality and component age. Condition or the assessed remaining life is not considered. This can be the most effective algorithm for plant and equipment style components. This has been applied to the mechanical, fire, lift and electrical components due to the challenges inherent with assessing an accurate condition grade. The likely replacement year equals the construction year plus calculated base life. For example, a component that was installed in 1998 with a 15-year calculated base life would most likely require replacement in 2013. As it is currently 2020, it would be 7 years overdue for replacement. However, if the component is non-critical, this could be acceptable, and it could be allowed to run to failure.

Of the 1,687 components for the Open Spaces sites in the SPM Assets database, the following breakdown of deterioration models has been applied:

- 1,624 components use the Condition based model
- 62 components use the Condition-Age based model
- 1 component uses the Age based model

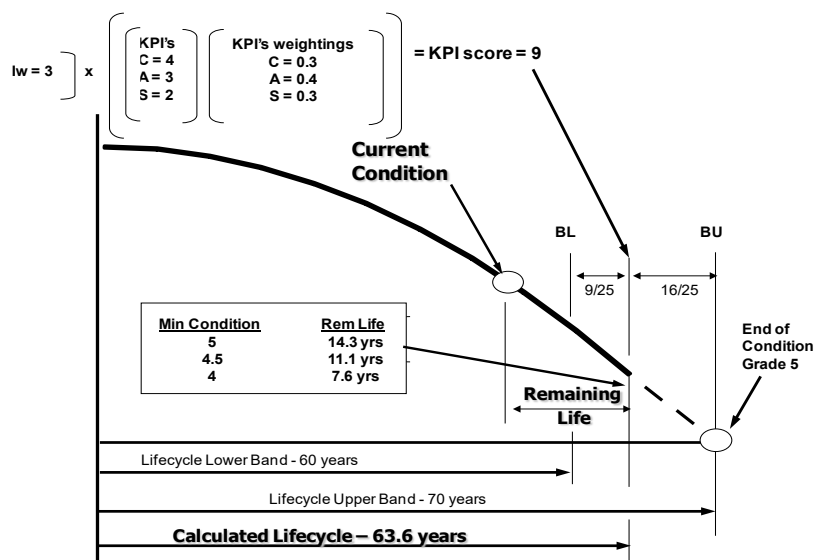


Figure 4-1 Principles of the predictive model

4.2.2 Determining Backlog Renewals

The backlog renewal position has been determined based on any component that has a calculated year of replacement that is prior to 2020. There are a large number and value of assets that are in a backlog position based on this rule, which is summarised in Table 4-1 by component group and component type. The total calculated backlog for the Open Spaces is \$532K, with the majority being associated with Exterior & Sundries (\$253K) and Open Space (\$160K) component groups. The majority of the assets with a calculated year of replacement prior to 2020 are those that were

Asset Management Plan

Warrnambool City Council



assessed as being in a poor or very poor condition, while some are in good or moderate condition but have a short overall base life. Refer to APPENDIX C for details relating to each category (local, municipal, neighbourhood, regional, unknown).

Table 4-1 Potential Backlog by Component Group and Type			
Component Group	Component Type	No. of Instances	Calculated Backlog
Exterior & Sundries	Misc.	3	3,600
	Paving	3	248,400
	Sundries	4	1,600
Interior Finishes	Floor Finishes	1	83,460
Open Space	Access	6	68,420
	Bins & Surrounds	3	500
	Electrical	5	38,472
	Fences & Walls	1	11,400
	Furniture	3	1,110
	Roads and Pavements	4	39,935
	Signs	1	550
Services	Electrical	4	34,377
	Sanitary Plumbing	1	180
Total		39	\$532,003

4.2.3 Portfolio Renewal Forecast

Figure 4-2 shows the forecast 15-year renewals expenditure required for all Open Spaces subcategories, including the possible backlog. It shows that over the next 15 years \$9.3 million is required (an annual average of \$617K) to address both the backlog (a total value of \$532K as detailed in Section 4.5.2), and annual lifecycle expenditure. The three highest peaks of expenditure occur in 2027, 2028 and 2031. Refer to APPENDIX D for a detailed breakdown of the renewal expenditure over the next 15 years by category (local, municipal, neighbourhood, regional, unknown).

Improvement Action: An additional \$350K has been added to the 15-year lifecycle forecast to accommodate the replacement of the playground equipment. As part of the Improvement Plan, it is recommended that Council completes assessments of the play spaces across the Open Space portfolio to update the asset register and determine the lifecycle renewal and replacement program of these assets.

Asset Management Plan
Warrnambool City Council

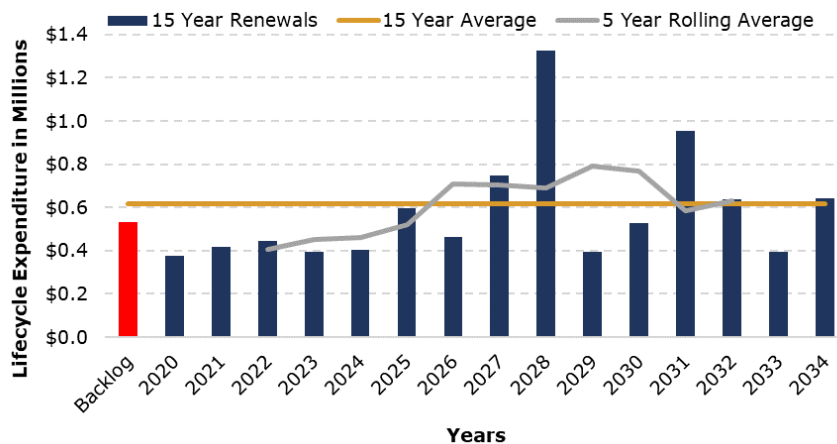


Figure 4-2 Renewal Forecasts over 15 years for All Subcategories

It is important to recognise that the lifecycle projections are the raw results from the predictive model in the SPM Assets software and will need to be further modelled to determine pragmatic projects that align with the available funding.

4.2.4 Condition Forecasting

Although the Condition Grade Index (CGI) provides a good measure at the time of survey, the condition grades will change over time as components deteriorate further and are replaced. While critical components will be proactively maintained to ensure the condition is kept within the defined standards, other components have a reactive maintenance requirement meaning that they will be repaired or replaced when they fail.

Figure 4-3 shows the forecasted condition over the next 15 years for the Open Spaces assuming that the components are replaced/renewed when required. It shows that replacing all components at their forecasted renewal date is required to maintain the CGI at the current levels. Figure 4-4 shows a 'worst-case scenario'; the forecasted condition assuming no renewals or replacements of components for the same period of 15 years.

The black line indicates the overall CGI of the assets at that point in time based on the condition, assigned base life, criticality factors and the unit rate of the individual component. The coloured sections from green to red represent the proportion of components in the five condition grades.

Asset Management Plan
Warrnambool City Council

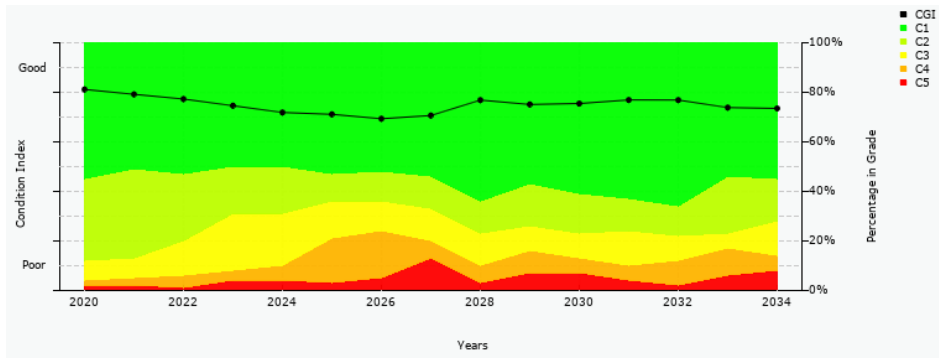


Figure 4-3 Forecasted Condition over the next 15 years assuming components are renewed

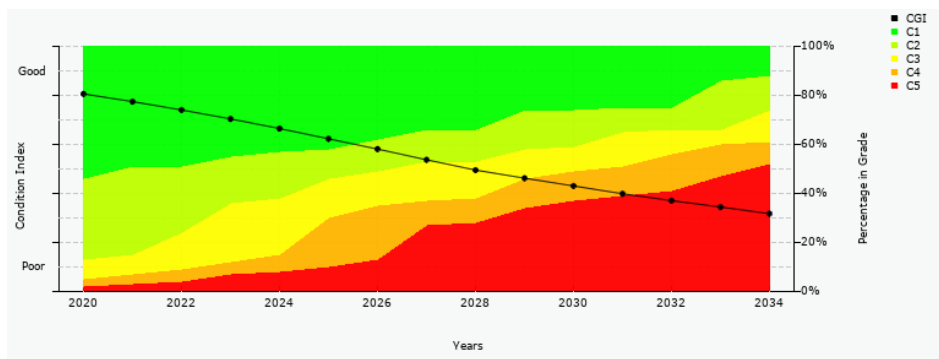


Figure 4-4 Forecasted Condition over the next 15 years assuming no renewal of components

4.3 Upgrades

As outlined in Section 4.1 upgrade projects are based on Council’s policies and budgets. Table 4-2 lists the planned renewal projects for Play Spaces over the next 10 years as outlined in the Draft Play Space Strategy 2019-2028.

Table 4-2 Renewal Projects – Play Spaces			
Year	Name of Play Space	Classification	Action
2019/20	Pappas Drive	3	Includes upgrades to meet community expectations.
	Mahogany Gardens	4	Includes upgrades to meet community expectations.
	E Johnson Reserve/Lake Pertobe	1	Includes upgrades to meet community expectations.
2020/21	Fletcher Jones Gardens	3	Includes upgrades to meet community expectations.
	Pecten Avenue Reserve	3	Includes upgrades to meet community expectations.
	Brierly Recreation Reserve	3	Includes upgrades to meet community expectations.

Asset Management Plan

Warrnambool City Council



Table 4-2 Renewal Projects – Play Spaces			
2022/23	Lake Pertobe Central	1	Includes upgrades to meet community expectations.
	Breton Street	3	Includes upgrades to meet community expectations.
2023/24	Kings Park	3	Includes upgrades to meet community expectations.
	Bradley/Archibald Street	4	Includes upgrades to meet community expectations.
	Botanic Gardens	2	Includes upgrades to meet community expectations.
2024/25	Ponting Reserve	3	Includes upgrades to meet community expectations.
	Auty Street North Reserve	4	Includes upgrades to meet community expectations.
	Nicholls Drive	3	Includes upgrades to meet community expectations.
2025/26	Jubilee Park	2	Includes upgrades to meet community expectations.
	Wendy Matthews	3	Includes upgrades to meet community expectations.
2026/27	Laurina Close/Baeckea Reserve	2	Includes upgrades to meet community expectations.
2027/28	Wendy Matthews	3	Includes upgrades to meet community expectations.
	Hickford Reserve	3	Includes upgrades to meet community expectations.
2028/29	Shirley Grove	3	Includes upgrades to meet community expectations.
	Natalie Court	3	Includes upgrades to meet community expectations.

Table 4-3 outlines the immediate (to be rectified within the next year) and high (to be rectified within the next 1-3 years) priority projects from the Lake Pertobe Masterplan 2018. These upgrades aim to strengthen the city’s reputation as a family-friendly destination for both residents and visitors by improving connections between Lake Pertobe, the CBD and foreshore area, improving access within the reserve, adding to the play opportunities for all ages and abilities, encouraging more people to explore the whole reserve and enjoy the lakeside environment.

Table 4-3 Upgrade Projects – Lake Pertobe			
Priority	Year	Theme	Description
Immediate	2020	Infrastructure	Investigate feasible options for replacement of the swing bridge feature in Play Area 3.
			Creative and innovative design will be included in all new projects (e.g. wayfinding and signage, shelters,

Asset Management Plan

Warrnambool City Council



Table 4-3 Upgrade Projects – Lake Pertobe			
			functional art, picnic decks, play features etc.).
		Connectivity and Wayfinding	Install wayfinding maps of the reserve in selected high traffic locations to facilitate easy navigation of the reserve and raise awareness of the variety of experiences and activities on offer.
		Play Infrastructure	Design and construct an exciting, unique, inclusive, challenging and innovative play space in Play Area 2 for 0 to 12 years.
		Arts and Culture	As 'Pertobe' is derived from the word 'pirtupp' meaning small sandpiper in Aboriginal language, include the bird as a theme where appropriate, to acknowledge local aboriginal culture and identity within the reserve.
High	2021 - 2023	Infrastructure	Prepare an infrastructure style guide to create a consistent and appropriate character. The guide should include seats, waste receptacles (rubbish/recycle), drinking fountains/water bottle refilling stations, bike racks, lighting and picnic tables.
			Install additional seating and picnic tables which meet the needs of all users (including some seats with arm rests, back rests and wheelchair accessible tables).
			Develop an App to increase engagement and enjoyment.
		Connectivity and Wayfinding	Develop and implement a wayfinding strategy for areas within and adjacent to Lake Pertobe.
			Name all walking paths/loops, play areas and barbecue shelters to improve navigation and wayfinding.
			Construct new shared path across the southern side of Lake Pertobe Reserve to link all pedestrian crossing points on Pertobe Road as well as create raised crossing points.
		Connectivity and Wayfinding	Construct a new (shared) path to create pedestrian and cycle-friendly connections across the southern boundary of the reserve linking with path on the northern side of Pertobe Road.
			Include information about accessible destination points and infrastructure (paths, play, social, toilets etc.) in the wayfinding information.
		Accessibility	Include information about accessible destination points and infrastructure (paths, play, social, toilets etc.) in the wayfinding information.

Asset Management Plan

Warrnambool City Council



Table 4-3 Upgrade Projects – Lake Pertobe			
		Play Infrastructure	Design and develop a diverse range of exciting, unique, challenging and innovative play for all ages by designating specific user groups for each play area: Play Area 1 - Youth/Adventure - Ages 12 years plus Play Area 3 - Slides etc. - All ages/Mixed Area
			Provide additional challenging adventure play opportunities in Play Area 1.
			Include additional inclusive play elements and improve accessibility in all Play Areas by removing barriers such as raised timber edges and sand soft fall and replacing with accessible pathways and surfaces, as appropriate.
		Arts and Culture	Include and share stories about Lake Pertobe's heritage, indigenous culture, stormwater/drainage functions and environmental values through improvements, wayfinding, precinct names and other on-site information.
		Recreation and Social Use	Install clear signage at entry points and along pathways, and communicate via other channels available, to indicate where dogs are permitted and not permitted at Lake Pertobe.
			Investigate the formation of a Friends of Lake Pertobe group to increase community involvement in the implementation of the Masterplan.

Table 4-4 outlines the high (to be rectified within the next year) and medium priority (within the next 1-3 years) upgrade projects for the Botanic Gardens as outlined in the Warrnambool Botanic Gardens Master Plan 2017 which aims to guide the development, management and operation and use of the gardens for the next 15 years.

Table 4-4 Upgrade Projects – Botanic Gardens			
Priority	Year	Theme	Description
High	2020	Connectivity and Wayfinding	Construct an elevated walkway to the north side of the Fernery to avoid the Moreton Bay Fig tree's root buttress.
			Construct a concrete footpath on the northern perimeter (along Botanic Road).
			Install boardwalks or flexible surfacing to create accessible and safe paths where tree roots are affecting internal pathways.
			Design and construct an arbour and new garden beds to Entrance no. 5 (Botanic Road) to improve its sense of arrival

Asset Management Plan

Warrnambool City Council



Table 4-4 Upgrade Projects – Botanic Gardens					
		Accessibility	Remove the narrow asphalt path between the sundial and parterre.		
			Increase the width of the paths to the southeast side of the lake and the northwest of the existing toilets.		
			Construct a DDA compliant surface to the existing drinking fountain near Entrance no. 7.		
			Construct a path between Entrance no. 6 stile opening at the school crossing to link the gardens loop path and the new public toilets.		
			Provide an accessible drinking fountain/bottle refill tap near entrance no. 5.		
		Heritage and Art	Install additional interpretive signage describing Guilfoyle’s design philosophy, plant names and horticultural features.		
		Gardens and Landscaping	Link Swan Reserve and the Botanic Gardens through the provision of signage at both the gardens and Swan Reserve,		
			Add additional planting of low shrubs within the garden beds particularly under groups of existing trees.		
		Medium	2021 - 2023	Infrastructure	Install seating under selected trees, avoiding palms and pine trees.
					Install picnic platforms.
Connectivity and Wayfinding	Design and install wayfinding signage to Russell’s Creek Walking Trail and to Swan Reserve.				
	Design and install information at entrances no. 1, 5, 6 and 8 to provide a site map and indicate walking distances/times to other destinations near the gardens.				
Accessibility	Install tactile bands on the footpath at the corner of Botanic Road and Queens Road.				
Heritage and Art	Implement a program to design and install sculptures/artworks throughout the gardens.				
	Retain some sections of the limestone edging to the asphalt pathways as a heritage feature.				
Play	Retain and refurbish the giraffe swing.				
	Design and develop sensory and nature play areas.				

Improvement Action: It is recommended that Council reviews the list of upgrade projects and obtains quotes to complete the projects and works listed above.

Asset Management Plan

Warrnambool City Council



Table 4-5 lists the upgrade projects as part of the Great South Coast Regional AFL, Cricket and Netball Strategy 2019 which are expected to be completed in 2020. The total expenditure required in 2020 is \$3.5 million.

Table 4-5 Upgrade Projects – AFL, Cricket and Netball		
Reserve	Project Description	Expenditure
Allansford Recreation Reserve	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
	Synthetic wicket upgrade to oval playing surface	10,000
	Cricket training net replacement	23,000
Bushfield Recreation Reserve	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
	Synthetic wicket upgrade to oval playing surface	10,000
	Cricket training net replacement	23,000
	Netball court lighting upgrade	50,000
Davidson Oval	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
	Cricket training net replacement	23,000
Dennington Recreation Reserve	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
	Synthetic wicket upgrade to oval playing surface	10,000
	Cricket training net replacement	23,000
	Netball court lighting upgrade	50,000
	Netball court upgrade	100,000
	Netball court lighting upgrade	100,000
Mack Oval	Cricket training net replacement	23,000
Merrivale Recreation Reserve	Cricket training net replacement	23,000
	Netball court lighting upgrade	50,000
Reid Oval	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
	Cricket training net replacement	23,000
	Netball court upgrade	100,000
	Netball court lighting upgrade	50,000
Walter Oval	Sport field lighting upgrade	100,000
	Cricket training net replacement	23,000
	Netball court lighting upgrade	50,000
Brierly Reserve	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
	Synthetic wicket upgrade to oval playing surface	10,000

Asset Management Plan

Warrnambool City Council



Table 4-5 Upgrade Projects – AFL, Cricket and Netball		
	Cricket training net replacement	23,000
Harris Street Reserve	Playing surface improvements	50,000
Jetty Flat Reserve	Playing surface improvements	50,000
Jones Oval	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
Warrnambool Stadium (Outdoors)	Netball court upgrade	1,000,000
	Netball court lighting upgrade	500,000
Total		\$3,547,000

4.4 Growth

As outlined in Section 3.4.1, there is expected to be an increase in the future demand for Open Spaces. In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in March 2020 and from Council planning documents. These projects are solely for new assets to be included within the Open Spaces or extensions that have been identified as 'wish list' items as part of Council's strategic planning. Table 4-6 lists the growth projects for play spaces as outlined in the Draft Play Space Strategy.

Table 4-6 Growth Projects – Play Spaces			
Year	Name of Play Space	Classification	Action
2019/20	Victoria Park Central/Hopkins	2	New play space (in line with RTOS of Victoria Park East & West)

Asset Management Plan

Warrnambool City Council



4.5 Operations Plan

The operational expenditure budget allows for costs associated with the use of the Open Spaces such as salaries and wages, cleaning, security, property management, insurance, council rates, water usage and power usage. Council's existing operations budget for Parks and Gardens has been provided and included in Table 4-7 below. The total annual operational budget is \$291K.

Activity	Adopted Budget
1013 - Operations	55,800
1014 - Plant Operating Costs	74,416
1070 - Management	161,254
Total	\$291,471

4.6 Maintenance Plan

The current maintenance policy is mainly reactive alongside the routine maintenance of selected services. Council's existing maintenance budget for Parks and Gardens has been provided and included in Table 4-8 below. The total annual maintenance budget is \$3.1 million.

Activity	Adopted Budget
1023 - Maintenance General	44,455
1101 - Highway Medians Watering	23,771
1105 - Vandalism Expenditure	30,970
1153 - Off Street Car Park Maintenance	9,308
1154 - Power Line Vegetation Clearance	111,616
1155 - Weed Treatment	166,532
1162 - Playgrounds - Inspections	40,571
1163 - Playgrounds - Maintenance & Materials	201,992
1164 - Sport Facility Infrastructure Maintenance	48,000
1167 - Storm Damage Response	28,616
1221 - Litter Collection	174,020
1283 - Minor Improvements	81,647
1347 - Fire Hazard Eradication	23,462
1715 - Planting of Annuals & Shrubs	44,602
1716 - Care of Shrubs	85,855
1717 - Garden Maintenance	217,571
1718 - Grass Mowing Parks & Open Space	1,010,781
1719 - Grass Watering	67,673

Asset Management Plan

Warrnambool City Council



Table 4-8 Council's Maintenance Budget	
Activity	Adopted Budget
1722 - Care of Grass & Turf	130,590
1723 - Wetland and Water Features	26,262
1724 - Edging Kerb & Footpaths	129,838
1725 - Mowing in Road Reserves	113,083
2090 - City Centre Renewal Stage 1	130,583
Irrigation - Reserves	117,430
Total	\$3,059,228

4.7 Disposals

As outlined in the Draft Play Space Strategy 2019-2028, play spaces may be retired and converted back to open spaces based on the following assessment criteria:

- Unsuitability of the existing site – possibly due to a safety issue such as a railway line, very busy road or a court with limited access to surrounding residences
- An over-supply of play spaces in that area – possibly due to a high number of local play spaces already in existence or due to the development of a much larger play space in the area that includes the local population within its catchment
- Insufficient funding to replace the equipment – as is sometimes the case on public land when committees of management or sports clubs cannot afford to upgrade facilities
- Lack of usage – possibly due to a decline in the population in that area or a change in the demographics of that community

In such situations, it is imperative that:

- An assessment is undertaken to determine whether or not there are any actions that could improve usage of the site
- The community be notified prior to any works occurring and involved in decisions regarding the future use of the site if appropriate
- Wherever possible the site should remain as public open space, even if play space equipment is removed
- If the site is sold, the funds from the sale are used to improve an existing play space in that general precinct or develop a new play space in that precinct
- Any salvageable play equipment (i.e. in good condition and not past the end of its lifespan) is relocated to another play space within the play precinct if possible

Table 4-9 lists the play spaces that are expected to be disposed over the next 10 years.

Table 4-9 List of Open Spaces Disposal		
Year	Name of Play Space	Action
2019/20	Victoria Park East	Conversion to open space (in line with new play space at Victoria Park Central/Hopkins)
	Victoria Park West	Conversion to open space (in line with new play space at Victoria Park Central/Hopkins)

Asset Management Plan

Warrnambool City Council



Table 4-9 List of Open Spaces Disposal		
Year	Name of Play Space	Action
2020/21	WP O'Sullivan Reserve	Conversion to open space (in line with renewal at Pappas Drive)
2023/24	Davidson Oval Reserve	Conversion to open space
	Iona Avenue	Conversion to open space (in line with upgrade at Botanic Gardens)
2025/26	Wesak Alice	Conversion to open space
	Hayley Drive	Conversion to open space
	Crawley Street (West)	Conversion to open space (in line with renewal at Nicholls Drive)
	Koroit Street	Conversion to open space
	Donald Court	Conversion to open space
2026/27	Wooles Avenue	Conversion to open space (in line with renewal at Laurina Close/Baeckea)
	Thompson Street	Return to open space (in line with renewal at Auty Street North)
2027/28	Central Tourist Area/Foreshore Reserve	Conversion to open space
	Moonah Street	Conversion to open space (in line with renewal at Wendy Matthews)
2028/29	Heritage Court	Conversion to open space
	Membrey Way	Conversion to open space
	Grieve Street East	Conversion to open space

Asset Management Plan

Warrnambool City Council



5 Risk Management

5.1 Principles

The Standard AS/NZS ISO 31000: 2009 has been referred to in establishing a Risk Matrix to determine the risk associated with the Open Spaces portfolio. Risks can include financial, environmental, social, operational and health and safety considerations. Typical risks relevant to Council Open Spaces sites are:

- Asset Management
- Environmental Hazards
- Financial, Funding Fraud
- Customer Services
- Contracting Performance
- Environmental Hazards
- Governance
- Human Resources
- Information Management
- Legislative Compliance
- Planning, Strategy, Growth
- Project / Programme Management
- Public Health & Safety

The following options are available for mitigating risks to reduce the cause, probability or impact of failure:

1. Do nothing - Accept the risk
2. Management Strategies - Implement enhanced strategies for demand management, contingency planning, quality processes, staff training, data analysis and reporting, reduce the desired level of service, etc.
3. Operational Strategies - Actions to reduce peak demand or stresses on the asset, operator training, documentation of operational procedures, etc.
4. Maintenance Strategies - Modify the maintenance regime to make the asset more reliable or to extend its life
5. Asset Renewal Strategies - Rehabilitation or replace assets to maintain service levels
6. Development Strategies - Investment to create a new asset or augment an existing asset
7. Asset Disposal / Rationalisation - Divestment of assets surplus to needs due to a service being determined as a non-core activity or assets can be reconfigured to better meet needs

5.2 Predictive Deterioration Model

The lifecycle replacement model is inherently risk based and therefore can be used as the risk analysis platform. The following factors are considered at a component level:

- Asset naming convention – related to the failure event
- Criticality criteria and the Importance rating of a site (Functional Weighting) – the consequence of failure
- Base life range – the statistical model that provides a 90% likelihood that the asset will need to be renewed or replaced within the range
- The predictive model – the likelihood of failure
- The unit replacement rate – the cost to mitigate the risk and best aggregated into a project or a procurement

These parameters are used in the following way:

1. To reduce the risk of failures to service delivery

Asset Management Plan

Warrnambool City Council



2. Influences the predicted time of replacement or renewal
3. Smooths the longer-term projections, i.e. with limited budgets, the result will ensure assets that have higher criticality will be considered first
4. Prioritisation of projects, i.e. the aggregation of criticality factors combined with the Importance rating will ensure the more important projects are implemented first

5.3 Council's Risk Management Framework

Council's Risk Management Framework is outlined within the Risk Management Policy 2015. Council's policy is to identify and manage risk in accordance with approved standards and continually improving practices.

Council commits to the following risk management objectives/statements:

- We will apply a coordinated and integrated approach to risk management across Council. Consistent with the principles of AS/NZS ISO Standards
- Council through its Audit and Risk committee shall ensure the establishment, implementation and ongoing review of the Councils risk management framework, internal compliance and control systems
- Risk management will be an integral part of planning and decision-making processes
- We will adopt risk management strategies which promote confidence in the achievement of optimal business & community outcomes
- We will establish a culture of risk consciousness within our organisation and promote risk awareness with our stakeholders
- Communication within the stakeholder community in relation to the identification and management of risk is encouraged
- We will develop and continually improve risk management practices based on established standards and industry practice
- We will apply a coordinated and integrated approach to risk management
- There is accountability assigned to all those with risk management responsibilities
- Council staff will be provided with the necessary training to allow them to undertake their risk management duties

5.4 Current Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. An explanation of how the risk ratings have been calculated can be found in APPENDIX E. Table 5-1 shows the proportion of the Open Spaces components by their GRC and risk score in a risk matrix. The likelihood is shown in the columns of the table with consequence being shown in the rows. The risk matrix, developed by SPM Assets, uses the raw outputs of the SPM Assets database at a component level. It shows that approximately \$248K of components are at extreme risk and \$371K are at high risk.

Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -



Asset Management Plan

Warrnambool City Council

Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Major (4)	Medium (4) \$1,294,375	Medium (8) \$2172,192	High (12) \$26,584	High (16) \$108,720	Extreme (20) \$248,400
Moderate (3)	Low (3) \$4,225,740	Medium (6) \$1,085,112	Medium (9) \$462,457	High (12) \$236,015	High (15) -
Minor (2)	Low (2) \$407,877	Medium (4) \$62,711	Medium (6) \$84,187	Medium (8) \$9,729	High (10) -
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Improvement Action: As part of the Improvement Plan, the components that have been identified as extreme risk may need to be further verified by Council prior to any planning of works as well as a review of the component criticalities.

5.5 Project Prioritisation Based on Risk

The list of priority projects will be considered annually to ensure that decisions are made based on evidence from the AMP rather than judgement.

Asset Management Plan

Warrnambool City Council



6 Financial Summary

6.1 Overview

Where Section 4: Lifecycle Management identified the range of possible expenditure that needs consideration to achieve the Quality Standards and performance shortfall, the Financial Summary section provides the recommended total expenditure budgets for the next 15 years, including both capital expenditure (capex) and operational expenditure (opex).

6.2 Assumptions

As outlined in Section 4.5 and 4.6 the adopted budget for operational and maintenance expenditure is \$291K and \$3.1 million respectively. These expenditure amounts will be used as the estimated annual operational and maintenance expenditure over the next 15 years (2020 – 2034).

Table 6-1 list the estimated annual budgets by category for the next 15 years. The playground budget in 2020 has been extracted from the Warrnambool City Council Budget 2019 – 2020 while the new, renewal and upgrade budgets for 2020 – 2023 have been taken from the Council Plan 2017 – 2021 (Revised 2019). The budget for new, renewal and upgrade for all remaining years (2024 – 2034) has been calculated as an average of the previous four years.

Table 6-1 Budget Estimates					
Budget Category	Expenditure (\$'000)				
	2020	2021	2022	2023	2024 - 2034
Playground	1,931	-	-	-	-
New	-	40	500	2,600	785
Renewal	3,332	415	426	436	1,152
Upgrade	192	192	192	292	217
Total	\$5,455	\$647	\$1,117	\$3,328	\$2,154

Improvement Action: The stated assumptions have been included within the following sections 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.

6.3 Estimated Forecast

Table 6-2 and Figure 6-1 summarise the total 15 year expenditure for the Open Spaces portfolio considering the renewal expenditure based on lifecycle, planned upgrade projects and the estimated operational and maintenance costs. The upgrade projects only include the AFL, Cricket and Netball projects as all other upgrade projects have not been scoped. A total of \$63.1 million is estimated to be required over the next 15 years, of which \$12.8 million is related to capital expenditure and \$50.3 million to operational expenditure.

Asset Management Plan

Warrnambool City Council



Table 6-2 Financial Forecast for the Assessed Open Spaces

Expenditure by Category	Expenditure (\$'000)															
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Capital Expenditure (Capex)																
Lifecycle Expenditure	376	416	447	393	403	597	464	746	1,323	394	29	956	637	397	640	8,718
Calculated Backlog	532	-	-	-	-	-	-	-	-	-	-	-	-	-	-	532
Upgrade Projects	3,547	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,547
Sub-Total Capex	4,105	416	447	393	403	597	464	746	1,323	394	29	956	637	397	640	12,797
Operational Expenditure (Opex)																
Estimated Operations	291	291	291	291	291	291	291	291	291	291	291	291	291	291	291	4,372
Estimated Maintenance	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	45,888
Sub-Total Opex	3,351	3,351	3,351	3,351	3,351	3,351	3,351	3,351	3,351	3,351	3,351	3,351	3,351	3,351	3,351	50,260
Total Expenditure	7,806	3,767	3,798	3,744	3,754	3,948	3,815	4,097	4,674	3,745	3,879	4,307	3,988	3,747	3,991	63,058



Asset Management Plan

Warrnambool City Council

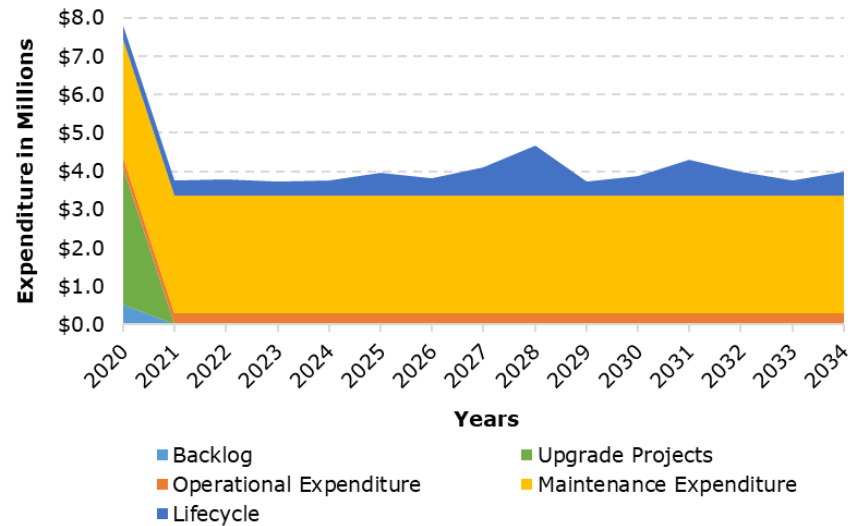


Figure 6-1 Estimated 15 Year Financial Forecast for all Open Spaces Sites

6.4 Funding Required for Maintaining Current Assets

Table 6-3 shows the results of applying the current budgets to maintain and operate the current Open Spaces while only considering addressing the condition-based shortfalls and the planned upgrade projects. As seen within Table 6-3 and Figure 6-2, over the next 15-year period (between 2020 and 2034) an estimated \$63.1 million is required (\$4.2 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 15 years is \$34.2 million if Council addresses all condition-based shortfalls and completes the upgrade projects an additional \$28.8 million will be required.

Asset Management Plan

Warrnambool City Council



Table 6-3 Current Financial Summary

Category	Expenditure Year (\$'000)															
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Expenditure																
Lifecycle Expenditure	376	416	447	393	403	597	464	746	1,323	394	29	956	637	397	640	8,718
Backlog	532	-	-	-	-	-	-	-	-	-	-	-	-	-	-	532
Upgrade Projects	3,547	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,547
Operational Expenditure	291	291	291	291	291	291	291	291	291	291	291	291	291	291	291	4,372
Maintenance Expenditure	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	45,888
Total Expenditure	7,806	3,767	3,798	3,744	3,754	3,948	3,815	4,097	4,674	3,745	3,879	4,307	3,988	3,747	3,991	63,058
Budget																
Playground	1,931	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,931
New	-	40	500	2,600	785	785	785	785	785	785	785	785	785	785	785	11,775
Renewal	3,332	415	426	436	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	17,284
Upgrade	192	192	192	292	217	217	217	217	217	217	217	217	217	217	217	3,255
Total Budget	5,455	647	1,117	3,328	2,154	2,154	2,154	2,154	2,154	2,154	2,154	2,154	2,154	2,154	2,154	34,245
Annual Surplus/Deficit	-	-	-	- 416	-	-	-	-	-	-	-	-	-	-	-	-
	2,351	3,120	2,680		1,599	1,794	1,661	1,943	2,519	1,591	1,725	2,152	1,834	1,593	1,836	28,813



Asset Management Plan

Warrnambool City Council

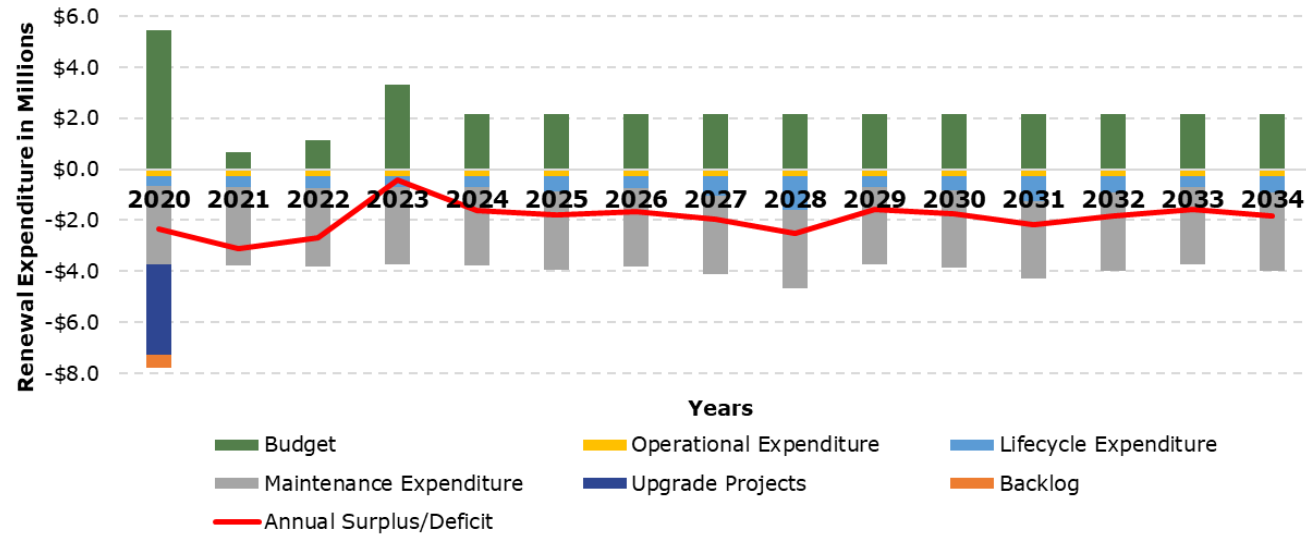


Figure 6-2 Current Financial Summary

Asset Management Plan
Warrnambool City Council



7 Asset Management Practices

7.1 Overview

This section summarises the Asset Management Processes, Systems, Data and People. Figure 7-1, a “Hierarchy of Care” of Asset Management practices, should be considered when developing them:

- **Operating** – Energy and Water Use, Waste Disposal, Insurance and Rates
- **Maintaining Safety** – Compliance, Maintenance and Servicing Schedules
- **Maintaining a Healthy Environment** – Cleaning, Security, Pest Control and Waste Removal
- **Expectations** – Reactive Maintenance
- **Extending the Life** – Planning the Preventative Maintenance
- **Sustainability** – Renewals, Refurbishments and Replacements
- **Adapting to its Environment** – Planning for the Extensions, Upgrades and Reconfigurations



Figure 7-1 Asset Management Hierarchy of Care

7.2 Processes

Warrnambool City Council establishes the roles and responsibilities for all corporate assets (including Open Spaces assets) as Asset Owner, Asset Maintainer and Service Manager, with the respective responsibilities listed in Table 7-1 below.

Consistent with this model the Parks, Gardens and Environment department is both Asset Owner and Maintainer for all assets owned and/or managed by Council, with Service Manager’s responsibility distributed throughout the organisation based on the Open Spaces category.

Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	Service Manager	Maintainer	Asset Owner
Plan for the acquisition, creation, modification and disposal of Assets	Support	Support	Lead role
Establish the Level of Service delivery	Lead role	Support	Support
Determine asset utilisation	Lead role	Support	Support
Record/supply the data pertaining to asset use	Lead role	-	-
Maintain the asset to the agreed standard	Support	Lead role	Support

Asset Management Plan

Warrnambool City Council



Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	Service Manager	Maintainer	Asset Owner
Advise of any issues relating to the performance of the asset and any opportunities to improve the efficiency of the asset	Lead role	Support	Support
Record/supply the data pertaining to asset maintenance	Support	Lead role	Support
Develop and implement the Asset Management Plan	Lead role	Support	Support
Establish the Level of Service for the asset	Lead role	Support	Support
Record/supply the data for Inventory, valuation & condition	Support	Support	Lead role
Responsible for monitoring and reporting on their specific assets	Support	Support	Lead role
Establish the level of maintenance required to keep the asset at an acceptable standard and availability	Support	Lead role	Support

7.3 Systems

Council uses the following system for long term capital planning and operational management purposes.

- SPM Assets software for condition assessment and lifecycle modelling

The SPM Assets software application has been used to undertake condition assessments of the Open Spaces portfolio, analyse the resulting data and to produce various reports. The resulting data remains the property of Council.

7.4 Data

Asset Management practices associated with the collection, maintenance and use of data will be documented as part of an improvement activity. Council should aim to update 20% of the asset register each year as documented in Section 1.4.2.

Asset Management Plan

Warrnambool City Council



8 Improvement Plan

This AMP is, put simply, a snapshot of asset planning practices and capabilities and a status of current assets at a point in time. An improvement plan is a mechanism used to enhance and develop planning capabilities and processes between editions of AMPs. Often covering a 12-month period between annual AMP updates an effective improvement plan is prioritised with responsibilities for each task specified.

This Improvement Plan primarily addresses issues identified during the development of this AMP.

8.1 Improvement Programme

The improvement tasks detailed in Table 9-1 have been developed throughout the process of documenting this initial AMP. This Improvement Plan and overall AMP document is to be treated as a live document - continuously amended and updated when improvements in asset management planning practices and capabilities are developed. Fundamentally, this Improvement Plan should be reviewed on a quarterly basis and revised annually. All high priority tasks should be completed in the short term if not immediately.

Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
Data				
2.1	Determine the subcategory for the 11 sites currently included under 'Unknown'.	High	Coordinator City Strategy	Short term
2.1 4.2.3	Complete condition assessments of all play space sites to identify the playground equipment and current condition.	High	Coordinator Strategic Asset Management	Ongoing
2.2.2	Determine which components to include within future iterations of this AMP. Currently the following components have been excluded: <ul style="list-style-type: none"> ➤ Breakwater/seawalls ➤ Tree surrounds 	Medium	Coordinator Strategic Asset Management	Ongoing
2.3.1	Complete valuations for each Open Space site or include valuation information in the next iteration of this AMP.	Medium	Coordinator Strategic Asset Management	Short term
2.3.2 7.4	Complete condition assessments of all Open Spaces sites to identify the current condition. Sites could be prioritised based on importance or value to the community.	High	Coordinator Strategic Asset Management	Ongoing
2.5	Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance. Complete PQS assessments for all Open Space sites.	Medium	Coordinator Strategic Asset Management (Service Managers?)	Medium term

Asset Management Plan

Warrnambool City Council



Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
4.2.1	Review and update the current component references and components. In particular: <ul style="list-style-type: none"> ➤ Review criticalities of component references – appearance, consequence and safety 	High	Coordinator Strategic Asset Management	Immediate
4.3 4.4	Obtain quotes to complete the list of upgrade and growth projects to ensure accurate financial projections.	High	Manager Projects	Medium term
5.4	Review the list of components that have been identified as 'extreme risk'	High	Coordinator Municipal Operations	Short term
7.4	Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended: <ul style="list-style-type: none"> ➤ Update data form with completed works ➤ Regular staff inspections 	High	Coordinator Municipal Operations	Ongoing
7.4	Continuously update data to provide confidence in long-term planning: <ul style="list-style-type: none"> ➤ Three-year rolling condition surveys – targeting high importance areas 	High	Coordinator Strategic Asset Management	Ongoing
People				
7.2	Identify who is responsible for managing and maintaining the Asset Management Plan	Medium	Manager Facilities & Projects	Short term
7.2	Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers	Medium	Manager Infrastructure Services	Short term
Processes				
3.3.2	Develop levels of service for Play Spaces based on the provision, development, operations, levels of usage and servicing and maintenance requirements by hierarchy level.	High	Coordinator Strategic Asset Management	Medium term
3.5	Review and update the maintenance levels of service for Parks, Gardens and Environment	High	Coordinator Municipal Operations	Short term
4.6	Review maintenance planning activities and schedules	Medium	Coordinator Building Services & Strategy	Medium term
5.4	Review the list of components that have been identified as extreme risk in Section 5.4	High	Coordinator Municipal Operations	Short term

Asset Management Plan

Warrnambool City Council



Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
6.2	Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.		Coordinator Municipal Operations	Short term
1.4.2	<p>Implement the 80/80/20 asset management objective over the next three (3) years:</p> <ul style="list-style-type: none"> ➤ 80% of work done is planned – moving from a reactive to proactive approach by planning and thinking long term. This recognises that some works may be ad-hoc or reactive. ➤ 80% of the works program is driven from the planning process – projects should be based on Council's annual business plan and other planning documents. Projects should be included in the Open Spaces Growth and Improvement board in Programs ➤ 20% of the asset register is updated, maintained, improved and changed every year – train Council staff on how to update data in the SPM Assets database. SPM Assets will also provide Council with a half yearly report which summarises the number of properties surveyed, number of new components and number of updated components 	High	Coordinator Strategic Asset Management	Ongoing
Systems				
7.3	Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions	Low	Coordinator Strategic Asset Management	Long term

Asset Management Plan

Warrnambool City Council



Report Prepared by _____

Minae Williams
SPM Assets

Report Reviewed by _____

Steve Lyons
SPM Assets

Version	Date	Details	Authorised	
			Name	Position
Draft 1.0	29 May 2020	Version 1.0	Minae Williams	Asset Management Specialist
Draft 1.1	4 June 2020	Version 1.1		
Draft 1.2	9 June 2020	Version 1.2		
Draft 1.3	10 June 2020	Version 1.3		
Final 1.4	23 June 2020	Version 1.4		

Asset Management Plan

Warrnambool City Council

Appendices

APPENDIX A Glossary

Active Open Space	Land set aside for the specific purpose of formal outdoor sports by the community.
Asset Management Plan	An AMP is a report that summarises the end outcomes of the asset planning process. It documents the current and projected asset status and considers options to achieve strategic objectives through using asset solutions.
Asset Register	A record of asset information including some or all of; inventory, historical, service, financial, condition, construction, technical and financial information about each asset.
Base Life	The physical life of a building component expected considering its local environment. The life is measured from time of installation to time of its anticipated replacement, renewal or disposal.
Capital Expenditure (Capex)	Expenditure used to create new assets (through addition or renewal) or to increase the capacity of existing assets beyond their original design capacity or potential. Capex increases the value of asset stock.
Component	The specific asset at the lowest level of detail, i.e. solid door, aluminium window, etc.
Component Group	High level categorisation of a component, i.e. roof, floor coverings, etc.
Component Type	Mid-level categorisation of components that fit under Component Group, i.e. roof drainage, lights, extinguishers, etc.
Component Criticality	This is the measure of the relative importance of a component by identifying which components are more critical to the site/asset. Criticality factors include likelihood of failure, risk to service delivery, appearance, health and safety impacts.
Condition	The state of an asset or component at a particular time.
Condition Assessment	Periodic inspection, measurement and interpretation of the resultant data of a specific component so as to determine the need for some preventative or remedial action. Condition is graded from condition grades of 1 (excellent) to 6 (end of life).
Condition Grade Index (CGI)	An overall condition rating of an asset that take into account each individual components assessed condition against its identified Gross Replacement Cost (GRC). A CGI figure that is close to 1.0 represents an asset to be in a very good condition overall whilst a CGI of 2.3 means that some of the components have been assessed to be in a poor to very poor condition.
Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive

Asset Management Plan

Warrnambool City Council

	inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
Capital Replacement Value (CRV)	The cost to replace the structure, which is a combination of the Gross Replacement Cost and the Residual Structural Value. Cost is expressed in today's (2020) dollar value.
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset less an allowance for wear or consumption having regard for the economic life of the existing asset. Cost is expressed in today's (2020) dollar value.
Economic Life	The total useful life of a component based on its Level of Service. The life is measured from time of installation to time of its expected replacement, renewal or disposal.
Facility Condition Index (FCI)	Facility Condition Index (FCI) is a percentage figure, used as a condition standard, that identifies the works required for an asset based upon the component currently in a poorer condition and any component that have a remaining life of less than 5 years.
Greenfield	Undeveloped land (generally used for agriculture) which is being considered for residential, commercial or industrial development.
Gross Replacement Cost (GRC)	The identified cost of the assessed assets and components that are to be replaced within the lifespan of the structure. Cost value does not include the Residual Structural Value (RSV). Cost is expressed in today's (2020) dollar value.
Key Performance Indicators (KPI)	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Level of Service	The defined service quality for a particular activity or service area against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Lifecycle	The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal costs. Cost is expressed in today's (2020) dollar value.
Lifecycle Cost Analysis	Any technique which allows assessment of a given solution, or choice from among alternative solutions, on the basis of all relevant economic consequences over the service life of the asset. Cost is expressed in today's (2020) dollar value.
Linear/Off-road Trail	A continuous stretch of land incorporating a pedestrian pathway, sometimes also designed for cycling use.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition but excluding rehabilitation or renewal.

Asset Management Plan

Warrnambool City Council

Open Space	Publicly owned land set aside for leisure, recreation, and nature conservation purposes. It includes pockets of natural landscape within the urban area, sports reserves, and areas of high scenic, cultural or conservation value.
Operation	The active process of using an asset or service that consumes resources such as manpower, energy, chemicals and materials.
Operational Expenditure	Operational expenditure refers to day-to-day operational costs associated with the site itself to deliver the general services. This specifically refers to the; gas, water, sewerage, and electricity services.
Passive Open Space	Open space that is set aside for parks, gardens, linear corridors, conservation bushlands, nature reserves, public squares and community gardens that are made available for passive recreation, play and unstructured physical activity.
Planned Maintenance	Planned maintenance activities fall into three categories: i) Periodic – necessary to ensure the reliability or to sustain the design life of an asset. ii) Predictive – condition monitoring activities used to predict failure. iii) Preventative – maintenance that can be initiated without routine or continuous checking and is not condition based.
Planned Scheduled Maintenance	Scheduled maintenance tasks are established to prolong the useful life of their associated assets. These related tasks can be daily, weekly, and monthly in occurrence to keep assets operational and at the required standard.
Property Quality Standard (PQS)	A desired level of performance, measured by pre-defined factors, relating to an overall characteristic of a property portfolio.
Reactive Maintenance	Reactive maintenance tasks focus solely on the unknown maintenance that is required for the site and related infrastructure assets which are generally due to unforeseen breakages, damage, and vandalism.
Remaining Life (Assessed)	The remaining life (measured in number of years) of a component as assessed by a property surveyor, e.g. carpet has an assessed remaining life of 10 years.
Remaining Life (Calculated)	The remaining life (measured in number of years) of a component as calculated by an analysis considering deterioration, functionality and utilisation.
Renewal	Works to upgrade, refurbish or replace existing assets with assets of equivalent capacity or performance capability using Capex.
Repairs & Maintenance Budget	The repairs and maintenance budget refers to the allocated expenditure that has been set aside for the unexpected/unforeseen maintenance and renewal works that may arise.
Replacement	The complete replacement of an asset that has reached the end of its life.
Residual Structural Value (RSV)	The difference between the CRC and the replacement cost sum of the assessed components (GRC). Refers to components that are not able to be replaced through lifespan of asset, i.e. concrete

Asset Management Plan

Warrnambool City Council

	foundation slab, concrete support columns, etc. Cost is expressed in today's (2020) dollar value.
Risk Management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Restricted Open Space	A subset of open space that requires a fee, membership to a club, or special permission to gain access.
Special Use	A category of open space, referring to sites set aside for a particular purpose other than public recreation, including utility sites and restricted sporting sites e.g. golf courses, swimming pools, race course, showgrounds.
Useful Life	<p>Either:</p> <p>(a) the period over which an asset is expected to be available for use by an entity, or</p> <p>(b) the number of production or similar units expected to be obtained from the asset by the entity.</p> <p>It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the hospital. It is the same as the economic life.</p>

Asset Management Plan

Warrnambool City Council



APPENDIX B Critical Components in a Poor or Very Poor Condition

There are three component criticality criteria established within the SPM Assets Reference library which provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level.

- **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
- **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the site or asset
- **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

- Consequence of Failure of **medium-high to high criticality**
- Occupational Health and Safety of **medium-high to high criticality**
- Appearance of **high criticality**

The condition of a component is the assessed state of a component at a particular time. Condition grades range from C1 (very good) to C5 (very poor).

The table below shows the complete list of sites, number of critical components, the number of critical components in a poor (C4) or very poor condition (C5) and the Gross Replacement Cost (GRC) reported against the standards applied in Section 3.5.

Subcategory	Site	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
Local	Adriana Ct / Grevillia St	1	-	-
	Albert Park (Grieve St)	1	-	-
	Auty St (East)	2	-	-
	Baker Gr	2	-	-
	Barbers La	1	1	2,419

Asset Management Plan

Warrnambool City Council



Subcategory	Site	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Barton Ct	1	-	-
	Blighs Rd	1	-	-
	Boston Dr	1	-	-
	Breton St	1	-	-
	Chisholm St	5	-	-
	Clancey Ct	1	-	-
	Cowie Cl	2	-	-
	Crawley St (West)	1	-	-
	Dennington War Memorial (Drummond St)	2	-	-
	Donald Ct	1	-	-
	Hakea Ct / Grevillia Ct Linkage	1	-	-
	Hayley Dr	1	-	-
	Heritage Ct	1	-	-
	Karana Dr	3	-	-
	Linnear Park (Stanley St)	3	1	8,304
	Mahogany Gardens (Merrivale Dr)	2	-	-
	Marang Park (Merrivale Dr)	3	-	-
	McIntyre Ct	1	-	-
	Mechanics Institute Park (Bridge Rd)	1	-	-
	Mitchell St	1	-	-
	Nicolls Dr	1	-	-
	Norfolk Pl	1	-	-
	Pecten Ave	1	-	-

Asset Management Plan

Warrnambool City Council



Subcategory	Site	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Ponting Dr	2	-	-
	Raglan Pde (Glenrowe Av - Wanstead St)	1	-	-
	Russells Creek (Boston Dr)	2	-	-
	Ryot St	1	-	-
	Shirley Gr	1	-	-
	Shrader Park (Tooram Rd)	2	-	-
	Thompson St	1	-	-
	Toohey Estate (St Josephs Dr)	7	-	-
	W.P. OSullivan Reserve (Raglan Pde)	2	-	-
	Wendy Pl / Matthew Ct	1	-	-
Municipal	A. H. Davidson Oval (Caramut Rd)	4	2	9,254
	Allansford Recreation Reserve (Ziegler Pde)	8	1	12,400
	Bushfield Recreation Reserve (Hopkins Hwy)	8	2	87,568
	Cannon Hill (Artillery Cres)	8	3	2,897
	Civic Green (Liebig St)	3	-	-
	D. W. Jones Oval (Ward St)	8	1	6,280
	Dennington Recreation Reserve (Station St)	3	-	-
	Dennington Rowing Club (Princes Hwy)	3	-	-
	Friendly Societies Reserve (Hyland St)	10	2	67,200
	Harris St Recreation Reserve	6	-	-
	Hopkins River (Ski Club Clubrooms)	11	3	31,996
	Merrivale Dr Recreation Reserve	8	1	2,000
Warrnambool Skate Park (Viaduct Rd)	5	2	203,081	

Asset Management Plan

Warrnambool City Council



Subcategory	Site	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Warrnambool Stadium (Caramut Rd)	4	1	2,054
	Hopkins River Mouth (Blue Hole Rd)	6	-	-
	Jetty Flat (Price St)	7	-	-
	Miura Friendship Garden (Grafton Rd)	6	-	-
	Scoborio Reserve (Hopkins Rd)	7	1	9,360
	Warrnambool Community Garden (Grieve St)	1	-	-
Neighbourhood	Dennington Bowls Club (Princes Hwy)	8	-	-
	G. G. Payne Reserve (The Esplanade)	3	-	-
	Former Gun Club Site (Staffords Rd)	1	-	-
	Jamieson St	1	-	-
	Jellie Reserve (Joanna Ct)	4	-	-
	Jubilee Park (Allansford) (Jubilee Park Rd)	13	1	6,412
	Jubilee Park (Woodford) (River Rd)	8	2	1,028
	Merri River (Denman Dr)	1	1	20,760
	Russells Creek (Ardlie St - Bromfield St)	8	-	-
	Russells Creek (Bromfield St - Queens Rd)	5	1	514
	Russells Creek (Garden St - Wares Rd)	3	-	-
	Russells Creek (Mortlake Rd - Garden St)	12	2	27,765
	Russells Creek (Queens Rd - Mortlake Rd)	5	2	1,847
	Russells Creek (Wares Rd - Whites Rd)	2	1	2,054
	Russells Creek (Whites Rd - Booval St)	1	-	-
	Victoria Park (Koroit St)	3	1	37,956
	Watertower Reserve (Connemara Rd)	1	-	-

Asset Management Plan

Warrnambool City Council



Subcategory	Site	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
Regional	Albert Park (Cramer St)	2	-	-
	Botanic Gardens (Cockman St)	25	2	9,412
	Brierly Recreation Reserve (Moore St)	4	2	25,459
	Foreshore (Breakwater - Lady Bay) (Viaduct Rd)	21	-	-
	Foreshore (Flume - Point Richie) (Viaduct Rd)	14	-	-
	Foreshore (Hickford Pde)	2	-	-
	Foreshore (Lady Bay - Flume) (Viaduct Rd)	19	2	250
	Lake Pertobe (Pertobe Rd)	44	3	17,107
	Logans Beach (Logans Beach Rd)	4	-	-
	Merri River (Swinton St - Wellington St)	8	-	-
	Merri River (Wellington St - Harris St)	2	-	-
	Pickering Point (MacDonald St)	1	-	-
Unknown	Albert St Reserve (Miles Rd)	18	1	36,000
	Fletcher Jones Reserve (Lyndoch Ave)	1	-	-
	Hopkins River (Mahoney s Rd)	4	-	-
	Saltmarsh (MacDonald St)	2	1	514
Total		429	43	\$631,891

Asset Management Plan

Warrnambool City Council



APPENDIX C Potential Backlog by Category

The table below lists the potential backlog by category, site, component group and component type.

Potential Backlog by Category					
Category	Site	Component Group	Component Type	No. of Instances	Calculated Backlog
Local	Linnear Park (Stanley St)	Open Space	Furniture	1	208
	Mahogany Gardens (Merrivale Dr)	Open Space	Electrical	2	12,824
	Toohey Estate (St Josephs Dr)	Exterior & Sundries	Sundries	1	160
Municipal	A. H. Davidson Oval (Caramut Rd)	Open Space	Access	1	7,200
	Allansford Recreation Reserve (Ziegler Pde)	Exterior & Sundries	Paving	1	12,400
	Bushfield Recreation Reserve (Hopkins Hwy)	Exterior & Sundries	Sundries	1	120
		Interior Finishes	Floor Finishes	1	83,460
		Services	Electrical	1	4,470
	Cannon Hill (Artillery Cres)	Open Space	Bins & Surrounds	1	250
		Open Space	Roads and Pavements	1	187
	D. W. Jones Oval (Ward St)	Open Space	Access	1	6,280
	Friendly Societies Reserve (Hyland St)	Exterior & Sundries	Sundries	1	1,200
		Open Space	Access	1	28,800
		Open Space	Fences & Walls	1	11,400
		Services	Electrical	1	9,834
	Hopkins River (Ski Club Clubrooms)	Open Space	Roads and Pavements	2	29,920
	Merrivale Dr Recreation Reserve	Open Space	Access	1	100
Warrnambool Skate Park (Viaduct Rd)	Exterior & Sundries	Paving	1	200,000	
Warrnambool Stadium (Caramut Rd)	Services	Electrical	1	19,920	
Neighbourhood	Dennington Bowls Club (Princes Hwy)	Exterior & Sundries	Misc.	2	2,800
		Exterior & Sundries	Sundries	1	120

Asset Management Plan

Warrnambool City Council



Potential Backlog by Category					
Category	Site	Component Group	Component Type	No. of Instances	Calculated Backlog
	Jubilee Park (Allansford) (Jubilee Park Rd)	Open Space	Electrical	1	6,412
	Merri River (Denman Dr)	Open Space	Signs	1	550
		Open Space	Furniture	1	82
	Victoria Park (Koroit St)	Open Space	Furniture	1	820
Regional	Botanic Gardens (Cockman St)	Exterior & Sundries	Misc.	1	800
		Open Space	Electrical	1	6,412
		Open Space	Access	1	3,000
	Brierly Recreation Reserve (Moore St)	Open Space	Access	1	23,040
	Foreshore (Lady Bay - Flume) (Viaduct Rd)	Open Space	Bins & Surrounds	2	250
		Services	Sanitary Plumbing	1	180
	Lake Pertobe (Pertobe Rd)	Open Space	Electrical	1	12,824
		Open Space	Roads and Pavements	1	9,828
		Services	Electrical	1	153
Unknown	Albert St Reserve (Miles Rd)	Exterior & Sundries	Paving	1	36,000
Total				39	\$532,003

Asset Management Plan

Warrnambool City Council



APPENDIX D 15 Year Lifecycle by Category and Site

The tables below list the expected lifecycle expenditure for the next 15 years (2020 – 2034) by category, site, component group and component type.

Note: An additional \$350K per annum has been included in the Section 4.2.3 to accommodate the renewal and replacement of the playground equipment.

Local

Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Adriana Ct	Open Space	Fences & Walls	-	-	-	-	-	1,369	-	-	2,266	-	-	-	-	-	-
Adriana Ct / Grevillia St	Exterior & Sundries	Sundries	-	-	-	83	-	333	-	-	-	-	-	-	-	-	-
Albert Park (Grieve St)	Open Space	Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,419
	Sporting	Playing Surfaces	-	-	-	-	-	-	-	-	-	-	-	232	-	-	-
	Sporting	Poles & Goals	-	-	-	-	-	-	-	-	-	-	-	146	-	-	-
Archibald St	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	4,411	-	-	-	-	-	734
Armstrong Gr	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	2,777	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	28	-	-	-	-	358	-	-	-
Artist Society Reserve (MacDonald St)	Open Space	Fences & Walls	-	-	597	-	-	896	-	-	4,684	-	-	-	-	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Auty St (East)	Open Space	Furniture	-	-	-	-	-	2,419	-	-	-	-	-	-	-	-	-
Baeckea Cl	Open Space	Fences & Walls	-	-	-	-	-	3,817	-	-	3,258	-	-	-	-	-	-
Baileyana Dr	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	254	-	-	-	-	-	-
Baker Gr	Exterior & Sundries	Sundries	-	-	-	-	-	1,248	-	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	380	-	-	-	-	-	-	-	-	-	-	-	-	-
Barbers La	Open Space	Furniture	-	-	726	-	-	-	-	1,693	-	-	-	-	-	-	-
	Sporting	Poles & Goals	634	-	1,479	-	-	-	-	-	-	-	-	-	-	-	-
Barton Ct	Open Space	Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-	-	514
Beechnut Pl	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	852	-	-	-	-	-
Blighs Rd	Open Space	Gates	-	-	-	-	-	-	202	-	-	-	472	-	-	-	-
Boston Dr	Open Space	Electrical	-	-	-	-	-	-	-	-	6,412	-	-	-	-	-	-
Breton St	Open Space	Furniture	-	-	-	-	484	-	-	1,935	-	-	-	-	-	-	-
	Sporting	Netting	-	-	-	-	-	-	-	-	-	-	-	-	-	-	241
	Sporting	Poles & Goals	-	-	423	-	-	-	-	-	1,690	-	-	73	-	-	-
	Open Space	Fences & Walls	429	-	-	-	-	-	-	-	1,714	-	-	-	-	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Caroville Dr / Gateway Rd Linkage	Open Space	Furniture	-	103	-	-	-	411	-	-	-	-	-	-	-	103	-
	Open Space	Fences & Walls	549	-	-	-	-	-	-	-	1,358	-	-	-	-	-	-
	Open Space	Furniture	-	103	-	-	-	411	-	-	-	-	-	-	-	103	-
Cassie Cl	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	749	-	-	-	-	552
Chisholm St	Exterior & Sundries	Sundries	-	-	-	146	94	1,310	-	-	-	-	-	208	-	-	374
	Open Space	Furniture	-	-	-	583	1,451	1,359	-	3,387	-	-	-	-	-	-	-
Clancey Ct	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	736	-	-	-	-	-
Collina Ct	Open Space	Landscaping	-	322	-	-	-	-	484	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	55	-	-	-
Cowie Cl	Exterior & Sundries	Sundries	-	-	-	83	-	333	-	-	-	31	-	-	-	-	125
	Open Space	Electrical	-	-	-	-	-	-	-	-	6,412	-	-	-	-	-	-
Crawley St (West)	Open Space	Furniture	-	-	-	-	-	-	-	2,419	-	-	-	-	-	-	-
	Sporting	Poles & Goals	-	-	634	-	1,479	-	-	-	-	-	-	-	-	-	-
Darwinia St	Open Space	Fences & Walls	-	-	-	-	-	686	-	-	686	-	-	-	-	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Donald Ct	Open Space	Furniture	-	-	-	-	1,935	-	-	484	-	-	-	-	-	-	-
Glenview Dr	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	352
	Open Space	Fences & Walls	-	-	-	-	-	7,173	-	-	-	-	-	-	-	-	-
Hakea Ct / Grevillia Ct Linkage	Exterior & Sundries	Sundries	-	-	-	333	-	1,331	-	-	-	-	-	-	-	-	-
Hayley Dr	Open Space	Furniture	-	-	-	-	726	-	-	1,693	-	-	-	-	-	-	-
Heritage Ct	Open Space	Furniture	-	-	-	-	1,935	-	-	484	12	-	-	-	-	-	-
Hibiscus Ave	Services	Sanitary Plumbing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	180
Ilex Av / Flaxman St	Open Space	Fences & Walls	-	-	-	-	-	-	-	106	-	-	-	-	424	-	-
Iona Ave	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	211	-	-	-	-	846
	Open Space	Furniture	-	-	-	-	-	-	-	-	-	-	1,038	-	-	-	-
Karana Dr	Open Space	Bins & Surrounds	-	-	-	-	-	-	125	-	-	-	-	-	-	-	-
	Open Space	Furniture	-	-	-	-	484	-	-	4,354	-	-	-	1,942	-	-	-
	Sporting	Netting	-	-	-	-	-	-	-	-	-	-	-	-	237	-	-
	Sporting	Playing Surfaces	-	-	-	-	-	-	-	-	-	1,862	-	-	-	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Sporting	Poles & Goals	-	-	-	-	73	-	-	-	-	-	73	-	-	-	-
Kermond Ct	Open Space	Fences & Walls	-	133	-	-	-	-	-	133	-	-	-	-	398	-	-
Kingfisher Gr	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,317
Linnear Park (Stanley St)	Exterior & Sundries	Sundries	-	-	-	-	-	416	-	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	1,699	-	-	-	-	-	-
	Open Space	Furniture	-	2,906	154	-	-	360	-	-	-	-	-	4,092	-	2,906	154
	Open Space	Jettys	-	-	-	-	-	-	7,474	-	-	-	830	-	-	-	-
Lutana Gr / Serenity Way	Open Space	Fences & Walls	-	-	-	-	-	-	271	-	-	-	633	-	-	-	-
Mahogany Gardens (Merrivale Dr)	Exterior & Sundries	Sundries	-	-	433	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Electrical	-	-	-	-	-	-	-	-	11,542	-	-	-	-	1,282	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	1,246	-	-	-	-	-
	Open Space	Furniture	-	-	415	-	-	-	1,661	-	-	-	-	-	-	-	415
Marang Park (Merrivale Dr)	Exterior & Sundries	Sundries	-	-	-	-	-	-	2,054	-	-	-	-	-	514	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
McIntyre Ct	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	1,664	-	-	-
Mechanics Institute Park (Bridge Rd)	Exterior & Sundries	Sundries	-	-	-	616	-	-	1,438	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	28	-	-	-	-	-	-	-	-
Mitchell St	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	832	-	-	-
Nicolls Dr	Open Space	Furniture	-	-	-	-	726	-	-	1,693	-	-	-	-	-	-	-
Norfolk Pl	Open Space	Furniture	-	-	-	-	-	1,028	-	2,419	-	-	-	-	-	-	-
	Sporting	Netting	-	-	-	-	-	-	-	-	-	-	-	-	602	-	-
	Sporting	Poles & Goals	-	-	-	-	-	-	-	-	-	-	-	73	-	-	-
Pecten Ave	Open Space	Bins & Surrounds	-	-	-	-	-	-	125	-	-	-	-	311	-	-	-
	Open Space	Fences & Walls	-	-	1,678	-	-	-	-	-	6,714	-	-	-	-	-	-
	Open Space	Furniture	-	-	415	-	-	1,661	-	-	-	-	-	-	-	-	415
Ponting Dr	Open Space	Furniture	-	-	176	1,165	242	4,661	-	2,177	-	-	-	-	-	-	176
Raglan Pde (Adriana Ct)	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	110	-	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
- Grevillia Ct)																	
Raglan Pde (Glenrowe Av - Wanstead St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	35	-	-	-
	Open Space	Fences & Walls	-	-	119	-	-	-	-	-	-	-	-	-	-	-	-
Raglan Pde (Kingfisher Gr - Glenrowe Av)	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	55	-	-	-
Russells Creek (Boston Dr)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	514	-	-
	Open Space	Gates	-	-	-	-	-	-	270	-	-	-	1,078	-	-	-	-
	Sporting	Poles & Goals	-	-	-	-	634	-	-	-	1,479	-	-	-	-	-	-
Ryot St	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,600
	Open Space	Furniture	-	-	-	-	-	1,038	-	-	-	-	-	-	-	-	-
Shirley Gr	Open Space	Furniture	-	-	-	-	-	2,419	-	-	-	-	-	-	-	-	-
	Sporting	Poles & Goals	-	-	-	-	-	-	-	-	423	-	-	-	-	-	-
Shrader Park (Tooram Rd)	Open Space	Fences & Walls	-	-	406	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Furniture	-	-	154	-	-	4,244	-	2,419	-	-	-	-	-	-	154

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	220	-	-	-
Tania Ct	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	107	-	-	-	-	429
Thompson St	Open Space	Furniture	-	-	-	-	-	-	-	2,419	-	-	-	-	-	-	-
Toohey Estate (St Josephs Dr)	Exterior & Sundries	Sundries	-	-	-	-	-	638	-	-	-	-	-	160	514	-	-
	Open Space	Furniture	-	-	-	-	-	-	-	484	-	-	-	-	-	-	4,354
	Services	Electrical	-	-	-	-	-	-	-	1,266	-	-	-	-	-	-	-
W.P. OSullivan Reserve (Raglan Pde)	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	8,272	-	-	6,648	-	-	-
	Open Space	Furniture	-	-	-	-	-	-	-	-	-	-	-	1,942	-	-	2,419
Wanstead St / Whitehead Ct	Open Space	Furniture	-	-	206	-	-	308	-	-	-	-	-	-	-	-	206
Wendy Pl / Matthew Ct	Open Space	Furniture	-	-	-	-	484	-	-	1,935	-	-	-	-	-	-	-
	Sporting	Poles & Goals	-	-	-	-	423	-	-	-	1,690	-	-	-	-	-	-
Total			1,612	3,947	8,016	3,009	11,169	41,531	12,497	31,500	63,342	10,206	4,124	19,155	3,202	4,394	20,977

Municipal

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
A. H. Davidson Oval (Caramut Rd)	Exterior & Sundries	Sundries	-	822	-	1,232	-	-	-	1,556	-	-	-	6,226	3,081	-	-	
	External Fabric	External Stairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,520	
	Interior Finishes	Fixtures & Fittings	194	-	387	-	-	1,355	-	-	-	-	-	-	-	-	-	
	Open Space	Access	-	6,480	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	1,244	-	-	-	-	
	Open Space	Fences & Walls	-	-	-	-	-	1,569	1,245	-	6,276	-	-	52,591	541	-	-	
	Open Space	Furniture	-	-	311	-	-	727	-	-	-	-	-	-	-	-	311	
	Services	Electrical	-	-	-	-	-	-	-	19,794	-	-	-	-	-	-	-	-
	Sporting	Poles & Goals	-	-	-	-	-	-	-	4,226	-	-	-	-	-	-	-	-
Allansford Recreation Reserve (Ziegler Pde)	Interior Finishes	Fixtures & Fittings	-	-	-	-	-	-	4,108	-	-	-	-	-	-	-	-	
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	-	-	-	27,200	
	Open Space	Electrical	-	-	-	-	-	-	-	-	-	-	-	-	-	-	32,060	
	Open Space	Fences & Walls	-	116	-	-	824	-	-	-	-	-	-	-	4,126	-	-	
	Open Space	Gates	-	-	-	-	-	-	-	-	-	-	2,696	-	-	-	-	
	Services	Electrical	-	9,834	-	-	-	-	-	-	-	-	-	-	-	-	9,834	
Blue Hole Carpark	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	441	-	-		

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
(Blue Hole Rd)	Open Space	Landscaping	-	-	-	279	-	-	2,108	-	-	-	-	-	-	-	-
	Services	Sanitary Plumbing	-	-	-	-	-	62	-	-	146	-	-	-	-	-	-
Bushfield Recreation Reserve (Hopkins Hwy)	Exterior & Sundries	Sundries	-	4,108	-	-	-	120	1,027	-	-	-	-	-	-	-	156
	Interior Finishes	Fixtures & Fittings	-	-	-	-	-	1,232	1,542	-	-	-	3,598	-	-	-	-
	Interior Finishes	Floor Finishes	-	-	-	-	-	-	-	-	-	-	-	-	79,287	4,173	-
	Open Space	Access	-	-	-	-	-	6,240	-	-	-	-	-	-	-	-	56,160
	Open Space	Electrical	-	-	19,236	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	63,020	-	-	-	1,106	-	-
	Open Space	Furniture	-	-	-	-	492	-	-	1,148	-	-	-	-	-	-	-
	Services	Electrical	-	-	-	-	-	-	-	-	-	-	-	-	4,470	-	-
Cannon Hill (Artillery Cres)	Exterior & Sundries	Misc.	1,830	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Exterior & Sundries	Sundries	388	-	-	-	777	-	-	4,661	-	-	-	-	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	208	250	-
	Open Space	Electrical	-	-	-	-	-	-	-	-	6,412	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	7,685	-	-	-	-	-	-
	Open Space	Furniture	-	738	-	-	-	-	-	1,722	-	1,079	514	-	-	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Signs	-	83	-	332	-	-	-	-	-	-	83	275	332	-	-
Civic Green (Liebig St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	1,942	411	-	-	-	-	-	-
	Open Space	Bins & Surrounds	-	-	-	62	-	-	250	-	-	-	-	9,522	312	-	-
D. W. Jones Oval (Ward St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	1,240	1,560	-	-	-	-	6,240
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,652
	Open Space	Electrical	-	-	-	-	-	-	-	-	6,412	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	20,361	-	-	47,508	-	-	-	-	-	-
Dennington Recreation Reserve (Station St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	4,290	-	-	-	-	-
	Open Space	Access	-	-	-	-	-	32,760	-	-	-	-	-	-	-	-	-
	Open Space	Electrical	-	-	-	-	-	-	-	-	25,648	-	-	-	-	-	-
	Open Space	Fences & Walls	7,118	-	-	9,490	-	-	7,118	749	67,391	-	-	-	1,124	-	-
	Services	Electrical	-	7,152	-	-	-	-	-	-	-	-	-	-	-	-	7,152
Dennington Rowing Club (Princes Hwy)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	156	-	-	-	-	156
	Open Space	Fences & Walls	563	-	2,253	73	-	84	109	-	3,013	-	-	-	-	-	-
	Open Space	Gates	-	-	-	-	-	-	-	-	-	-	415	-	-	-	-
	Open Space	Jettys	-	-	-	-	-	-	-	-	-	-	67,678	-	-	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Friendly Societies Reserve (Hyland St)	Exterior & Sundries	Sundries	62	-	-	1,027	114	-	1,027	-	310	-	62	305	15,405	-	4,167
	Open Space	Access	-	2,880	38,400	-	-	21,600	-	-	-	-	-	-	-	-	1,440
	Open Space	Fences & Walls	-	-	-	-	-	-	29,614	4,006	4,736	-	-	29,614	7,681	-	-
	Services	Electrical	-	16,218	-	-	-	-	-	3,984	-	-	-	-	9,834	-	16,218
Harris St Recreation Reserve	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,258
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	-	-	6,000	-
	Open Space	Electrical	-	-	-	-	-	-	-	-	32,060	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	2,964	48,791	-	443	-	1,478	-	-	-	-	-
	Services	Electrical	-	-	-	-	-	-	-	8,940	-	-	-	-	-	-	-
Hopkins River (Ski Club Clubrooms)	Exterior & Sundries	Sundries	-	-	-	-	-	-	4,108	-	-	343	-	-	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	113	-	-	-	-	-	263	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	8,520	-	617	-	4,390	-	-
	Open Space	Gates	-	-	208	-	-	-	-	830	-	-	-	-	1,038	-	-
	Open Space	Jettys	-	-	-	-	-	-	-	-	-	-	208	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	-	415	-	-	-	248	-	-	-
	Services	Sanitary Plumbing	-	-	-	-	-	-	-	-	-	-	-	-	354	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Hopkins River Mouth (Blue Hole Rd)	Exterior & Sundries	Sundries	-	-	-	-	-	-	4,108	-	-	-	-	-	955	-	154
	Open Space	Access	-	-	-	-	-	178	-	1,657	713	-	-	14,914	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	3,174	125	-	-
	Open Space	Fences & Walls	-	-	-	-	-	1,935	-	-	13,001	-	-	-	-	-	-
	Open Space	Gates	-	-	-	-	-	-	67	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	55	415	-	-	-	220	-	-	-
J. Swan Reserve (Raglan Pde)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	441	-	-
Jetty Flat (Price St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	1,596	1,664	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	1,172	-	-	-	-	-	-
	Open Space	Furniture	-	-	-	-	-	-	-	-	-	-	-	3,884	-	-	-
	Open Space	Gates	-	-	-	-	-	-	83	-	-	-	-	-	-	-	-
Merrivale Dr Recreation Reserve	Exterior & Sundries	Sundries	-	-	2,093	-	4,883	-	-	-	-	5,265	-	-	2,093	-	17,168
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,100
	Open Space	Electrical	-	-	-	-	-	-	-	-	38,472	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	730	-	-	1,704	-	-	25,855	-	1,613	-	2,902

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Services	Electrical	-	-	-	-	-	-	-	30,600	-	-	-	-	-	-	-
Minerva Dr / Newry Ct	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	1,013	-	-	-	-
Miura Friendship Garden (Grafton Rd)	Open Space	Access	-	-	-	-	-	-	-	-	28,416	-	-	-	-	-	-
	Open Space	Landscaping	-	-	-	-	-	-	-	-	-	-	-	-	-	416	-
Scoborio Reserve (Hopkins Rd)	Exterior & Sundries	Sundries	-	-	-	176	-	-	706	-	-	-	399	-	-	-	-
	Open Space	Furniture	-	-	-	-	-	1,038	-	-	-	-	-	-	-	-	-
	Open Space	Landscaping	-	-	-	-	936	-	-	-	-	-	-	-	-	8,424	-
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	55	-	-	-
Warrnambool Community Garden (Grieve St)	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	-	-	3,670	-	-
	Open Space	Gates	-	-	-	-	-	-	-	-	-	-	1,348	-	-	-	-
Warrnambool Skate Park (Viaduct Rd)	Exterior & Sundries	Sundries	-	924	-	-	1,165	-	5,238	2,719	-	-	-	-	-	-	-
	External Fabric	Roof	-	-	-	-	-	-	-	-	-	-	-	1,400	-	-	-
	Open Space	Signs	-	-	-	1,245	-	-	-	-	-	-	-	-	1,245	-	-
	Playgrounds	Skate / BMX	-	-	-	-	-	-	-	-	-	-	3,320	100	-	-	-
Warrnambool	Exterior & Sundries	Sundries	616	-	-	-	388	1,456	1,438	5,438	-	328	1,596	-	-	-	5,062

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Stadium (Caramut Rd)	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	311	-	-	-	-
	Open Space	Fences & Walls	1,532	-	-	-	-	-	994	-	-	-	1,490	-	-	-	-
	Services	Electrical	-	-	-	-	-	-	-	18,924	996	-	-	-	-	-	-
	Sporting	Poles & Goals	-	-	-	-	-	-	-	34,865	-	-	-	-	-	-	-
Total			12,303	49,355	62,888	13,917	13,273	139,508	65,055	150,737	363,558	14,498	114,043	124,190	144,133	19,263	217,910

Neighbourhood

Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bromfield St Weir	Open Space	Fences & Walls	-	-	3,202	-	-	-	-	-	-	-	-	-	-	-	-
Dennington Bowls Club (Princes Hwy)	Exterior & Sundries	Misc.	-	-	-	-	-	-	-	14,000	-	-	-	11,200	-	-	-
	Exterior & Sundries	Sundries	-	-	-	616	-	-	2,465	-	1,080	-	-	-	-	-	-
	External Fabric	External Walls	1,152	-	-	-	-	-	-	-	-	-	1,152	-	-	-	-
	Interior Finishes	Fixtures & Fittings	-	-	-	-	-	950	-	-	-	3,802	-	-	-	-	-
	Open Space	Fences & Walls	-	723	490	-	2,169	980	-	7,231	980	-	-	-	4,339	3,290	-
	Services	Sanitary Plumbing	-	-	-	-	-	-	-	-	-	-	-	-	1,062	-	-
E. J. King Park (Simpson St)	Open Space	Furniture	-	154	-	-	-	360	-	-	-	-	-	-	-	154	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Signs	-	85	-	-	-	-	198	-	-	-	-	275	-	-	-
Former Gun Club Site (Staffords Rd)	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	791	-	-	-	-
	Open Space	Gates	-	-	-	-	-	-	270	-	-	-	404	-	-	-	-
G. G. Payne Reserve (The Esplanade)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	59	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	311	250	-	-
	Open Space	Fences & Walls	-	-	-	-	-	2,234	-	-	3,351	-	-	-	-	-	-
	Open Space	Jettys	-	-	-	-	5,188	-	-	20,750	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	330	275	-	-
	Sporting	Poles & Goals	-	-	-	-	423	-	-	-	-	-	-	-	-	-	-
Jamieson St	Exterior & Sundries	Misc.	-	59	-	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	983	-	-	1,474	-	-	-	-	-	-
Jellie Reserve (Joanna Ct)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	832	-	-	-	-
Jubilee Park (Allansford) (Jubilee Park Rd)	Exterior & Sundries	Sundries	-	-	80	-	-	319	-	-	-	-	1,197	-	-	-	80
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	4,761	-	-	25

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Electrical	-	-	-	-	-	-	-	-	37,190	-	-	1,282	-	-	-
	Open Space	Furniture	-	-	-	-	6,289	-	-	3,387	-	-	-	-	-	-	-
	Open Space	Gates	-	-	-	-	-	-	270	-	-	-	1,078	-	-	-	-
	Open Space	Signs	-	-	-	427	-	-	523	415	-	-	-	633	427	-	-
Jubilee Park (Woodford) (River Rd)	Exterior & Sundries	Sundries	-	206	-	-	-	-	411	-	-	-	-	832	2,979	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	143	-	-	-	572	-	-	-	-
	Open Space	Furniture	-	-	-	-	-	-	-	-	-	-	1,038	-	1,640	-	-
	Open Space	Signs	-	-	-	-	-	-	28	-	-	-	-	-	-	-	-
	Sporting	Netting	-	-	-	-	-	-	-	-	-	-	-	-	-	5,504	-
	Sporting	Playing Surfaces	-	-	-	-	-	-	-	-	-	-	13,174	-	-	-	-
Manuka Dr	Services	Sanitary Plumbing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	180
Marrakai Estate (Boston Dr)	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	125	-	-
Membery Way	Open Space	Furniture	-	-	-	-	-	1,038	-	-	-	-	-	-	-	-	-
Merri River (Denman Dr)	Exterior & Sundries	Misc.	-	-	-	-	-	80	-	-	-	319	-	-	-	-	-
	Open Space	Art & Features	-	-	-	-	-	-	-	-	-	-	-	311	-	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	11,811	-	-	-	-	-	-
	Open Space	Furniture	-	206	1,046	-	-	-	-	-	-	-	-	82	-	206	1,046
	Open Space	Jettys	-	-	-	-	-	-	6,228	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	275	-	-	-	-	550	-	-	-	-	275
Moonah St Reserve	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	125	-	-
	Sporting	Netting	-	-	-	-	-	-	-	-	-	-	-	-	-	129	-
Queens Rd (East)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	312
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	275	-	-	-
Queens Rd (West)	Open Space	Fences & Walls	-	-	-	-	-	-	428	-	-	-	-	3,853	-	-	-
Russells Creek (Ardlie St - Bromfield St)	Exterior & Sundries	Sundries	-	-	-	103	-	-	-	-	-	-	-	-	1,952	-	-
	Open Space	Fences & Walls	-	-	236	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	55	1,660	-	-	-	-	-	-	-
Russells Creek (Bromfield St - Queens Rd)	Exterior & Sundries	Sundries	-	51	-	205	-	-	205	-	-	-	-	-	3,133	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	745	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	-	1,245	-	-	-	-	-	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Russells Creek (Mortlake Rd - Garden St)	Exterior & Sundries	Sundries	-	103	80	83	31	652	-	-	-	47	-	1,040	1,439	-	80	
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	125	-	-	
	Open Space	Electrical	-	-	-	-	-	-	-	-	6,412	-	-	-	-	-	-	
	Open Space	Fences & Walls	-	-	-	-	-	3,305	-	-	-	-	-	-	446	-	-	
	Open Space	Roads and Pavements	8,175	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Open Space	Signs	-	-	55	-	-	-	275	1,245	-	-	-	-	770	-	-	-
	Sporting	Playing Surfaces	-	-	-	328	-	-	-	-	-	-	655	-	-	-	-	-
Russells Creek (Queens Rd - Mortlake Rd)	Exterior & Sundries	Sundries	-	451	-	-	16	399	2,423	-	-	-	-	-	-	-	140	
	Open Space	Fences & Walls	-	-	5	-	-	-	-	-	-	-	-	-	-	-	-	
	Open Space	Gates	-	-	-	-	-	-	-	-	-	-	664	-	-	-	-	
	Open Space	Signs	-	-	-	-	-	-	-	2,075	-	-	-	440	-	-	-	
Russells Creek (Wares Rd - Whites Rd)	Exterior & Sundries	Sundries	411	-	-	-	-	-	-	-	-	-	-	-	1,643	-	411	
	Open Space	Gates	-	-	-	-	-	-	415	-	-	-	-	-	-	-	-	
Victoria Park (Koroit St)	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	2,757	-	-	-	-	-	-	

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Furniture	-	452	709	-	-	1,912	-	-	-	-	-	328	-	452	709
	Open Space	Landscaping	-	-	-	2,490	-	-	-	7,591	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	83	-	-	-
	Sporting	Netting	-	-	-	-	-	-	-	-	-	-	-	-	1,118	-	-
	Sporting	Poles & Goals	-	-	-	-	-	-	-	-	-	-	73	-	-	-	-
Watertower Reserve (Connemara Rd)	Open Space	Furniture	-	-	311	-	726	727	-	1,693	-	-	-	-	-	-	311
	Sporting	Netting	-	-	-	-	-	22	-	-	-	-	-	-	-	-	197
	Sporting	Poles & Goals	-	-	-	-	-	-	-	-	-	-	-	73	-	-	-
Total			9,738	2,490	6,213	4,252	15,116	13,960	14,335	62,037	65,055	18,547	6,970	27,710	21,138	9,735	3,767

Regional

Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Albert Park (Cramer St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	514	-	-	-	-	-	-	-	-
	Open Space	Furniture	-	51	103	-	-	360	-	-	-	-	-	1,942	-	51	103
Botanic Gardens (Cockman St)	Exterior & Sundries	Misc.	-	-	-	-	-	-	-	-	-	800	-	-	-	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Exterior & Sundries	Sundries	-	-	-	257	-	-	2,825	-	14,580	-	399	-	3,523	-	154
	Open Space	Access	-	-	-	-	-	8,000	-	-	-	-	-	-	-	-	1,500
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	3,270	-	-	-	14,533	104	-	-
	Open Space	Electrical	-	-	-	-	-	-	-	-	11,542	-	-	1,282	-	-	-
	Open Space	Exterior Fabric	-	-	-	-	-	-	-	-	-	-	-	-	-	2,080	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	-	-	75,871	-	-
	Open Space	Furniture	-	-	-	-	4,838	-	-	-	-	-	-	1,942	-	-	-
	Open Space	Gates	-	-	-	-	-	208	-	-	-	830	-	-	623	-	-
	Open Space	Signs	-	-	-	-	-	-	-	-	830	-	-	-	55	-	-
Brierly Recreation Reserve (Moore St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	798	-	441	-	-
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23,040
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	124,061	-	-	-	3,702	-	-
	Open Space	Furniture	-	-	968	-	-	-	-	3,870	-	-	-	-	-	-	-
Foreshore (Breakwater)	Exterior & Sundries	Sundries	-	-	359	-	1,748	838	924	4,237	-	-	798	-	2,157	-	359

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
r - Lady Bay) (Viaduct Rd)	Sundries																
	Open Space	Bins & Surrounds	-	-	-	-	-	794	-	-	-	-	-	11,903	832	-	-
	Open Space	Electrical	-	-	-	-	-	-	-	527	147,476	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	16,457	-	-	-	-	-	-
	Open Space	Furniture	-	-	176	-	-	-	-	9,676	-	-	-	1,942	-	-	5,014
	Open Space	Landscaping	-	-	-	-	-	-	-	-	-	-	-	-	-	1,248	-
	Open Space	Signs	-	-	83	-	-	-	-	358	-	-	-	-	-	-	-
	Services	Sanitary Plumbing	-	-	-	-	-	-	-	-	-	-	-	-	-	354	-
Foreshore (Flume - Point Richie) (Viaduct Rd)	Exterior & Sundries	Sundries	-	-	399	-	-	-	-	-	-	-	-	208	-	-	656
	Open Space	Access	-	-	-	-	-	-	-	-	3,960	-	-	-	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	250	-	-	-	-	-	375	-	-
	Open Space	Fences & Walls	2,184	-	864	-	-	6,733	576	-	5,461	-	12,953	-	-	-	-
	Open Space	Furniture	-	-	-	-	-	-	-	-	-	167	-	1,942	-	-	-
	Open Space	Gates	-	-	-	-	-	-	-	-	-	-	674	-	-	-	-
	Open Space	Landscaping	-	-	-	-	-	-	-	-	3,494	-	-	-	-	8,154	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
	Open Space	Signs	-	-	756	-	-	-	1,320	7,470	-	-	-	1,210	-	-	-	
Foreshore (Hickford Pde)	Open Space	Bins & Surrounds	-	-	-	-	-	-	125	-	-	-	-	-	-	-	-	
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	6,720	-	-	-	-	-	-	
	Open Space	Furniture	-	-	-	-	726	-	-	1,693	-	-	-	1,942	-	-	-	
	Open Space	Signs	-	-	-	-	-	-	55	-	-	-	-	-	-	-	-	
Foreshore (Lady Bay - Flume) (Viaduct Rd)	Exterior & Sundries	Sundries	-	-	-	591	16	1,539	5,646	3,884	103	-	-	2,808	9,797	-	411	
	Open Space	Access	-	-	-	16,629	-	-	-	51,321	-	-	-	182,121	-	-	-	
	Open Space	Bins & Surrounds	-	-	-	952	-	2,222	-	-	-	-	-	9,522	-	250	-	
	Open Space	Electrical	-	-	-	-	-	-	-	-	44,884	-	-	-	-	-	-	
	Open Space	Fences & Walls	-	-	497	612	-	-	1,123	-	-	-	2,589	2,448	-	-	-	
	Open Space	Furniture	-	-	311	-	-	727	-	-	-	-	-	-	-	-	311	
	Open Space	Gates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	664	
	Open Space	Signs	-	-	275	-	-	-	-	-	-	-	-	-	303	-	-	-
	Services	Sanitary Plumbing	-	-	-	-	-	-	-	180	-	-	-	-	-	-	-	-
	Sporting	Gym	-	-	-	-	5,364	7,555	-	-	-	-	-	-	-	-	-	5,364

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Lake Pertobe (Pertobe Rd)	Exterior & Sundries	Paving	-	-	880	-	-	-	-	-	-	-	-	-	-	-	-	
	Exterior & Sundries	Sundries	-	-	388	1,130	-	-	2,572	7,380	-	-	-	-	10,851	-	-	
	Exterior & Sundries	Swimming Pools	-	7,020	-	-	-	-	-	-	7,020	-	-	-	-	-	-	
	Open Space	Access	-	-	-	-	-	-	-	-	249	-	-	-	-	-	747	
	Open Space	Electrical	-	-	7,053	-	-	-	-	-	23,724	-	-	-	-	1,282	-	
	Open Space	Fences & Walls	-	-	-	-	-	-	-	767	27,282	-	2,605	-	895	-	-	
	Open Space	Fountains	-	-	-	-	-	-	-	2,075	-	-	-	-	-	-	-	
	Open Space	Furniture	-	1,165	5,085	583	484	12,878	-	23,029	-	-	11,398	-	-	-	-	6,250
	Open Space	Gates	-	-	-	-	-	-	-	-	-	519	-	-	-	1,142	-	-
	Open Space	Jettys	-	-	-	-	-	-	-	1,765	-	-	-	3,425	-	-	-	-
	Open Space	Roads and Pavements	-	-	-	-	-	-	-	-	9,828	-	-	-	-	-	-	-
	Open Space	Signs	-	-	138	-	-	-	-	275	-	-	-	-	2,173	-	-	-
	Services	Electrical	-	1,992	612	-	-	-	-	-	14,180	-	-	-	-	-	153	1,992
	Sporting	Netting	-	-	-	301	-	-	-	-	-	-	-	-	-	301	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Sporting	Poles & Goals	-	-	-	-	146	146	-	-	-	-	146	-	-	-	-
Logans Beach (Logans Beach Rd)	Exterior & Sundries	Sundries	-	-	-	411	-	359	2,157	-	-	-	838	-	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	1,587	-	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	6,311	-	-	-	-	-	-
	Open Space	Signs	-	-	-	415	-	-	-	415	-	-	-	550	415	-	-
Merri River (Swinton St - Wellington St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	79	-	-
	Open Space	Signs	-	-	275	-	-	-	-	-	-	-	-	-	-	-	-
Merri River (Wellington St - Harris St)	Exterior & Sundries	Misc.	-	-	-	-	-	1,317	-	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	3,164	-	-	-	-	-	-
Pickering Point (MacDonald St)	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	125	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	2,006	-	-	-	-	-	-
Total			2,184	10,229	19,221	21,880	13,321	45,260	20,665	144,453	449,844	967	36,624	238,825	111,586	13,218	46,566

Asset Management Plan

Warrnambool City Council



Unknown

Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Albert St Reserve (Miles Rd)	Exterior & Sundries	Paving	-	-	-	-	-	-	-	-	-	-	1,100	-	-	-	-
	Exterior & Sundries	Sundries	-	-	-	-	-	-	4,109	-	1,550	187	-	-	1,910	-	437
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	45,809	-	-	-
	Open Space	Fences & Walls	-	-	80	-	-	6,401	-	2,020	29,667	-	13,446	-	4,712	-	-
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	1,265	-	-	-
Fletcher Jones Reserve (Lyndoch Ave)	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	104	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	-	16,607	-	-	-
	Open Space	Furniture	-	-	311	-	-	727	-	-	-	-	-	-	-	-	311
Hopkins River (Mahoney s Rd)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	399	-	-	-	-
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	125,708	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	125	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	-	6,412	-	-	-
	Open Space	Jettys	-	-	-	-	-	-	-	5,188	-	-	-	-	-	-	-
	Services	Sanitary Plumbing	-	-	-	-	-	-	-	-	-	-	-	-	354	-	-

Asset Management Plan

Warrnambool City Council



Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Maam Reserve (Staffords Rd)	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	1,728	-	-	-	-
Saltmarsh (MacDonald St)	Exterior & Sundries	Misc.	-	-	-	-	-	-	-	-	-	-	120	-	-	-	-
	Exterior & Sundries	Sundries	-	206	-	308	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	275	-	-	-	110	415	-	-	-	165	-	-	-
Total			-	206	666	308	-	7,127	4,219	7,622	31,217	187	16,792	195,967	7,205	-	748

Asset Management Plan
Warrnambool City Council



APPENDIX E Risk Matrix - Likelihood and Consequence

The risk matrix included in Section 5.4 has been taken directly from the SPM Assets software which displays the total replacement cost of the components by the risk rating. Replacement cost figures within the matrix correspond to components that are flagged for replacement within the lifecycle expenditure forecast. Therefore, any component due to be replaced within the period of the forecast will be included within the 5 x 5 risk matrix.

The risk rating considers the likelihood of failure and the consequence of failure to produce an overall generic risk rating for each component.

Calculation of Risk

Risk = Likelihood X Consequence

The risk rating is calculated simply by multiplying the likelihood and consequence ratings.

The table below details the resulting risk scores.

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Major (4)	Medium (4)	Medium (8)	High (12)	High (16)	Extreme (20)
Moderate (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Minor (2)	Low (2)	Medium (4)	Medium (6)	Medium (8)	High (10)
Insignificant (1)	Low (1)	Low (2)	Low (3)	Medium (4)	Medium (5)

Calculation of Likelihood

Likelihood of failure is calculated on the proportion of a component's expected life remaining. The parameters used to determine the likelihood of failure are:

- Base life
- Base life upper
- Base life lower
- Assessed remaining life
- Assessed condition
- Construction year
- Survey year
- Consequence of failure criticality
- Health and Safety criticality
- Appearance criticality
- Property importance rating

Asset Management Plan

Warrnambool City Council



- Lifecycle analysis method

The likelihood of failure result is translated into a quantitative score using the table below.

Likelihood of Failure	Quantitative Score	Likelihood
> 95%	5	Almost Certain
80 - 95%	4	Probably
55 - 80%	3	Likely
35 - 55%	2	Possible
< 35%	1	Unlikely

Calculation of Consequence

The consequence rating is determined by the component criticality factors and the property importance factor. The consequence rating is a number from 1 to 25 which is translated into a qualitative score between 1 and 5 as shown in the table below.

Consequence Rating	Qualitative Score	Consequence
1 - 1.99	5	Catastrophic
2 - 4.99	4	Major
5 - 11.99	3	Moderate
12 - 19.99	2	Minor
20 - 25	1	Insignificant

Asset Management Plan

Warrnambool City Council



APPENDIX F **Disclaimer**

All figures and values within this AMP are only accurate at the time of creating the plan. The existing condition data and renewal requirements are based on the information included within the SPM Assets software (including Programs). All renewal projects are revised annually to cater for any changes in budget, risk and service requirements.

5.6. BUILDINGS ASSET MANAGEMENT PLAN

PURPOSE:

For information and to introduce the draft Buildings Asset Management Plan (AMP).

EXECUTIVE SUMMARY

- It is a requirement of the Local Government Act 2020 that councils have in place Asset Management Plans (AMP) to strategically manage their assets.
- AMPs are a key document in Council's Asset Management Framework, sitting under the Policy and Strategy.
- Council does not currently have a Buildings Asset Management Plan
- This AMP has been developed by an industry leading consultant in accordance with best practice and principles, informed by the workshops identifying service manager needs, 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.
- The recently adopted Sustainable Building Policy will likely increase all future capital costs for buildings, these impacts will be measured during the project planning stage of the asset lifecycle.
- As this is the first Buildings AMP, some assumptions are made. These will be refined along with completing other Improvement Actions on future iterations of the Plan.
- This Plan has been endorsed by the Asset Management Steering Committee.
- The AMP must go through community consultation prior to adoption by Council.

MOVED: CR. MICHAEL NEOH
SECONDED: CR. SUE CASSIDY

That Council:

- 1. Agrees to advertise the draft Buildings Asset Management Plan 2020 for public comment for a period of not less than 28 days.**
- 2. Receives a future report to adopt the Buildings AMP which summarizes any submissions and amendment made to the document.**

CARRIED - 7:0

BACKGROUND

Until recently it has been best practice for councils to have Asset Management Plans (AMPs) 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.

The historic barrier to creating a Buildings AMP has been the range of services that use this asset class, the varied requirements of each service, and numerous applicable standards, much of which was undocumented. Although the condition of Council's buildings has been well-monitored since 2013 providing a higher level of confidence in renewal programs, it was not well-known if each building would be needed into the future, if it was fit-for-purpose as is, or what upgrades and improvements are required.

This AMP has been developed in accordance with current best practice principles and begins to introduce alignment to ISO55000, the international standard to Asset Management., a large component being a council-wide service led plan.

Multiple stakeholder workshops were held to document existing service manager needs and potential future requirements. Some assumptions around timing and cost are still made where there is no supporting strategy or Council resolution, but these have been identified throughout the AMP and inform the Improvement Actions plan at the end of the document.

To streamline the stakeholder engagement, this was done at each directorate and resulted in three separate volumes of the AMP. The three volumes are prefaced by a high order executive summary which reflects on buildings as an entire portfolio. But each volume also has its own executive summary, investment needs and improvement plan applicable to that service area, intended to be more valuable to each service manager.

The aim of the AMP is to combine risk management, criticality, financial, engineering and technical practices to ensure that the required levels of service are met with consideration for Council's financial limitation over a 15-year planning period. This is done by producing three sections defined by key service leaders which outline the services to be provided and to what standard, and what funds are required.

ISSUES

Council currently doesn't have an adopted Buildings Asset Management Plan.

Uninformed and undocumented strategic decisions often reduce the confidence in reporting asset requirements. The first step is to identify these assumptions as improvement actions and work towards strengthening this confidence.

Service Manager consultation identified that:

- Many "behind-the-scenes" or mechanical components were missing from the asset register
- Some asset replacement costs may be under-estimated.
- Service Manager priorities may not align with proposed renewal programs
- Fit-for-purpose assessments are also required to inform capital upgrades

FINANCIAL IMPACT

There is no financial impact in adopting this AMP. However, the plan outlines existing investment decisions, and should be used to inform future investment decisions and the impacts this has on accepted levels of service.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This Plan is a legislated requirement under the Local Government Act 2020, 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

TIMING

Community consultation will follow Council's endorsement of the plan. Proposed changes and feedback will be reported back to Council for the final adoption of the plan late-2020.

COMMUNITY IMPACT / CONSULTATION

Community consultation will follow Council's endorsement of this plan.

LEGAL RISK / IMPACT

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

OFFICERS' DECLARATION OF INTEREST

No officer involved in the preparation of this report or the plan has declared a conflict of interest.

CONCLUSION

Council should agree to advertise the draft Building Asset Management Plan for public comment

ATTACHMENTS

1. Attachment 1 Executive Summary - Asset Management Plans [5.6.1 - 13 pages]
2. Attachment 2 Corporate & City Growth Asset Management Plan [5.6.2 - 90 pages]
3. Attachment 3 Community Facilities Asset Management Plan [5.6.3 - 105 pages]
4. Attachment 4 Infrastructure Buildings Asset Management Plan [5.6.4 - 77 pages]



WARRNAMBOOL CITY COUNCIL

Executive Summary – Building Asset Management Plans



June 2020



Executive Summary

Warrnambool City Council

Executive Summary

Purpose

The purpose of the Building Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's building assets. Council currently divides its buildings assets into three service categories – Community Facilities, Corporate & City Growth and Infrastructure. This Executive Summary report has been produced to summarise the findings of the three AMPs and to highlight the potential issues and expenditure required over the next 15 years.

The AMPs demonstrate proactive management of assets, records the current and future quality shortfalls and lists the projects and initiatives required to address the shortfalls in a way that is affordable and delivers the services required by Council. The AMP is used as a tool to provide information that decisions can be based on – this is an evidence-based asset plan. It also addresses compliance with regulatory requirements and communicates forecast shortfalls or surplus in funding used to provide the required levels of service.

Objectives of the AMP are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

Asset Description

A total of 38,632 visually assessed components have been picked up during the onsite building condition assessments of the 368 buildings. The Gross Replacement Cost (GRC) of these components is \$96.8 million. The Capital Replacement Value (CRV) for these buildings has been calculated as \$152.0 million. Table 1 summarises the number of sites, properties and components for each of the three building categories – Community Facilities, Corporate & City Growth and Infrastructure.

Table 1 - Overview						
Building Subcategory	No. Sites	No. Buildings	No. Property Records	No. Components	GRC (\$'000)	CRV (\$'000)
Community Facilities						
Community Centres	1	2	109	1,946	5,936	1,443

Executive Summary**Warrnambool City Council**

Table 1 - Overview						
Building Subcategory	No. Sites	No. Buildings	No. Property Records	No. Components	GRC (\$'000)	CRV (\$'000)
Community Halls	4	6	44	707	1,895	1,909
Cultural Facilities	4	6	136	2,271	7,208	7,874
Early Years Facilities	11	14	207	3,308	6,395	9,617
Recreation Assets	42	182	958	13,469	38,001	65,535
Corporate & City Growth						
Commercial Property	6	8	85	1,333	2,823	4,687
Holiday Parks	2	49	247	4,364	8,932	13,618
Municipal Buildings	2	2	124	1,954	5,650	12,961
Saleyards	1	5	28	418	1,203	2,124
Tourist Facilities	1	46	208	2,815	7,620	11,318
Infrastructure						
Housing – Community & Residential	16	16	177	2,747	3,150	6,141
Other Buildings	10	17	157	2,242	5,925	10,832
Public Toilets	7	7	38	464	851	1,730
Strategic Property	1	8	41	620	1,244	2,182
Total	108	368	2,559	38,658	\$96,833	\$151,971

Table 2 summarises the Gross Replacement Cost (GRC) by component group and type. The Interior Finishes and External Fabric component groups have the highest GRC of \$38.8 million and \$28.0 million respectively while the Clinical Equipment has the lowest GRC of \$39K.

Table 2 - GRC by Component Group and Type			
Component Group	Component Type	No.	GRC (\$'000)
Exterior & Sundries	Landscaping	1	6
	Misc.	290	1,605
	Paving	297	2,082
	Sundries	265	1,042
	Tanks	45	203
External Fabric	External Stairs	275	1,943
	External Walls	1,847	11,788
	Louvers	2	4
	Roof	2,454	7,436
	Windows & Doors	2,230	6,778
Interior Finishes	Ceiling Finishes	3,270	5,265
	Fixtures & Fittings	3,712	8,299

Executive Summary

Warrnambool City Council



Table 2 - GRC by Component Group and Type			
Component Group	Component Type	No.	GRC (\$'000)
	Floor Finishes	2,043	5,858
	Interior Doors	3,147	2,971
	Interior Walls	1,262	8,836
	Wall Finishes	4,147	7,618
Open Space	Access	64	357
	Electrical	26	279
	Exterior Fabric	2	4
	Fences & Walls	364	2,030
	Furniture	6	225
	Gates	86	168
	Landscaping	7	5
	Reserve Equipment	2	53
	Roads and Pavements	1	1
	Shelters	17	64
	Signs	32	27
Services	Electrical	6,612	6,840
	Fire Services	1,076	2,720
	Lifts / Hoist	10	1,283
	Mechanical	2,021	6,389
	Sanitary Plumbing	2,809	3,993
	Special Services	163	250
Sporting	Netting	7	65
	Playing Surfaces	1	142
	Poles & Goals	4	20
	Seating	1	53
Structure	Structure	18	90
Clinical Equipment	Defibrillators	5	36
	First Aid	11	4
Total		38,632	\$96,833

Condition

Overall, the assessed components of the buildings are in a very good condition, in which 71% of components in very good condition (by value - \$68.9 million) and 23% of components in good condition (by value - \$22.0 million) as illustrated in Figure 1. A further 4% are in moderate condition (by value - \$4.3 million) while 2% of components are in a poor or very poor condition (by value - \$1.6 million).



Executive Summary
Warrnambool City Council

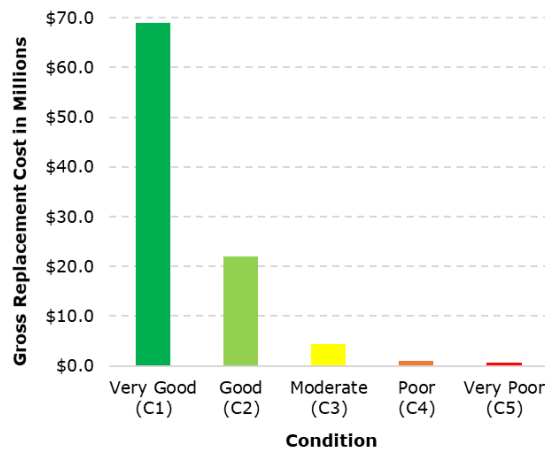


Figure 1 - Condition Profile

Levels of Service

Understanding the desired Levels of Service of a building within a fixed asset portfolio is fundamental in order to match assets to service delivery objectives. These asset related requirements are documented in a 'Level of Service Statement' which should align with the organisation's objectives.

The factors affecting levels of service of any organisation can be broken into three broad categories.

1. **Customer requirements:** The expectations of the customer served by the organisation through the utilisation of the asset.
2. **Legislative requirements:** The mandatory provisions or standards set by local, national or international bodies that govern asset utilisation, particularly in terms of various issues affecting the general public.
3. **Strategic goals:** Broad framework-based management directives consistent with the organisation goals and values stated in policies, objectives, and the user asset management plans

The Level of Service statement is the basis for the assessment of the portfolio and the long-term financial planning of operational and capital expenditure. According to this statement, the asset plan targets expenditure to address immediate shortfalls (deferred renewals / backlog) and future requirements as planned expenditure.

The key principles are:

- Clearly defined strategic objectives
- In support of the strategic objectives, an understanding of the difference between technical and customer related objectives
- Defined targets
- Statement of how the performance will be measured against the targets
- Current performance measurement against the level of service to identify the shortfalls

Council currently does not have a defined customer level of service. It is recommended that Council develops, defines and implements a customer level of service.



Executive Summary

Warrnambool City Council

Future Demand

As the population of Warrnambool City is expected to grow over the next 16 years, from a forecast of 36,575 in 2020 to 46,210 in 2036, there will be greater demand for access to Community Facilities. Figure 2 below illustrates the expected population growth of Warrnambool City over a 20-year period (2016-2036).

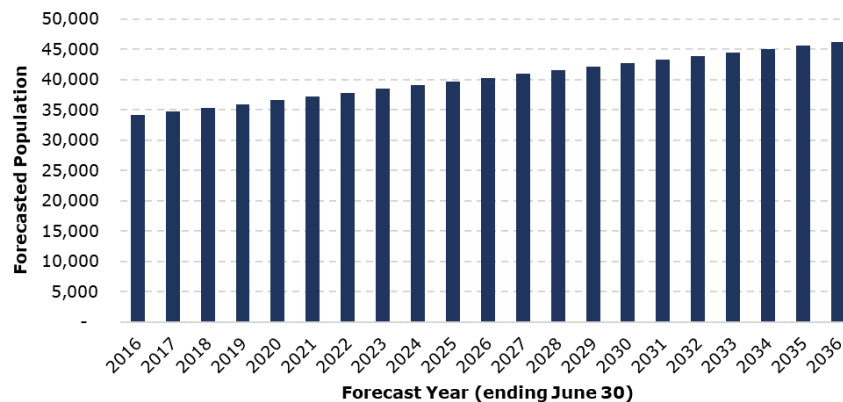


Figure 2 - Forecasted Population for Warrnambool City (2016- 2036)

As stated in the Community Services and Infrastructure Plan (CSIP) 2012, there is expected to be an increase in the number of children, young people which will cause an increase in the demand for early years facilities and youth spaces. With an expected increase in the older population as well, there will be greater demand for access to Community Services facilities from this age group.

In order to meet the increased demand for Community Facilities, Council will need to adopt a strategic level of service to increase the number of early years facilities as well as building new integrated community hubs, shared or multipurpose facilities that are located in suitable areas.

Lifecycle Management

Lifecycle Expenditure

Figure 3 shows the forecast 15 year renewal expenditure for all building categories (Community Facilities, Corporate & City Growth and Infrastructure), including the possible backlog – defined by any component that has a calculated year of replacement prior to 2020. Over the next 15 years a total of \$44.9 million will be required (an annual average of \$3.0 million) to address both the backlog of \$4.4 million and annual lifecycle expenditure. The three highest years of expenditure are the backlog, 2032 and 2034.

The renewal expenditure figures are for a like-for-like replacement of components and is not considerate of Council’s Sustainable Council Buildings Policy. This policy states that in order to meet green targets, capital renewal projects up to a value of \$100,000 should consider improvements to sustainability, ranging from education on facility use, to the selection of lighter materials to improve the solar reflectance index. These initiatives could see an increase in expenditure up to 20% however these are identified and costed at the project planning stage with impacts not identified here.



Executive Summary
Warrnambool City Council

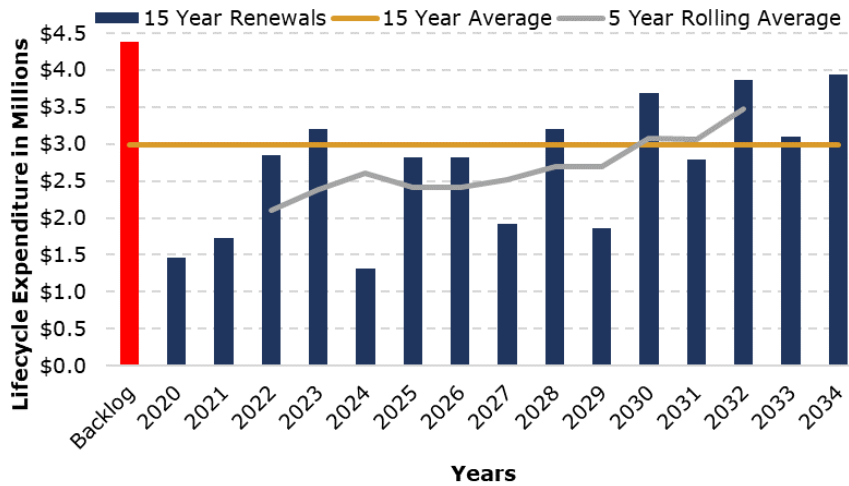


Figure 3 - 15 Year Renewal Forecast for all Building Categories

Condition Forecasting

Figure 4 shows the forecasted condition over the next 15 years assuming that the components are replaced/renewed when required. It shows that replacing all components at their forecasted renewal date is required to maintain the Condition Grade Index (CGI), which is the average condition of the assessed components weighted by their gross replacement cost, at the current levels. While Figure 5 shows a 'worst-case scenario' of the forecasted condition assuming no components are replaced or renewed over the same period of 15 years. In this scenario there is a significantly larger proportion of components in a poorer condition (C4 and C5) at the end of the 15 year period which is reflected in the worsening of the Condition Grade Index)

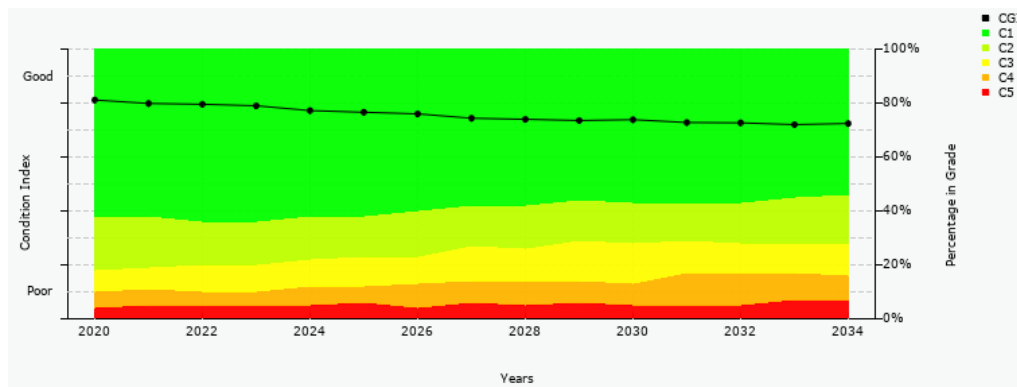


Figure 4 - Forecasted condition over the next 15 years assuming components are renewed

Executive Summary

Warrnambool City Council

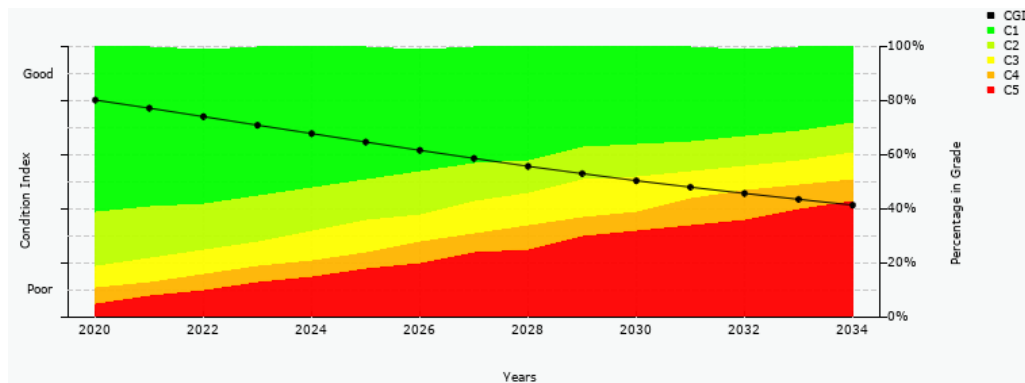


Figure 5 - Forecasted condition over the next 15 years assuming no renewal of components

Upgrade Projects

Table 3 lists the 116 planned upgrade projects by building category and subcategory for the next five years. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan, audit reports and Council renewal planning documents.

The total expenditure required to complete the upgrade projects has been estimated as \$13.6 million. However, these project estimates are pre-adoption of the Sustainable Council Buildings Policy and therefore likely to be under-representing the true cost of works required.

Table 3 - List of Upgrade Projects by Building Category							
Project Information		Expenditure (\$'000)					
Subcategory	No. Projects	2020	2021	2022	2023	2024	Total
Community Facilities							
Community Centres	6	154	20	20	21	21	235
Community Halls	6	151	30	30	30	10	251
Cultural Facilities	8	515	30	21	21	22	610
Early Years Facilities	16	296	149	940	141	142	1,669
Recreational Assets	31	952	362	373	1,175	127	2,989
Sub Total - Community Facilities	67	2,068	591	1,385	1,388	322	5,754
Corporate & City Growth							
Commercial Property	6	117	30	30	10	10	197
Holiday Parks	3	144	347	351	274	158	1,274
Municipal Buildings	12	182	1,910	2,060	300	-	4,452
Saleyards	5	627	69	65	62	63	886
Tourist Facilities	9	107	100	100	50	-	357
Sub Total - Corporate & City Growth	35	1,176	2,455	2,606	696	231	7,165



Executive Summary

Warrnambool City Council

Table 3 - List of Upgrade Projects by Building Category							
Project Information		Expenditure (\$'000)					
Subcategory	No. Projects	2020	2021	2022	2023	2024	Total
Infrastructure							
Housing - Community & Residential	2	25	50	50	-	-	125
Other Buildings	5	149	135	10	10	10	314
Public Toilets	2	10	50	-	-	-	60
Strategic Property	5	53	49	30	31	32	195
Sub Total - Infrastructure	14	237	284	90	41	42	694
Total	116	\$3,482	\$3,31	\$4,080	\$2,125	\$595	\$13,614

Growth Projects

As the population in Warrnambool is expected to grow over the next 30 years there will be an increase in the access and use of Council's Community Facilities, Corporate & City Growth and Infrastructure buildings. In order to meet this increased demand, Council has identified a 'wish list' of projects as part of its strategic planning. Table 4 lists the 13 projects by building category and subcategory for the next 5 years. The total expenditure required to complete these projects has been estimated as \$11.6 million. Note: some projects have not been scoped and therefore the total expenditure required will be higher than that stated in the table below.

Table 4 - List of Growth Projects by Building Category							
Project Information		Expenditure (\$'000)					
Subcategory	No. Projects	2020	2021	2022	2023	2024	Total
Community Facilities							
Early Years Facilities	5	-	600	600	600	8,100	9,900
Sub Total - Community Facilities	5	-	600	600	600	8,100	9,900
Corporate & City Growth							
Municipal Buildings	2	TBC	TBC	TBC	TBC	TBC	TBC
Sub Total - Corporate & City Growth	2	TBC	TBC	TBC	TBC	TBC	TBC
Infrastructure							
Public Toilets	4	420	350	-	600	-	1,370
Strategic Property	2	-	-	350	-	-	350
Sub Total - Infrastructure	6	420	350	350	600	-	1,720
Total	13	420	950	950	1,200	8,100	11,620



Executive Summary

Warrnambool City Council

Risk Management

Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. Table 5 shows the proportion of the building components by their GRC and risk score in a risk matrix. It shows that approximately \$268K of components are at 'extreme risk' and \$3.4 million are at 'high risk'. The extreme and high risk components should be renewed or replaced as a priority as these components are either in a poorer condition or were due to be renewed prior to 2020.

Table 5 - Component Risk Matrix for all Building Categories					
Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -
Major (4)	Medium (4) \$15,813,607	Medium (8) \$1,615,075	High (12) \$288,415	High (16) \$704,766	Extreme (20) \$267,637
Moderate (3)	Low (3) \$61,379,489	Medium (6) \$3,570,407	Medium (9) \$1,630,792	High (12) \$1,506,493	High (15) \$828,525
Minor (2)	Low (2) \$7,880,084	Medium (4) \$476,619	Medium (6) \$507,462	Medium (8) \$312,246	High (10) \$51,706
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Financial Summary

Table 6 shows the results of applying the current budgets to maintain and operate the current buildings while only considering addressing the condition-based shortfalls and the planned upgrade projects. As seen within Table 6 and Figure 6, over the next 15-year period (between 2020 and 2034) an estimated \$170.3 million is required (\$11.4 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 10 years is \$97.5 million if Council addresses all condition-based shortfalls and completes all of the upgrade projects an additional \$72.8 million will be required.

Executive Summary

Warrnambool City Council



Table 6 - Current Financial Summary																
Category	Expenditure Year (\$ Millions)															
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Expenditure																
Lifecycle Expenditure	1.5	1.7	2.8	3.2	1.3	2.8	2.8	1.9	3.2	1.9	3.7	2.8	3.9	3.1	3.9	40.5
Calculated Backlog	4.4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4.4
Upgrade Projects	3.5	3.3	4.1	2.1	0.6	-	-	-	-	-	-	-	-	-	-	13.6
Estimated Operations	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	68.4
Estimated Cyclical Maintenance	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	9.1
Estimated Reactive Maintenance	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	34.2
Total Expenditure	16.8	12.5	14.4	12.8	9.4	10.3	10.3	9.4	10.7	9.3	11.1	10.2	11.3	10.5	11.4	170.3
Budget																
Renewals – General	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	54.0
Renewals - Toilets	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	38.3
Maintenance	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	5.3
Total Budget	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	97.5
Annual Surplus/Deficit	-10.3	-6.0	-7.9	-6.3	-2.9	-3.8	-3.8	-2.9	-4.2	-2.8	-4.6	-3.7	-4.8	-4.0	-4.9	-72.8



Executive Summary

Warrnambool City Council

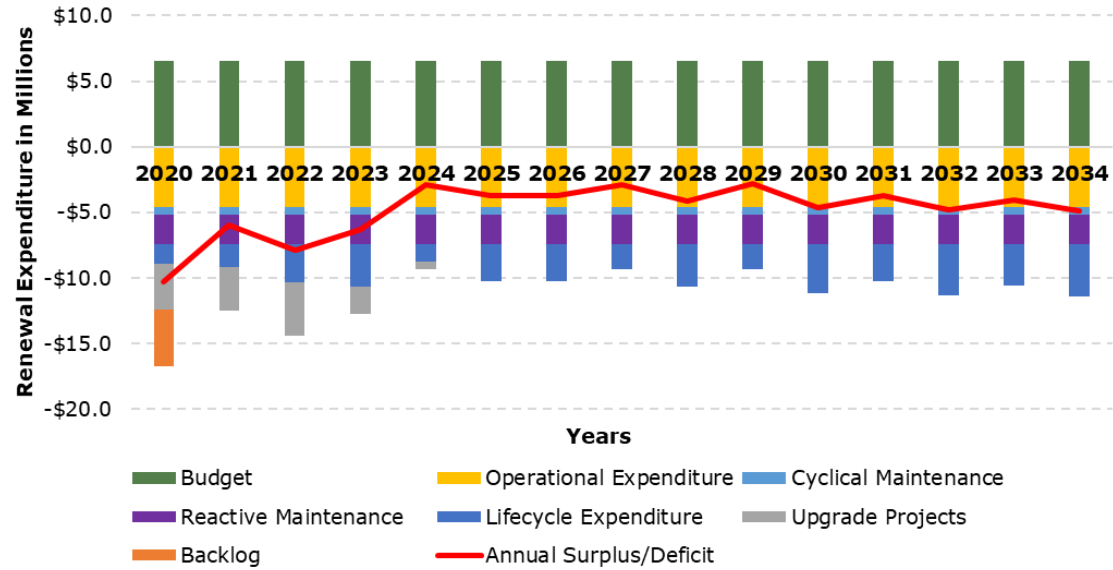


Figure 6 - Estimated 15 Year Financial Forecast for all Building Categories

Executive Summary

Warrnambool City Council



Improvement Programme

The improvement tasks detailed below have been developed throughout the process of documenting the three AMPs. The Improvement Plan and overall AMP document is to be treated as a live document - continuously amended and updated when improvements in asset management planning practices and capabilities are developed. Fundamentally, this Improvement Plan should be reviewed on a quarterly basis and revised annually. All immediate and short term tasks should be completed within the next 2 years.

Immediate

- Review and update the current component references and components, in particular the criticalities (appearance, consequence and safety) to improve the confidence and accuracy of lifecycle projections

Short Term

- Review the list of components that have been identified as 'extreme risk'
- Complete valuations for 18 buildings
- Identify who is responsible for managing and maintaining the Asset Management Plan
- Confirmation of the roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers
- Agree on a list of primary Levels of Service statements to ensure Council focuses on immediate and important needs. The statements should consider strategic objectives, statutory requirements and public expectations.

Ongoing

- Complete new condition assessments of all buildings to identify the current condition. Assessments could be prioritised based on building importance or value to the community.
- Determine which components to include within future iterations of the Asset Management Plans
- Continuously update data to provide confidence in long-term planning by:
 - Updating data with completed works
 - Regular staff inspections
 - Three-year rolling condition surveys



WARRNAMBOOL CITY COUNCIL

Asset Management Plan – Corporate & City Growth



June 2020

Asset Management Plan

Warrnambool City Council



Executive Summary

The Purpose of this Asset Management Plan

The purpose of this Corporate & City Growth Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Corporate & City Growth building assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the building portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

Objectives of the Building Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

Alignment with ISO 55000

Council is considering the following as part of the ISO 55000 alignment:

- To effectively govern an organisation, the governing body needs assurance that their assets are well managed
- Leadership and commitment from all managerial levels is essential to successful asset management
- "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
- Your organisation determines which assets are to be included
- It is good business practice and always think about continuous improvement

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
 - Operational planning and control
 - Supporting activities
 - Control activities
 - Other related processes

SPM Assets' 7 Point Asset Planning Framework – How to be Aligned

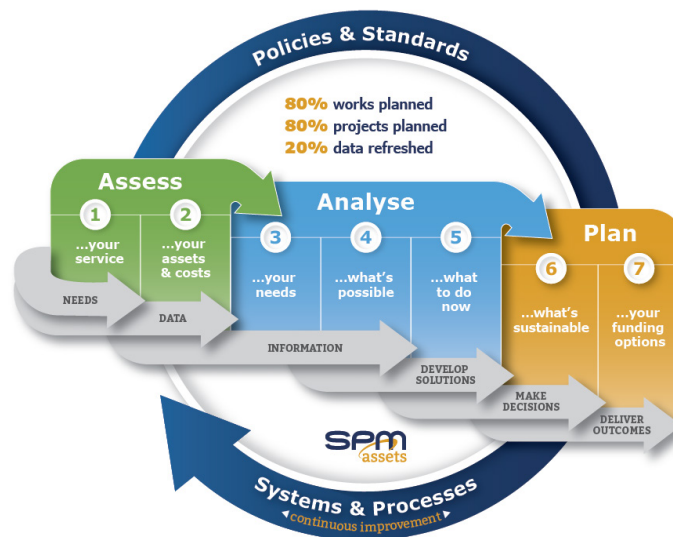


Asset Management Plan

Warrnambool City Council

The below figure illustrates a framework on how to achieve alignment and manage assets efficiently and effectively. In summary:

1. Know your services
2. Know the assets and costs needed to deliver those services
3. Know what you need (both now and into the future)
4. Know what's possible – asset and non-asset solutions
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
7. Make decisions and deliver outcomes



Asset Management Objectives

It is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

- **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.
- **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.
- **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

Asset Management Plan

Warrnambool City Council

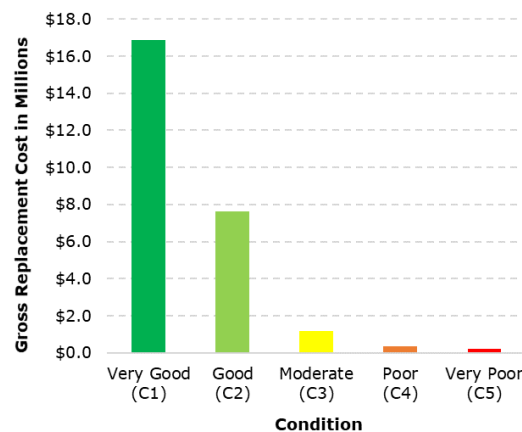


The longer-term value of this solution would be:

- Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works
- Having a more robust planned approach to your works-programme – evidence based using scientific methods
- Better knowing and managing current and future risk
- Having a well-maintained component level asset register with good confidence

Overall Condition

Overall the assessed building components of the Corporate & City Growth buildings are in a very good condition, in which 64% of components in very good condition (by value - \$16.9 million) and 29% of components in good condition (by value - \$7.6 million) as illustrated in the figure below. A further 4% are in moderate condition (by value - \$1.2 million) while 2% of components are in a poor or very poor condition (by value - \$550K).



The \$550K of components in poor or very poor condition largely relates to the following component groups:

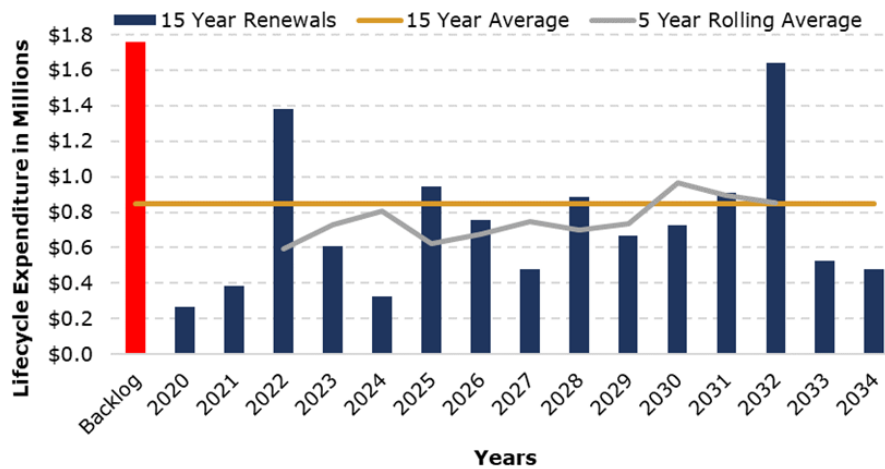
- External Fabric at \$171K
- Interior Finishes at \$152K
- Exterior & Sundries at \$114K
- Services at \$76K
- Open Space at \$34K

Renewals and Replacements

The figure below shows the forecast 15-year renewals expenditure required for all Corporate & City Growth building subcategories, including the possible backlog. It shows that over the next 15 years \$12.7 million is required (an annual average of \$849K) to address both the backlog (a total value of \$1.8 million as detailed in Section 4.5.2), and annual lifecycle expenditure. The three highest peaks of expenditure are the backlog, 2022 and 2032.

Asset Management Plan

Warrnambool City Council



Planned Upgrade Projects

The table below summarises the planned upgrade projects with an estimated expenditure of \$7.2 million over the next five years (2020 – 2024) by source. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan (LTFP) and Council’s renewal planning documents.

Project Information		Expenditure (\$ Millions)					
Subcategory	Source	2020	2021	2022	2023	2024	Total
Commercial Property	Renewal Planning	116,500	-	-	-	-	116,500
	Workshop	-	30,000	30,000	10,000	10,000	80,000
Holiday Parks	LTFP	143,647	146,879	150,551	154,315	158,173	753,565
	Workshop	-	200,000	200,000	120,000	-	520,000
Municipal Buildings	LTFP	-	1,900,000	2,050,000	300,000	-	4,250,000
	Renewal planning	181,803	-	-	-	-	181,803
	Workshop	-	10,000	10,000	-	-	20,000
Saleyards	LTFP	597,459	58,752	60,221	61,726	63,269	841,427
	Renewal Planning	30,000	-	-	-	-	30,000
	Workshop	-	10,000	5,000	-	-	15,000
Tourist Facilities	Renewal Planning	107,000	-	-	-	-	107,000
	Workshop	-	100,000	100,000	50,000	-	250,000
Total		\$1,176,409	\$2,455,631	\$2,605,772	\$696,041	\$231,442	\$7,165,294

Growth Projects

Asset Management Plan

Warrnambool City Council

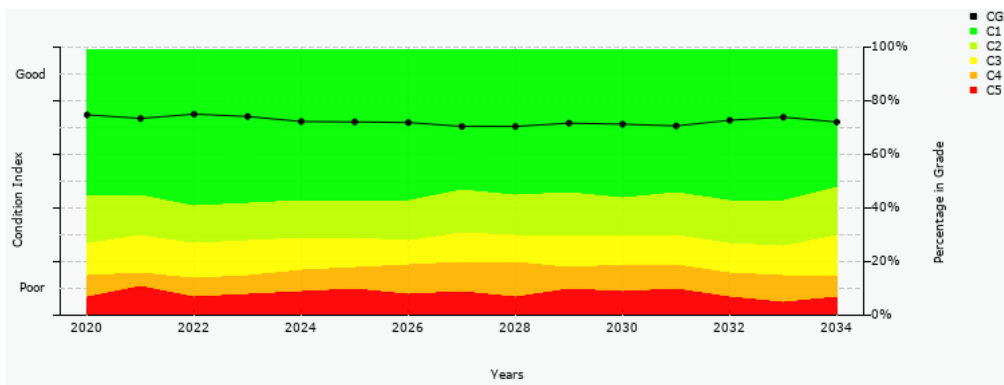


In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in February 2020. These projects are solely for new buildings or extensions that have been identified as 'wish list' items as part of Council's strategic planning. The table below lists the two growth projects which are currently at a concept status.

Project Information				
Subcategory	Project Name	Project Description	Community Value	Status
Municipal Buildings	New Library	Current library is located within the Municipal Offices building. Expected to move out of building in next two years. A new library building is estimated to cost \$3 million over the next two to three years plus \$0.5 million for design and development documentation. Cost and year to be confirmed.	Very High	Concept
	Library - Lift	New lift to be installed after library is relocated. Cost and year to be confirmed.	Very High	Concept

Condition Forecasting – Assessed Component

Although knowing the current condition is important, a component is likely to remain in a good to very good condition for the next 10 years. While critical components will be proactively maintained to ensure the condition is kept within a defined standard. The following figure shows the forecasted condition (if the 'deferred' is addressed) over the next 15 years assuming that the components are replaced/renewed when required – the black line indicates the weighted average of condition and replacement cost.



Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. The table below shows the proportion of the Corporate & City Growth components by their GRC and risk score in a risk matrix. It shows that approximately \$127K of components are at extreme risk and \$1.5 million are at high risk.



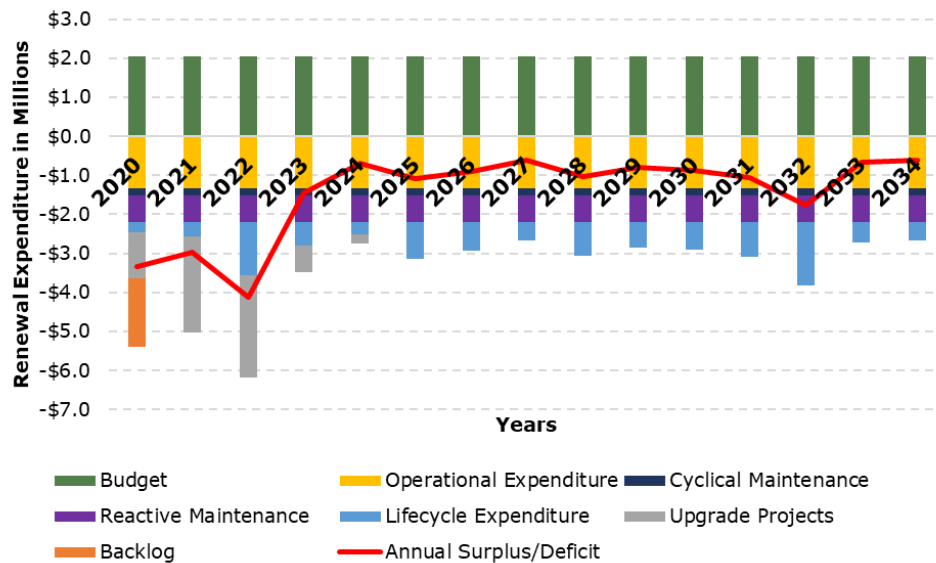
Asset Management Plan

Warrnambool City Council

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -
Major (4)	Medium (4) \$4,002,359	Medium (8) \$273,902	High (12) \$79,615	High (16) \$276,737	Extreme (20) \$126,787
Moderate (3)	Low (3) \$16,656,587	Medium (6) \$1,046,266	Medium (9) \$337,212	High (12) \$637,323	High (15) \$379,420
Minor (2)	Low (2) \$2,170,387	Medium (4) \$84,923	Medium (6) \$59,489	Medium (8) \$85,816	High (10) \$17,536
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Investment Scenario

As seen within the figure below, over the next 15-year period (between 2020 and 2034) an estimated \$52.8 million is required (\$3.5 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 15 years is \$30.8 million, if Council addresses all condition-based shortfalls and completes the upgrade projects an additional \$22.0 million will be required.



Improvement Actions

The key actions resulting from this Corporate & City Growth Asset Management Plan are:

Data

1. Review and update the current component references and components. In particular:
 - a. Review criticalities of component references – appearance, consequence and safety

Asset Management Plan

Warrnambool City Council



2. Review the list of components that are included within future iterations of the AMP
3. Review the list of components that have been identified as 'extreme risk'
4. Review the property hierarchy and structure in the SPM Assets database to ensure the correct property type has been assigned
5. Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended:
 - a. Update data form with completed works
 - b. Regular staff inspections
 - c. Three-year rolling condition surveys – targeting high importance areas
6. Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance
7. Complete valuations for the 6 buildings that currently do not have any valuation information
8. Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.

People

10. Identify who is responsible for managing and maintaining the Asset Management Plan
11. Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers

Processes

12. Agreeing on a list of primary Level of Service statements will ensure Council focuses on immediate and important needs. The list should consist of approximately 5 statements and up to 10 measures. The process in determining which statements are more important should consider strategic objectives, statutory requirements and public expectations.
13. Establishment of Quality Standard
14. Review the list of components that have been identified as extreme risk
15. Implement the 80/80/20 asset management objective over the next three years
 - a. 80% of the work completed is planned
 - b. 80% of the works program is driven from the planning process
 - c. 20% of the asset register is updated, maintained, improved and changed every year

Systems

16. Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions

Asset Management Plan

Warrnambool City Council



Table of Contents

1	Introduction	10
	1.1 Purpose	10
	1.2 Background	10
	1.3 Alignment with ISO 55000	11
	1.4 Asset Management Framework	12
	1.5 Relationship with Other Planning Documents	15
	1.6 AMP Structure	15
2	Asset Description	17
	2.1 Overview	17
	2.2 Survey Methodology	17
	2.3 Property Level Information	18
	2.4 Description of Components	19
	2.5 PQS Assessment Results	32
3	Levels of Service	34
	3.1 Overview	34
	3.2 Alignment with Council's Level of Service Measures	35
	3.3 Customer Levels of Service	35
	3.4 Technical Levels of Service	37
4	Lifecycle Management	40
	4.1 Overview	40
	4.2 Renewal and Replacements	40
	4.3 Upgrades	51
	4.4 Growth	55
	4.5 Operations Plan	57
	4.6 Maintenance Plan	57
	4.7 Disposals	57
5	Risk Management	58
	5.1 Principles	58
	5.2 Predictive Deterioration Model	58
	5.3 Council's Risk Management Framework	59
	5.4 Current Component Risk Matrix	59
	5.5 Project Prioritisation Based on Risk	60
6	Financial Summary	61

Asset Management Plan

Warrnambool City Council



6.1 Overview	61
6.2 Assumptions.....	61
6.3 Estimated Forecast.....	61
6.4 Funding Required for Maintaining Current Assets.....	63
7 Asset Management Practices	66
7.1 Overview	66
7.2 Processes.....	66
7.3 Systems.....	67
7.4 Data	67
8 Improvement Plan	68
8.1 Improvement Programme	68
Appendices	I
APPENDIX A Glossary	I
APPENDIX B Property Quality Standards Results	I
APPENDIX C Building Quality Standard Results	III
APPENDIX D Critical Components in a Poor or Very Poor Condition	VI
APPENDIX E Risk Matrix - Likelihood and Consequence.....	XII
APPENDIX F Disclaimer.....	XIV

Asset Management Plan

Warrnambool City Council



1 Introduction

1.1 Purpose

Warrnambool City Council (Council) engaged SPM Assets Pty Ltd (SPM Assets) in December 2019 to work in a collaborative approach to improve the supporting documentation associated with sound asset management, which includes the preparation of Building Asset Management Plans (AMP) for each of its building categories – Community Facilities, Corporate & City Growth and Infrastructure. This AMP specifically focuses on the buildings owned and managed by Council that are included within the Corporate & City Growth category.

The purpose of this Corporate & City Growth Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Corporate & City Growth building assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the building portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

This AMP demonstrates proactive management of assets, records the current and future quality shortfalls and lists the projects and initiatives required to address the shortfalls in a way that is affordable and delivers the services required by Council. The AMP is used as a tool to provide information that decisions can be based on – this is an evidence-based asset plan. It also addresses compliance with regulatory requirements and communicates forecast shortfalls or surplus in funding used to provide the required levels of service.

Objectives of the Building Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

1.2 Background

Council first licenced the SPM Assets software application in April 2014. Council undertakes cyclic visual condition assessments and manages all building assets using the SPM Assets software application. Since then SPM Assets has been engaged by Council for several projects including completing condition assessments and the development of maintenance plans and 5 year works programmes.

Asset Management Plan

Warrnambool City Council



On 6 February 2020, two workshops were held between SPM Assets and Council representatives from the Corporate & City Growth team to discuss the current and future service specific building requirements. The attendees included:

- Director Corporate Strategies
- Director City Growth
- Manager Information Services
- Manager City Strategy & Development

1.3 Alignment with ISO 55000

ISO 55000 is a series of international standards that have been created by the International Standard Organisation (ISO) for the ongoing management of physical assets. These standards have been developed from the previously published PAS 55 standards which were developed in 2002-2004 and edited in 2008.

The ISO 55000 suite includes three standards:

- ISO 55000 – overview, principles and terminology
- ISO 55001 – management system & requirements
- ISO 55002 – guidelines on the application of ISO 55001

Important considerations:

- To effectively govern an organisation, the governing body needs assurance that their assets are well managed
- Leadership and commitment from all managerial levels is essential to successful asset management
- "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
- Your organisation determines which assets are to be included
- It is good business practice and always think about continuous improvement

Figure 1-1 lists some of the elements of an ISO 55000 Asset Management System. Understanding the hierarchy of plans and processes is essential – remembering that the ISO is more about implementing a process rather than writing an AMP – the AMP is the output of the process:

- Know your reason why – what are the services being delivered through the assets
- Policies and objectives signed off by the governing body will make the process work
- Strategic AMP – looking long term and considering capital concepts through to disposal
- AMPs – can also be longer term and more aligned with a specific service being delivered and can focus more on maintenance and renewal

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
 - Operational planning and control
 - Supporting activities
 - Control activities
 - Other related processes

Figure 1-1 Elements of an ISO 55000 Asset Management System

Asset Management Plan

Warrnambool City Council



- Implementation of the AMP and works-programmes – all roads lead to the works programme as this is what you do to make a difference
- Evaluate performance and improve processes, systems and data

Furthermore, section 2.5.3.1 of ISO 55000 states:

"An asset management system impacts the whole organisation, including its stakeholders and external service providers, and can use, link or integrate many of the organisation's activities and functions that would otherwise be managed or operated in isolation. The process of establishing an asset management system requires a thorough understanding of each of its elements and the policies, plans and procedures that integrate them. The asset management system requirements described in ISO 55001 are grouped in a way that is consistent with the fundamentals of asset management:

1. Context of the organisation (ISO 55001:2014, Clause 4)
2. Leadership (ISO 55001:2014, Clause 5)
3. Planning (ISO 55001:2014, Clause 6)
4. Support (ISO 55001:2014, Clause 7)
5. Operation (ISO 55001:2014, Clause 8)
6. Performance evaluation (ISO 55001:2014, Clause 9)
7. Improvement (ISO 55001:2014, Clause 10)

Council follows the 'asset management system' that the ISO 55000 describes. Therefore, this Asset Management Plan (AMP) summarises the outputs resulting from the process and describes the associated key inputs, assumptions, practices and systems.

1.4 Asset Management Framework

1.4.1 Overview

Warrnambool City Council has stated the following vision as outlined in their Council Plan (2017-2021):

A cosmopolitan city by the sea

The following five objectives support Council's vision:

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 advice

1.4.2 Asset Management Objectives

On 2 December 2019, Council adopted the following goals and commitments as part of their Asset Management Policy:

- Asset management will be service driven and will align with the strategic priorities and directions of the Council
- To achieve and sustain a high level of asset management maturity

Asset Management Plan

Warrnambool City Council



- To achieve certification with ISO 55000, International Standards for Asset Management
- Asset management will be integrated into corporate governance including enterprise planning, reporting and risk management frameworks and practices
- Maximise the value of Council's capital, operations and maintenance expenditures within current revenues, to optimise agreed levels of service, service delivery potential and manage related risks and costs over the entire life of infrastructure assets
- Decommission and dispose of assets that are under-utilised and no longer economically, socially or sustainably viable
- Involve and consult with the community and key stakeholders on determining service standards
- Service delivery assets will be created, acquired, maintained and rehabilitated to enable the organisation to meet its strategic service delivery goals efficiently and effectively
- Service/Asset Management Strategies and Plans will include processes which provide accountability to the community
- Allocate appropriate resources to ensure Asset Management practices can be undertaken and the timely maintenance and renewal of those assets so that 'life cycle' costs are optimised
- Accurately report on all aspects of Councils assets in terms of Operations, Maintenance, Renewal, Upgrade, Expansion and New
- Ensure that the roles and responsibilities of all asset owners, managers and users are well defined and understood. Reinforce and support asset management roles and responsibilities across the organisation at a functional level. The various key roles, responsibilities and delegations associated with service delivery and asset management is documented in the Asst Management Strategy
- Invest in appropriate and timely asset management training and development program for staff and Councillors as required
- Council will support the implementation of the Asset Management Strategy and foster a strong asset management culture across Council through a cross functional Asset Management Steering Committee

In addition to the above objectives, it is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

- **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.
- **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.
- **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

The longer-term value of this solution would be:

- Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works

Asset Management Plan

Warrnambool City Council



- Having a more robust planned approach to your works-programme – evidence based using scientific methods
- Better knowing and managing current and future risk
- Having a well-maintained component level asset register with good confidence

1.4.3 SPM Assets' 7 Point Asset Planning Framework

SPM Assets' 7 Point Asset Management Planning Framework involves all areas of business and planning processes and is aligned with ISO55000 and the International Infrastructure Management Manual (IIMM).

Figure 1-2 below illustrates the Framework, which is a service-led planning approach, i.e. it is the service needs that define the quality standards required now and into the future. The framework is founded on the IIMM principles and is structured to proactively minimise shortfalls by implementing appropriate well thought out asset management strategies. The framework is founded on a culture of continual improvement which focuses on determining the degree of criticality of the assets, to minimise the risk of failure and is based on the following:

1. **Know your services**
A mixture of commercial, holiday parks, municipal buildings, saleyards and tourist facilities.
2. **Know the assets and costs needed to deliver those services**
Having a good knowledge of the existing assets provides the planning platform. Realising that the data can have 80% confidence and still be useful, i.e. target the high-quality information management to critical and/or high value assets.
3. **Know what you need (both now and into the future)**
Recognising the difference between the Levels of Service and building related Quality Standards. It's about knowing the current standards and what they could be in the future and defining and measuring the lowest level.
4. **Know what's possible – asset and non-asset solutions**
Comparing the current situation with the desired levels of service and quality standards will identify the current and future shortfalls that need to be addressed. Creating a range of 'possible projects' to address the shortfalls moves the process from asset planning to project planning and eventual Capital Asset Management.
5. **Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term**
Knowing which 'possible project' is more important than another, needs to consider its outcomes after completion, its affordability, and the risks it's managing.
6. **Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls**
Allocation of budgets to funded programmes ensures projects are being funded appropriately and that the renewals funding is specifically used to address replacements and renewals, thus avoiding fiscal surprises.
7. **Make decisions and deliver outcomes**
Decisions are made every day and the right people should be making the right decisions based on information that they can rely on. This is where the real value of capital asset management is realised, i.e. the organisation has the confidence that it is making the right decisions.

Asset Management Plan
Warrnambool City Council

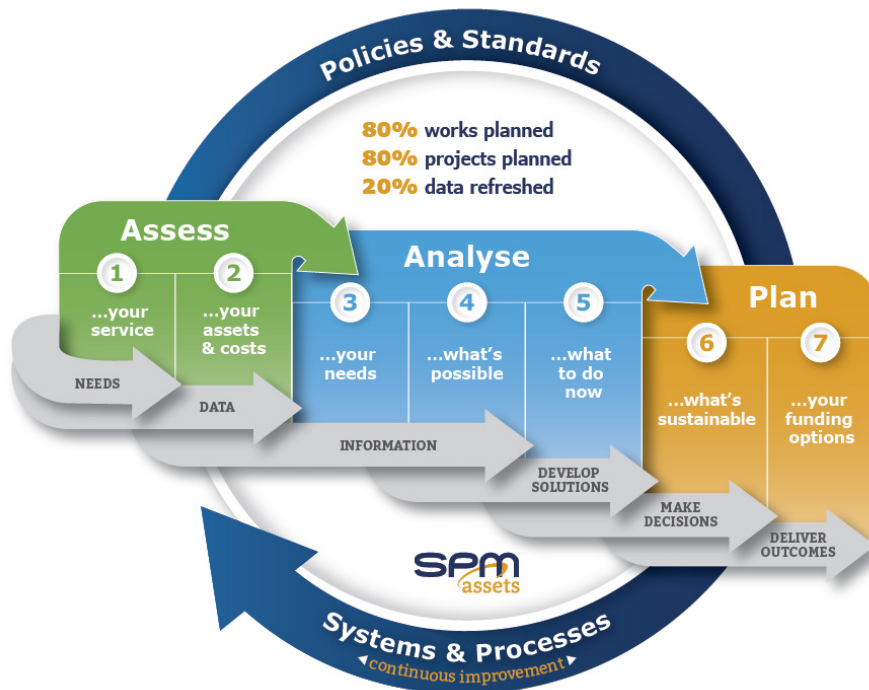


Figure 1-2 SPM Assets' 7 Point Asset Planning Framework

1.5 Relationship with Other Planning Documents

The AMP considers the following documents:

- Council Plan 2017-2021 (2019 revision)
- Asset Management Policy 2019
- Risk Management Policy 2015
- Community Services and Infrastructure Plan 2013 (CSIP)

1.6 AMP Structure

The AMP is the output of the asset management planning process. It documents the associated procedures, objectives, policies, standards, drivers, future renewal projects, lifecycle replacement projections and improvement tasks.

The AMP has been written so that any reader can understand how the assets are being considered and managed. Commentaries on renewal theories and the reasoning of renewal and maintenance policies provide the reader with the context or reason why certain practices have been implemented.

The AMP is a communication document first and foremost. It summarises the vast information held in the supporting computer systems and provides the reasoning of why maintenance and lifecycle expenditure is needed in the future. The 'nuts and bolts' detail is available directly from the management systems if the reader needs further detail of a specific asset or asset group.

Asset Management Plan

Warrnambool City Council



Council's objectives and policies are the primary driver for the asset management process and dictate all aspects of the asset management approach. This document recognises these requirements and uses SPM Assets' 7 Point Planning Framework and software applications as the primary implementation tools. In its simplest form, the asset register is populated, it is analysed, and a program of works is produced based on providing a defined 'level of service'.

Key sections of the AMP are based on the International Infrastructure Management Manual (IIMM) and are summarised as follows:

- Asset Description – summary of assets and current condition
- Levels of Service – specifies the services and levels of service to be provided by Council
- Lifecycle Management – how Council will manage its existing and future assets to provide the required services
- Risk Management – applying a risk-based analysis to the lifecycle results
- Financial Summary – what funds are required to provide the required services
- Asset Management Practices – documenting the practices that are required to maintain best practice in asset management going forward
- Asset Management Improvement Plan – what are the next steps?

Asset Management Plan

Warrnambool City Council



2 Asset Description

2.1 Overview

A total of 10,884 visually assessed building components have been picked up during the onsite building condition assessments of the 110 Corporate & City Growth buildings. The Gross Replacement Cost (GRC) of the assessed components has been identified as \$26.2 million. Table 2-1 summarises the number of sites, properties and components for the Corporate & City Growth category.

Table 2-1 Corporate & City Growth – Overview						
	Building Subcategory					Total
	Commercial Property	Holiday Parks	Municipal Buildings	Saleyards	Tourist Facility	
No. Sites	6	2	2	1	1	12
No. Buildings	8	49	2	5	46	110
No. Property Records	85	247	124	28	208	692
No. Components	1,333	4,364	1,954	418	2,815	10,884
Gross Replacement Cost (GRC)	2,823,385	8,931,860	5,649,582	1,202,751	7,620,480	\$26,228,057
Capital Replacement Value (CRV)	4,687,420	13,618,356	12,960,980	2,123,702	11,318,474	\$44,708,932

Improvement Action: The total number of buildings (110) includes both buildings and properties. As part of the Improvement Plan, the property type of the Corporate & City Growth buildings may need to be reviewed to distinguish the difference between a 'block' (building) and a property, e.g. some sheds are classified as 'blocks' (buildings) and others are a 'property'.

2.2 Survey Methodology

2.2.1 Site Assessment

A total of 110 Corporate & City Growth building assets have been assessed between 2012 and 2019. The majority of onsite building condition assessments have been completed by experienced SPM Assets surveyors and updated and maintained by Council staff using the Mobile application of the SPM Assets software on a tablet PC device. The assessment approach that was implemented, and the SPM Assets software, have been directly aligned with ISO 55000, IIMM, NAMS Property Manual and IPWEA/NAMS Practice Note 3. The building condition assessments were conducted to identify the current condition of components, update property level information including capturing any space changes and refurbishments and answering Property Quality Standards (PQS).

2.2.2 Data Model

The data model for Council's Corporate & City Growth building assets has been broken down into grounds, buildings, floors and room locations (ground, block, floor, and unit) so that components

Asset Management Plan

Warrnambool City Council



can be assigned to a level that work can be carried out e.g. the refurbishment of the offices on level 1.

It should be noted that the following components have been excluded from this AMP:

- Loose furniture

Improvement Action: These assets will be reviewed and may be included in future iterations of this AMP. Any projects associated with these assets will be included within the relevant board in the SPM Assets Programs application.

2.3 Property Level Information

2.3.1 Building Valuations

Table 2-2 below summarises the valuation figures for the Corporate & City Growth building assets. The Capital Replacement Value (CRV), which is based on the rate per square metres as recommended in the Rawlinsons Australian Construction Handbook, has been calculated as \$44.7 million.

Table 2-2 Capital Replacement Values		
Building Subcategory	No. Buildings	CRV
Commercial Property	5	4,687,420
Holiday Parks	48	13,618,356
Municipal Buildings	2	12,960,980
Saleyards	4	2,123,702
Tourist Facility	45	11,318,474
Total	104	\$44,708,932

Improvement Action: A total of 6 buildings have no valuation data. As an improvement activity, a valuation for these buildings should be calculated or completed by an experienced building valuer.

2.3.2 Condition Grade Index by Building

Definition

The Condition Grade Index (CGI) is the average condition grade of assessed components weighted by their Gross Replacement Cost (GRC). A low CGI e.g. 1.5 means that the components have been assessed to be in good to very good condition whereas a high grade such as 2.3 means that the components are mainly in a poor to very poor condition. The overall CGI for the Corporate & City Growth buildings is 1.45 which indicates that the majority of the buildings are in a good or very good condition.

Result

Table 2-3 lists the number of Corporate & City Growth building assets by building subcategory for each of the CGI ranges and suggests that 73% of the building assets are considered to be in either a good or very good condition and only 5% of building assets have a CGI greater than 2.6.

Asset Management Plan

Warrnambool City Council



Table 2-3 CGI of Corporate & City Growth						
Building Subcategory	CGI Ranges					Total
	<- Very Good			Very Poor ->		
	1.0-1.4	1.4-1.7	1.7-2.2	2.2-2.6	>2.6	
Commercial Property	2	2	1	0	0	5
Holiday Parks	12	24	9	1	2	48
Municipal Buildings	1	1	0	0	0	2
Saleyards	1	1	1	0	1	4
Tourist Facility	21	12	4	5	2	44
Total	37	40	15	6	5	103
<i>Proportion</i>	36%	39%	15%	6%	5%	100%

Improvement Action: The total number of buildings where a CGI has been calculated is 103. While there are 110 buildings included in the Corporate & City Growth, 7 buildings have been excluded from the CGI calculations as these buildings have no components. It is recommended that these buildings are reassessed to ensure that all relevant components have been captured.

2.4 Description of Components

2.4.1 Component Groups and Types

Table 2-4 provides a breakdown of the number of components by building subcategory for the Corporate & City Growth buildings. A total of 336 unique components have been assessed that identify 10,884 assets, i.e. a component can have multiple assets within a building.

Table 2-4 Building Subcategory Component Breakdown		
Building Subcategory	No. Components	Proportion (%)
Commercial Property	1,333	12%
Holiday Parks	4,364	40%
Municipal Buildings	1,954	18%
Saleyards	418	4%
Tourist Facility	2,815	26%
Total	10,884	100%

The Gross Replacement Cost (GRC) of the assessed components has been identified as \$26.2 million. Table 2-5 and Table 2-6 summarises the GRC by component group and component type respectively. The Interior Finishes and External Fabric components have the highest GRC of \$10.3 million and \$7.6 million respectively while the Sporting components have the lowest GRC of \$2K.

Asset Management Plan

Warrnambool City Council



Table 2-5 GRC by Component Group		
Component Group	No. Components	GRC
Exterior & Sundries	253	1,282,445
External Fabric	2,021	7,581,814
Interior Finishes	4,578	10,284,775
Open Space	205	1,039,050
Services	3,815	6,013,401
Sporting	1	2,176
Structure	11	24,396
Total	10,884	\$26,228,057

Table 2-6 GRC By Component Group and Type			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Landscaping	1	6,440
	Misc.	113	594,752
	Paving	61	242,648
	Sundries	68	406,625
	Tanks	10	31,980
External Fabric	External Stairs	104	723,422
	External Walls	557	3,133,083
	Roof	659	1,910,523
	Windows & Doors	701	1,814,787
Interior Finishes	Ceiling Finishes	849	1,381,391
	Fixtures & Fittings	963	2,277,990
	Floor Finishes	569	1,219,914
	Interior Doors	764	623,903
	Interior Walls	377	2,666,037
	Wall Finishes	1,056	2,115,540
Open Space	Access	32	177,922
	Electrical	7	18,587
	Fences & Walls	135	571,285
	Furniture	1	197,144
	Gates	10	33,258
	Landscaping	5	1,070
	Reserve Equipment	1	26,716
	Shelters	2	5,355

Asset Management Plan

Warrnambool City Council



Table 2-6 GRC By Component Group and Type			
Component Group	Component Type	No. Components	GRC
	Signs	12	7,713
Services	Electrical	2,021	2,306,077
	Fire Services	355	237,912
	Mechanical	564	1,937,874
	Sanitary Plumbing	823	1,425,680
	Special Services	52	105,858
Sporting	Poles & Goals	1	2,176
Structure	Structure	11	24,396
Total		10,884	\$26,228,057

2.4.2 Condition

Overall the assessed building components of the Corporate & City Growth buildings are in a very good condition, in which 64% of components in very good condition (by value - \$16.9 million) and 29% of components in good condition (by value - \$7.6 million) as illustrated in Figure 2-1. A further 4% are in moderate condition (by value - \$1.2 million) while 2% of components are in a poor or very poor condition (by value - \$550K).

The \$550K of components in poor or very poor condition largely relates to the following component groups:

- External Fabric at \$171K
- Interior Finishes at \$152K
- Exterior & Sundries at \$114K
- Services at \$76K
- Open Space at \$34K

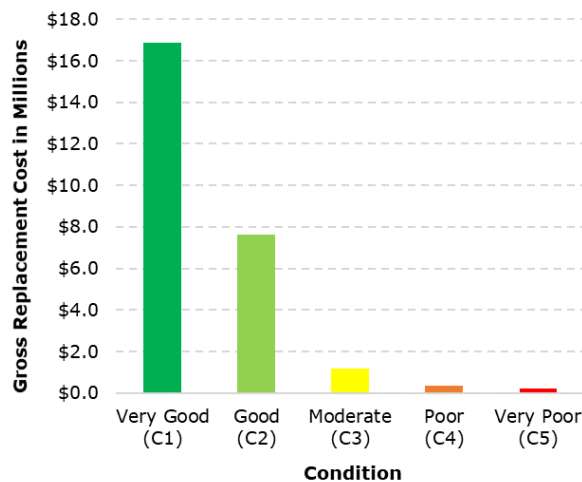


Figure 2-1 Condition Profile of Corporate & City Growth Buildings

Asset Management Plan

Warrnambool City Council



2.4.3 Critical Assets

The component criticality criteria established within the SPM Assets Reference library provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level. It is based on the following criteria:

- **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
- **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the building or asset
- **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

- Consequence of Failure of **medium-high to high criticality**
- Occupational Health and Safety of **medium-high to high criticality**
- Appearance of **high criticality**

In total there are 5,315 components that fit the above criteria with a total GRC of \$15.0 million. Table 2-7 lists the critical assets by component group and type, the number of components and GRC.

Table 2-7 List of Critical Components			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	46	87,470
	Paving	48	219,900
	Sundries	34	361,807
	Tanks	5	21,480
External Fabric	External Stairs	103	722,922
	External Walls	273	1,790,774
	Roof	208	1,384,076
	Windows & Doors	570	1,773,594
Interior Finishes	Ceiling Finishes	448	940,934
	Fixtures & Fittings	342	1,012,487
	Floor Finishes	500	1,143,867
	Interior Doors	46	85,362
	Interior Walls	38	335,942
	Wall Finishes	1	8,512
Open Space	Access	31	174,412
	Electrical	3	15,960
	Fences & Walls	17	90,970
	Furniture	1	197,144
	Gates	8	8,228

Asset Management Plan

Warrnambool City Council



Table 2-7 List of Critical Components			
Component Group	Component Type	No. Components	GRC
	Landscaping	5	1,070
	Reserve Equipment	1	26,716
	Shelters	1	11
	Signs	3	1,708
Services	Electrical	1,232	1,573,013
	Fire Services	348	230,856
	Mechanical	502	1,727,332
	Sanitary Plumbing	469	1,031,671
	Special Services	21	38,905
Structure	Structure	11	24,396
Total		5,315	\$15,031,519

2.4.4 Commercial Property

There are 173 unique components that describe the 1,333 assets associated with the Commercial Property subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$2.8 million. Table 2-8 details the replacement cost of assets by component group and type.

Table 2-8 GRC By Component Group and Type – Commercial Property			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	4	17,776
	Paving	5	21,100
	Sundries	5	7,520
External Fabric	External Stairs	16	140,778
	External Walls	54	332,109
	Roof	74	206,835
	Windows & Doors	64	172,398
Interior Finishes	Ceiling Finishes	119	174,649
	Fixtures & Fittings	143	256,791
	Floor Finishes	85	161,051
	Interior Doors	97	79,880
	Interior Walls	39	188,501
	Wall Finishes	162	308,693
Open Space	Access	2	26,800
	Fences & Walls	2	4,416
Services	Electrical	268	232,966
	Fire Services	29	13,262
	Mechanical	75	340,093

Asset Management Plan

Warrnambool City Council



Table 2-8 GRC By Component Group and Type – Commercial Property			
Component Group	Component Type	No. Components	GRC
	Sanitary Plumbing	86	136,911
	Special Services	4	856
Total		1,333	\$2,823,385

Overall the components are in a very good condition with 74% of components in very good condition (by value - \$2.1 million) and 20% of components in good condition (by value - \$555K) as illustrated in Figure 2-2. A further 3% are in moderate condition (by value - \$89K) and 3% in poor or very poor condition (by value - \$78K).

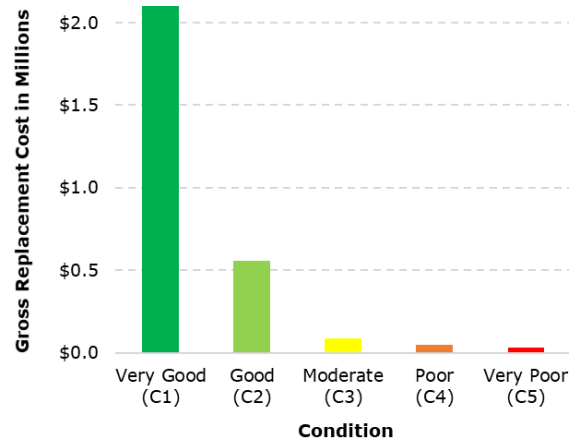


Figure 2-2 Condition Profile of Commercial Property

The \$78K of components in poor or very poor condition largely relate to the following component groups.

- Services - \$42K
 - R.S.L. Clubrooms - \$34K
- External Fabric - \$19K
 - R.S.L. Clubrooms - \$11K

2.4.5 Holiday Parks

There are 201 unique components that describe the 4,364 assets associated with the Holiday Parks subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$8.9 million. Table 2-9 details the replacement cost of assets by component group and type.

Asset Management Plan

Warrnambool City Council



Table 2-9 GRC By Component Group and Type – Holiday Parks			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Landscaping	1	6,440
	Misc.	67	173,702
	Paving	30	103,972
	Sundries	28	71,528
	Tanks	7	16,800
External Fabric	External Stairs	33	201,964
	External Walls	208	843,696
	Roof	253	710,336
	Windows & Doors	261	490,929
Interior Finishes	Ceiling Finishes	296	386,004
	Fixtures & Fittings	427	1,003,943
	Floor Finishes	181	284,241
	Interior Doors	276	262,286
	Interior Walls	130	989,762
	Wall Finishes	312	579,110
Open Space	Access	8	37,858
	Fences & Walls	77	314,055
	Gates	7	30,150
	Landscaping	5	1,070
	Shelters	1	5,344
	Signs	1	283
Services	Electrical	854	825,902
	Fire Services	143	90,125
	Mechanical	197	425,990
	Sanitary Plumbing	549	1,068,424
	Special Services	11	5,770
Sporting	Poles & Goals	1	2,176
Total		4,364	\$8,931,860

Overall the components are in a very good condition with 54% of components in very good condition (by value - \$4.8 million) and 38% of components in good condition (by value - \$3.4 million) as illustrated in Figure 2-3. A further 6% are in moderate condition (by value - \$517K) and 2% in poor or very poor condition (by value - \$203K).

Asset Management Plan

Warrnambool City Council

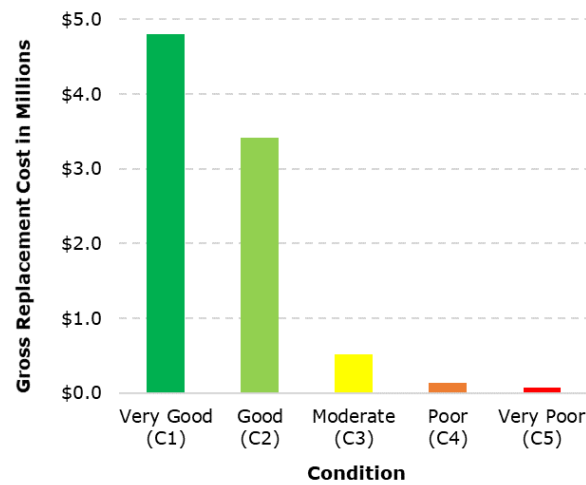


Figure 2-3 Condition Profile of Holiday Parks

The \$203K of components in poor or very poor condition largely relate to the following component groups.

- External Fabric – \$71K
 - Surfside Holiday Park – Residence - \$17K
 - Surfside Holiday Park – Former Amenities Block 1 (Storage Building) - \$11K
- Interior Finishes - \$68K
 - Shipwreck Bay Holiday Park – Kiosk/Flat - \$17K
 - Shipwreck Bay Holiday Park – Amenities Block 6 - \$10K
- Exterior & Sundries - \$44K
 - Surfside Holiday Park – Grounds - \$24K
 - Surfside Holiday Park – BBQ Shelter 2 (Opp. Workshop) - \$12K

2.4.6 Municipal Buildings

There are 182 unique components that describe the 1,954 assets associated with the Municipal Buildings subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$5.6 million. Table 2-10 details the replacement cost of assets by component group and type.

Table 2-10 GRC By Component Group and Type – Municipal Buildings			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	4	111,349
	Paving	6	25,082
	Sundries	4	2,400

Asset Management Plan

Warrnambool City Council



Table 2-10 GRC By Component Group and Type – Municipal Buildings			
Component Group	Component Type	No. Components	GRC
External Fabric	External Stairs	19	172,742
	External Walls	27	536,211
	Roof	39	239,102
	Windows & Doors	83	519,226
Interior Finishes	Ceiling Finishes	179	327,118
	Fixtures & Fittings	138	415,776
	Floor Finishes	131	359,476
	Interior Doors	220	164,063
	Interior Walls	118	868,462
	Wall Finishes	242	435,349
Open Space	Electrical	5	18,020
	Fences & Walls	6	11,808
	Gates	1	1,000
	Reserve Equipment	1	26,716
	Signs	1	510
Services	Electrical	374	490,977
	Fire Services	111	96,944
	Mechanical	164	699,849
	Sanitary Plumbing	60	70,325
	Special Services	21	57,077
Total		1,954	\$5,649,582

Overall the components are in a very good condition with 73% of components in very good condition (by value - \$4.1 million) and 25% of components in good condition (by value - \$1.4 million) as illustrated in Figure 2-4. A further 2% are in moderate condition (by value - \$109K) and 1% in a poor or very poor condition (by value - \$55K).

Asset Management Plan
Warrnambool City Council

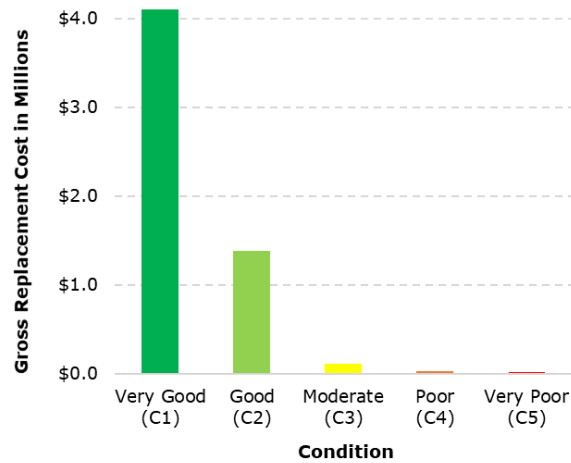


Figure 2-4 Condition Profile of Municipal Buildings

The \$55K of components in poor or very poor condition largely relate to the following component groups.

- Interior Finishes - \$35K
 - Old Post Office - \$19K
 - Municipal Offices - \$16K
- External Fabric - \$14K
 - Old Post Office - \$12K

2.4.7 Saleyards

There are 104 unique components that describe the 418 assets associated with the Saleyards subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$1.2 million. Table 2-11 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-11 GRC By Component Group and Type – Saleyards			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Paving	5	20,000
	Sundries	3	3,480
External Fabric	External Stairs	2	3,136
	External Walls	19	138,294
	Roof	30	51,726
	Windows & Doors	34	128,793
Interior Finishes	Ceiling Finishes	40	102,320
	Fixtures & Fittings	46	119,804

Asset Management Plan

Warrnambool City Council



Table 2-11 GRC By Component Group and Type – Saleyards			
Component Group	Component Type	No. Components	GRC
	Floor Finishes	11	25,768
	Interior Doors	44	32,613
	Interior Walls	24	231,431
	Wall Finishes	28	49,040
Open Space	Fences & Walls	3	94,384
	Shelters	1	11
	Signs	3	3,853
Services	Electrical	71	121,825
	Fire Services	6	2,022
	Mechanical	33	54,507
	Sanitary Plumbing	14	19,530
	Special Services	1	214
Total		418	\$1,202,751

Overall the components are in a very good condition with 75% of components in very good condition (by value - \$900K) and 17% of components in good condition (\$206K) as illustrated in Figure 2-5. A further 5% are in moderate condition (by value - \$66K) and 2% in a poor or very poor condition (by value - \$31K).

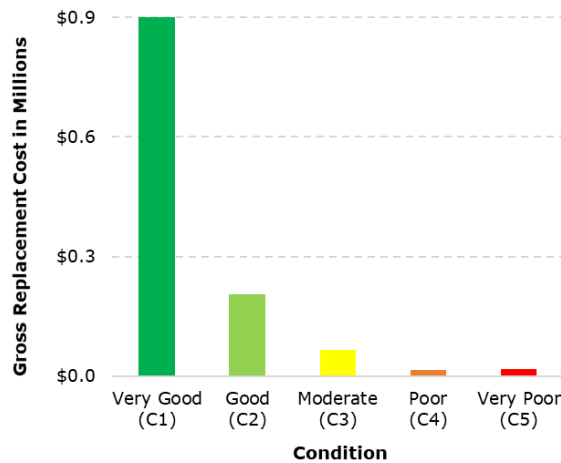


Figure 2-5 Condition Profile of Saleyards

The \$31K of components in poor or very poor condition largely relate to the following component groups.

- External Fabric – \$12K

Asset Management Plan

Warrnambool City Council



- Saleyards – Agent Offices/Canteen - \$8K
- Interior Finishes - \$11K
 - Saleyards – Agent Offices/Canteen - \$10K

2.4.8 Tourist Facilities

There are 377 unique components that describe the 13,469 assets associated with the Tourist Facilities subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$38.0 million. Table 2-12 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-12 GRC By Component Group and Type – Tourist Facilities			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	89	621,448
	Paving	120	1,392,204
	Sundries	109	425,447
	Tanks	22	109,500
External Fabric	External Stairs	105	717,588
	External Walls	780	4,976,745
	Roof	971	3,369,602
	Windows & Doors	766	2,648,292
Interior Finishes	Ceiling Finishes	1,087	2,175,281
	Fixtures & Fittings	1,358	3,137,356
	Floor Finishes	643	2,807,847
	Interior Doors	1,052	1,243,054
	Interior Walls	540	3,525,894
	Wall Finishes	1,388	2,682,770
Open Space	Access	14	115,485
	Electrical	13	221,082
	Exterior Fabric	1	1,653
	Fences & Walls	69	838,078
	Furniture	3	7,428
	Gates	33	52,581
	Landscaping	2	3,536
	Reserve Equipment	1	26,716
	Shelters	3	13,388
	Signs	16	16,589
Services	Electrical	2,167	2,376,679

Asset Management Plan

Warrnambool City Council



Table 2-12 GRC By Component Group and Type – Tourist Facilities			
Component Group	Component Type	No. Components	GRC
	Fire Services	282	274,245
	Lifts / Hoist	4	254,755
	Mechanical	652	2,025,819
	Sanitary Plumbing	1,098	1,557,352
	Special Services	55	63,074
Sporting	Netting	7	64,622
	Playing Surfaces	1	142,272
	Poles & Goals	3	17,408
Structure	Structure	6	58,468
Clinical Equipment	Defibrillators	5	35,850
	First Aid	4	1,280
Total		13,469	\$38,001,388

Overall the components are in a very good condition with 65% of components in very good condition (by value - \$5.0 million) and 27% of components in good condition (by value - \$2.1 million) as illustrated in Figure 2-6. Only 5% are in moderate condition (by value - \$384K) and 2% are in a poor or very poor condition (\$183K).

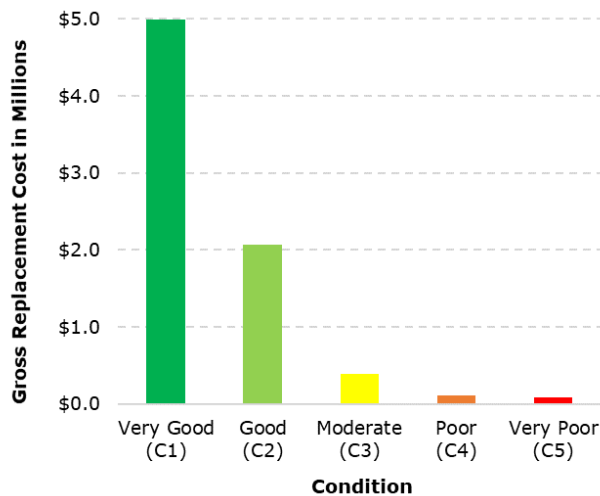


Figure 2-6 Condition Profile of Tourist Facilities

The \$183K of components in poor or very poor condition largely relate to the following component groups.

- Exterior & Sundries - \$68K
 - Flagstaff Hill – Grounds - \$60K

Asset Management Plan

Warrnambool City Council



- External Fabric - \$57K
 - Flagstaff Hill – Barracks Workshop - \$12K
- Interior Finishes - \$25K
 - Flagstaff Hill – Entrance Building - \$9K
- Open Space - \$23K
 - Flagstaff Hill – Grounds - \$22K

2.5 PQS Assessment Results

The functionality and performance of each building asset within Council's Corporate & City Growth portfolio has been reviewed and measured using the Property Quality Standard (PQS) process, described in IPWEA/NAMS Practice Note #3. Adopting the PQS mechanism enables the measurement of 'level of service' statements and identification of backlogs. Future scoped projects would address these backlogs and as such, the PQS mechanism will provide a way to prioritise works.

Each PQS question has an 'answer definition' that allows the surveyor to determine the level of service, which will in turn produce a cost if the question fails the standard. This means that the Council can vary the standards so that the cost to achieve a desired standard can easily be modelled. Refer to APPENDIX B for the full list of PQS questions.

Applying PQS to buildings and keeping the data up to date will identify quality shortfalls that will need to be addressed through asset and non-asset initiatives.

For Council's building assets, the following set list of categories of PQS statements were used to identify potential shortfalls associated with the following categories:

- Risk
 - Injury/Illness
 - Risk Exposures
- Services
 - Accessible
 - Functional
 - Healthy
 - Quality
 - Safety
 - Sustainability

Note: All PQS statements are aligned to today's standards. Any failures of PQS statements needs to take into consideration that building assets would have been built in accordance with standards at that time.

2.5.1 PQS Assessment Results

A total of 108 Corporate & City Growth buildings underwent the PQS assessment. Table 2-13 summarises the results of by statement category. Overall, the buildings comply with 95.4% of the PQS statements.

Asset Management Plan

Warrnambool City Council



Table 2-13 PQS Results by Category					
PQS Category 1	PQS Category 2	Fail	Pass	Total	Pass %
Risk	Injury/Illness	13	472	485	97.3%
Risk	Risk Exposures	1	290	291	99.7%
Services	Accessible	42	346	388	89.2%
Services	Functional	28	554	582	95.2%
Services	Healthy	6	672	678	99.1%
Services	Quality	47	514	561	91.6%
Services	Safety	9	88	97	90.7%
Services	Sustainable	26	653	679	96.2%
Total		172	3,589	3,761	95.4%

Improvement Action: It is recommended that PQS assessments are carried out on all Corporate & City Growth buildings to identify potential functionality and performance shortfalls. It also recommended that costs are calculated to rectify any issues identified by the PQS assessments.

Asset Management Plan
Warrnambool City Council



3 Levels of Service

3.1 Overview

Understanding the desired levels of service of a building within a fixed asset portfolio is fundamental in order to match assets to service delivery objectives. These asset related requirements are documented in a 'Level of Service Statement' which should align with the organisation's objectives.

The factors affecting levels of service of any organisation can be broken into three broad categories.

1. **Customer requirements:** The expectations of the customer served by the organisation through the utilisation of the asset.
2. **Legislative requirements:** The mandatory provisions or standards set by local, national or international bodies that govern asset utilisation, particularly in terms of various issues affecting the general public.
3. **Strategic goals:** Broad framework-based management directives consistent with the organisation goals and values stated in policies, objectives, and the user asset management plans

The Level of Service statement is the basis for the assessment of the portfolio and the long-term financial planning of operational and capital expenditure. According to this statement, the asset plan targets expenditure to address immediate shortfalls (deferred renewals/backlog) and future requirements as planned expenditure.

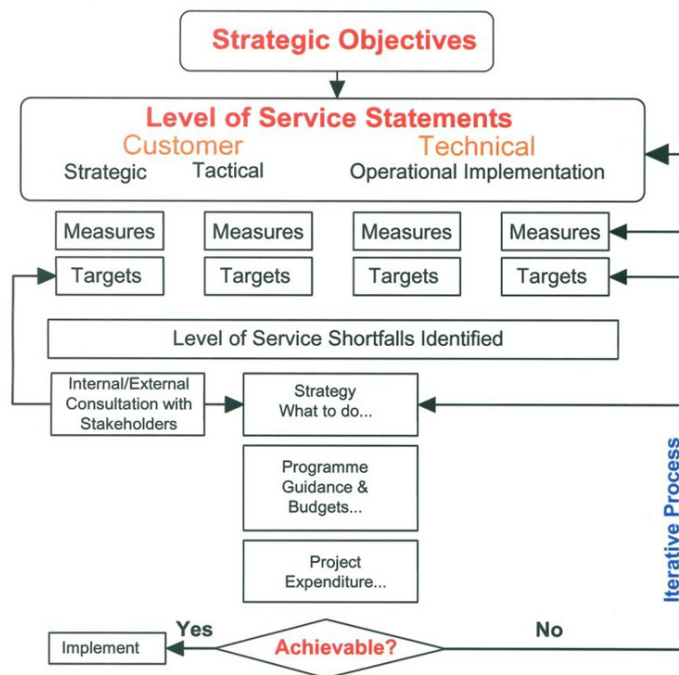


Figure 3-1 Level of Service Process Flow

Asset Management Plan

Warrnambool City Council



The key principles are:

- Clearly defined strategic objectives
- In support of the strategic objectives, an understanding of the difference between technical and customer related objectives
- Defined targets
- Statement of how the performance will be measured against the targets
- Current performance measurement against the level of service to identify the shortfalls

3.2 Alignment with Council's Level of Service Measures

In the 'service-led asset planning' context, the assets are in place to provide for the people that deliver the service. For example, to deliver services to the community, a local government needs operational buildings. This section defines the services being provided by the organisation.

Establishing both customer and technical level of service standards is a challenging process that often takes several years to complete. Council will need to undertake customer surveys to identify the community's expectations and use this information to establish the 'customer' level of service standards for the provision of community services associated with buildings.

The customer level of service standard identifies the type and number of buildings required to deliver community services and achieve strategic objectives, whereas the technical level of service standards identify the quality of the individual buildings considering function, condition and energy efficiency as examples.

3.3 Customer Levels of Service

3.3.1 Current Strategic Levels of Service

Council has not established customer strategic levels of service for its building assets.

Improvement Action: It is recommended that Council develops customer strategic levels of service which includes items such as service level agreements, response timeframes for rectifying issues, cleaning agreements etc.

3.3.2 Future Strategic Levels of Service

As the population of Warrnambool City is expected to grow over the next 16 years, from a forecast of 36,575 in 2020 to 46,210 in 2036 (Source: .id the population experts), there will be greater demand for access to the Corporate & City Growth buildings provided by Council. Figure 3-2 below illustrates the expected population growth of Warrnambool City over a 20-year period (2016-2036).

Asset Management Plan
Warrnambool City Council

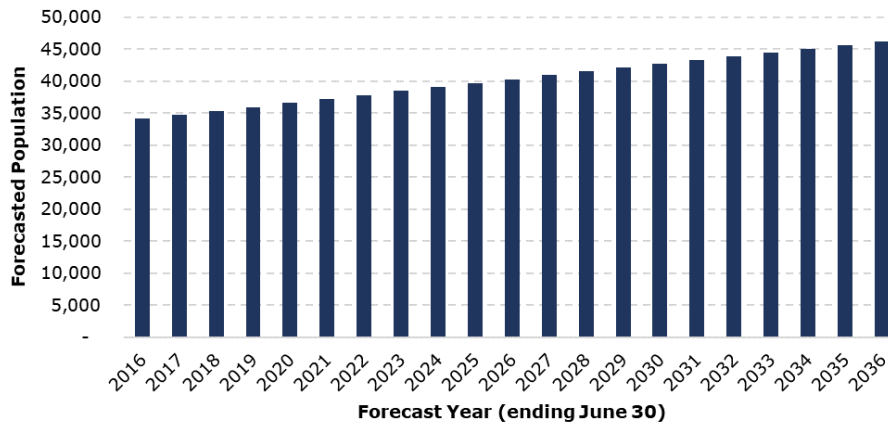


Figure 3-2 Forecasted Population for Warrnambool City (2016- 2036)

As stated in the Community Services and Infrastructure Plan 2013 (CSIP), there is expected to be a 35% increase in the number of people across all age groups. Table 3-2 lists the expected changes in the age groups of Warrnambool City between 2016 and 2036.

Table 3-1 Warrnambool City - Total Persons ¹ between 2016 and 2036								
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
0 to 4	2,085	6.1	2,679	6.6	3,053	6.6	968	46.4
5 to 9	2,196	6.4	2,696	6.7	3,084	6.7	888	40.4
10 to 14	2,080	6.1	2,587	6.4	3,063	6.6	983	47.3
15 to 19	2,286	6.7	2,579	6.4	2,993	6.5	707	30.9
20 to 24	2,355	6.9	2,504	6.2	2,879	6.2	524	22.3
25 to 29	2,315	6.8	2,426	6.0	2,688	5.8	373	16.1
30 to 34	1,984	5.8	2,456	6.1	2,724	5.9	740	37.3
35 to 39	1,939	5.7	2,522	6.3	2,825	6.1	886	45.7
40 to 44	2,069	6.0	2,445	6.1	2,849	6.2	779	37.7
45 to 49	2,251	6.6	2,361	5.9	2,807	6.1	556	24.7
50 to 54	2,207	6.4	2,343	5.8	2,687	5.8	480	21.7
55 to 59	2,182	6.4	2,382	5.9	2,571	5.6	389	17.8
60 to 64	2,032	5.9	2,259	5.6	2,454	5.3	422	20.8
65 to 69	1,893	5.5	2,147	5.3	2,384	5.2	491	25.9
70 to 74	1,451	4.2	1,920	4.8	2,176	4.7	725	50.0
75 to 79	1,098	3.2	1,660	4.1	1,915	4.1	817	74.4
80 to 84	857	2.5	1,181	2.9	1,521	3.3	663	77.4

¹ Source: .id, the population experts

Asset Management Plan

Warrnambool City Council



Table 3-1 Warrnambool City - Total Persons ¹ between 2016 and 2036								
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
85 and over	964	2.8	1,175	2.9	1,537	3.3	573	59.4
Total	34,243	100%	40,323	100%	46,209	100%	11,966	34.9%

The expected increase in the population will result in increased demand for access to Corporate & City Growth building assets and their related services and therefore Council will need to adopt a customer level of service to ensure that its assets are well-designed, accessible, sustainable, adaptable and safe.

3.4 Technical Levels of Service

3.4.1 Setting a Building Quality Standard

In Table 3-3 below, an indicative building quality standard for Council's 110 Corporate & City Growth building assets has been established. This indicative standard includes both a CGI target and a maintenance target, measured in an annual percentage spend against the Capital Replacement Value (CRV).

Improvement Action: The building standard assigned to the buildings is for the purpose of the analysis of this report. The actual quality standard needs to be reviewed and assigned to each buildings based on Council's policies and standards and the level of service for each of the buildings.

Table 3-2 Building Quality Standard Definition		
Standard	Building Type	Definitions
A	Heritage/Local Significance	CGI < 1.7, Maintenance > 0.5%
		No backlog. Noncritical assets can be in a moderate condition. Regular preventative maintenance.
B	Administration Aquatic Centres Childcare Commercial Community Centres Libraries Public Halls	CGI < 2.0, Maintenance > 0.4%
		No backlog. Noncritical assets can be in a moderate to poor condition. Regular preventative maintenance.
C	Recreational Toilet Blocks	CGI < 2.2, Maintenance > 0.3%
		Some backlog allowed for non-critical assets. Selected assets will undergo reactive maintenance, preventative planned maintenance to be utilised otherwise.
D	Depot Storage Utilities	CGI < 2.5, Maintenance > 0.25
		High backlog allowed for non-critical assets. The majority of assets will undergo reactive maintenance, preventative planned maintenance to be limited.

Asset Management Plan

Warrnambool City Council



Table 3-4 lists the buildings which have not met the building quality standard as outlined in Table 3-3. The results for all Corporate & City Growth buildings have been included in APPENDIX C.

Table 3-3 Condition of Community Facility Buildings				
Subcategory	Building Name	Standard	CGI	Result
Holiday Parks	Shipwreck Caravan Park Playground	C	4.96	Fail
	Surfside Holiday Park - Former Amenities Block 1 (Storage Building)	C	2.41	Fail
	Surfside Holiday Park: BBQ Shelter 2 (Opp. Workshop)-	C	3.54	Fail
Saleyards	Warrnambool Livestock Exchange: Pump Shed	D	3.19	Fail
Tourist Facility	Flagstaff Hill - Craft Shops - Instrument repairer external	C	2.24	Fail
	Flagstaff Hill - Gaol (near barracks)	C	2.34	Fail
	Flagstaff Hill - Garrison Communal Mess Hall	C	2.25	Fail
	Flagstaff Hill - Garrison Huts (Old Armoury 5)	C	3.32	Fail
	Flagstaff Hill - Steam Workshop	C	2.86	Fail
	Flagstaff Hill - Store Shed (Bottom of Lower Lighthouse)	C	2.42	Fail
	Flagstaff Hill - The Barn	C	2.57	Fail

3.4.2 Critical Assets in a Poorer Condition

A further generic quality standard can be applied to all Corporate & City Growth buildings that relates to the condition of critical components. In order to meet the quality standard a building is required to have all critical components in a moderate condition or better. No functional or compliance targets have been included in this standard.

Table 3-5 summarises the results of applying the Quality Standard based on the definition described above. See APPENDIX D for detailed results relating to each Corporate & City Growth building.

All building subcategories have critical components in a poor and very poor condition as shown in Table 3-3 below. A total of 244 critical components have been assessed to be in a poor or very poor condition with a replacement cost of \$327K. The most significant subcategories in terms of critical components identified to be in a poor or very poor condition by replacement cost are the Tourist Facilities at \$122K and the Holiday Parks at \$89K.

Table 3-4 Result of Quality Standard for Critical Components			
Building Subcategory	No. Critical Components	Critical Components in Poor or Very Poor Condition	
		No.	GRC
Commercial Property	646	30	66,878
Holiday Parks	2,259	57	89,379
Municipal Buildings	880	31	30,399
Saleyards	181	16	18,705

Asset Management Plan

Warrnambool City Council



Table 3-4 Result of Quality Standard for Critical Components

Building Subcategory	No. Critical Components	Critical Components in Poor or Very Poor Condition	
		No.	GRC
Tourist Facilities	1,349	110	121,638
Total	5,315	244	\$326,999

Asset Management Plan

Warrnambool City Council



4 Lifecycle Management

4.1 Overview

The strategy of lifecycle management is to maintain the assets to a level that meets the quality standards and asset management objectives in a way that minimises risk. Council achieves this through the following traditional lifecycle management process:

- **Renewal and replacements** – informed by the lifecycle analysis reports from the SPM Assets software. The Project-Planning module would be used to apply levels of service standards at each site resulting in planned-projects. Moving from a component level analysis to a project level decision making process. This includes resulting risk ratings to prioritise the timing of future projects.
- **Upgrades** – the resulting projects that have been included within the 'Building Renewal/Replacement Board – 2020' board in the SPM Assets Program application. These projects are based on Council's policies and budgets.
- **Growth** – these are likely to be driven by the 'future demand' analysis and at this stage, and simply list any new buildings or extensions that are identified in current Council planning documents. These projects are included in the 'Building Growth and Improvement Board – 2020 AMP' board within the SPM Assets Program application.
- **Operations** – servicing and inspections of essential services driven by the Building Code of Australia, and annual cost components such as power usage and cleaning.
- **Maintenance** – Council developed preventative maintenance regimes plus reactive maintenance budgets – both balanced with lifecycle renewals to optimise the overall cost of caring for the building.
- **Disposals** – consider implementing a business rule for building disposals plus current Council strategy documents that may identify future strategic disposals. The business rule could be for example – if the calculated renewal costs plus maintenance and operational costs (over 10 years) are more than 30% of the Capital Replacement Value of the building, then consider the building for disposal or major refurbishment.

Section 4.2.1 details the methods in which an asset's lifecycle is calculated within the SPM Assets database.

4.2 Renewal and Replacements

4.2.1 Predictive Deterioration Models Applied

The data collected through the condition survey process has been analysed using 'age', 'condition' and 'condition-age' based analysis to determine the likely remaining life of each component. The analysis considers the parameters illustrated in Figure 4-1 and is largely influenced by the base life range, the KPI score, age and the assessed condition grade. It is important that the analysis theory as detailed below is understood.

- **Age Based:** - Determines the remaining life considering the base life range, criticality and component age. Condition or the assessed remaining life is not considered. This can be the most effective algorithm for plant and equipment style components. The likely replacement year equals the construction year plus calculated base life. For example, a component that was installed in 1998 with a 15-year calculated base life would most likely require replacement in 2013. As it is currently 2020, it would be 7 years overdue

Asset Management Plan

Warrnambool City Council



for replacement. However, if the component is non-critical, this could be acceptable, and it could be allowed to run to failure.

- **Condition Based:** - An asset has a base life range, i.e. it's expected to be fully renewed or totally replaced at some point within this range. The calculated base life is determined by applying the resulting KPI score to the base life range, i.e. if the asset is critical then the calculated base life is likely to be closer to the lower end of the range whereas if it is non-critical, then it will be closer to the upper end of the range.
- **Condition-Age Based:** - the remaining life generated by the Condition-Age algorithm is influenced by the age of the component, i.e. if an asset has been assessed to be in a very good condition and is old then the remaining life is calculated from the end of the condition grade 1 band. This significantly influences the remaining life of assets assessed to be in a very good and good condition. This algorithm has been applied to various structural and mechanical services assets.

Of the 10,884 components for the Corporate & City Growth building assets in the SPM Assets database, the following breakdown of deterioration models has been applied:

- 10,798 components use the Condition based model
- 17 components use the Condition-Age based model
- 69 components use the Age based model

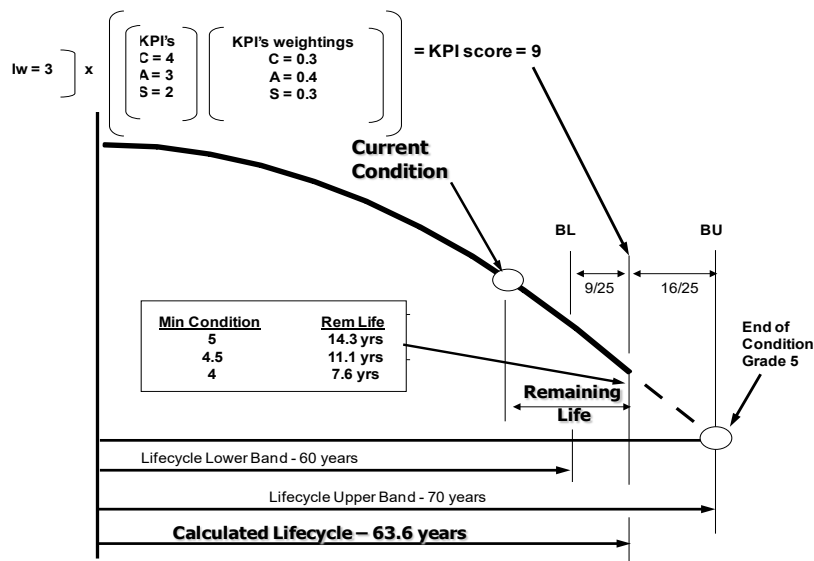


Figure 4-1 Principles of the predictive model

4.2.2 Determining Backlog Renewals

The backlog renewal position has been determined based on any component that has a calculated year of replacement prior to 2020. There are a large number and value of assets that are in a backlog position based on this rule, which is summarised in Table 4-1 by component group and component type. The total calculated backlog for the Corporate & City Growth buildings is \$1.8 million, with the majority being associated with Exterior & Sundries (\$436K), Services (\$369K) and Interior Finishes (\$358K).

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The majority of the assets with a calculated year of replacement prior to 2020 are those that were assessed as being in a poor or very poor condition, while some are in good or moderate condition but have a short overall base life.

Table 4-1 Potential Backlog by Component Group and Type			
Component Group	Component Type	No. of Instances	Calculated Backlog
Exterior & Sundries	Misc.	22	240,790
	Paving	5	44,700
	Sundries	18	150,402
Services	Electrical	66	108,027
	Fire Services	8	7,216
	Mechanical	38	143,423
	Sanitary Plumbing	70	110,762
Interior Finishes	Ceiling Finishes	45	52,461
	Fixtures & Fittings	38	45,619
	Floor Finishes	60	52,505
	Interior Doors	109	49,450
	Interior Walls	8	47,083
	Wall Finishes	145	110,849
External Fabric	External Stairs	9	19,444
	External Walls	52	67,724
	Roof	39	173,935
	Windows & Doors	52	48,686
Open Space	Access	15	112,083
	Fences & Walls	24	153,096
	Gates	1	15,018
	Signs	3	1,007
Sporting	Poles & Goals	1	2,154
Total		828	\$1,756,434

4.2.3 Portfolio Renewal Forecast

Figure 4-2 shows the forecast 15-year renewals expenditure required for all Corporate & City Growth building subcategories, including the possible backlog. It shows that over the next 15 years \$12.7 million is required (an annual average of \$849K) to address both the backlog (a total value of \$1.8 million as detailed in Section 4.5.2), and annual lifecycle expenditure. The three highest peaks of expenditure are the backlog, 2022 and 2032.

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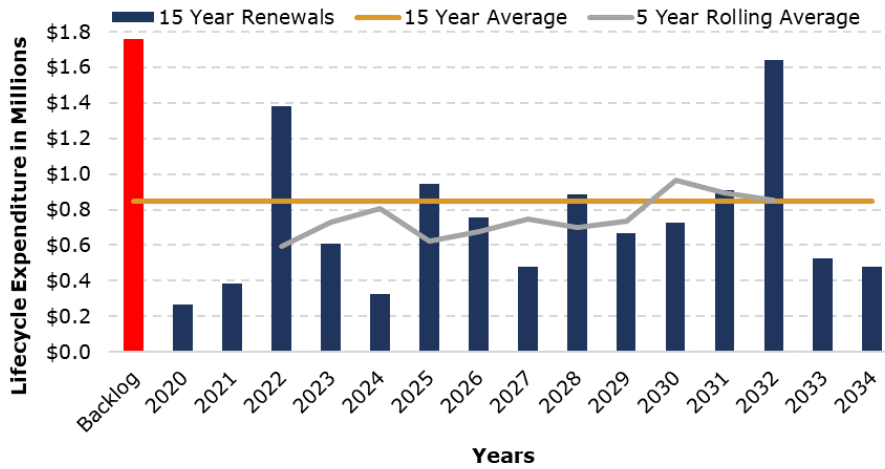


Figure 4-2 Renewal Forecasts over 15 years for all Corporate & City Growth Buildings

It is important to recognise that the lifecycle projections are the raw results from the predictive model in the SPM Assets software and will need to be further modelled to determine pragmatic projects that align with the available funding.

4.2.4 Renewal Forecasts by Building Subcategory

Commercial Property

Figure 4-3 shows the forecast 15-year renewals expenditure required for the Commercial Property subcategory, including possible backlog. The forecast renewal expenditure is \$1.5 million over the next 15 years, with an average annual expenditure of \$97K. The backlog for this building subcategory is \$224K. There are four main peaks over the next 15 years: backlog, 2023 and 2026.

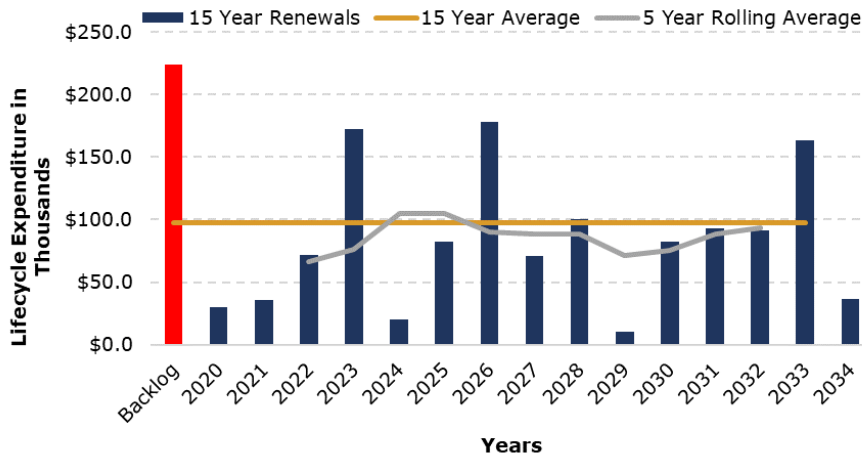


Figure 4-3 Renewal Forecasts for Commercial Property

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The main contributors to the top three annual peaks in lifecycle expenditure are the following:

- Backlog:
 - R.S.L. Clubrooms
 - The replacement of the metal roofing - \$31K
 - The replacement of the air-cooled package unit (ceiling unit) - \$28K
 - The replacement of the asphalt/sealed areas - \$26K
 - The replacement of the Colorbond roofing - \$12K
 - The replacement of the internal wall paint - \$10K
 - Proudfoots Boathouse
 - The replacement of the timber lining - \$26K
- Year 2023:
 - Myrtle Bar & Kitchen (formerly Deakin on Timor)
 - The replacement of the ceiling paint - \$24K
 - The replacement of the internal wall paint - \$19K
 - Proudfoots Boathouse
 - The replacement of the ceiling paint - \$21K
 - R.S.L. Clubrooms
 - The replacement of the ceiling paint - \$22K
 - The replacement of the internal wall paint - \$14K
 - McGennans Toilet Block (Near Kiosk)
 - The replacement of the stainless-steel urinal - \$11K
- Year 2026:
 - R.S.L. Clubrooms
 - The replacement of the cool room structure - \$37K
 - The replacement of the kitchen joinery - \$25K
 - Proudfoots Boathouse
 - The replacement of the cool room structure - \$19K
 - The replacement of the kitchen joinery - \$17K
 - The replacement of the decking - \$13K
 - Main Beach Kiosk
 - The replacement of the cool room structure - \$19K
 - The replacement of the metal roofing - \$12K

Holiday Parks

Figure 4-4 shows the forecast 15-year renewals expenditure required for the Holiday Parks subcategory, including possible backlog. The forecast renewal expenditure is \$6.1 million over the next 15 years, with an average annual expenditure of \$407K. The backlog for this building subcategory is \$642K. Like the overall renewals for the portfolio, the largest peaks of expenditure are the backlog, 2022 and 2032.

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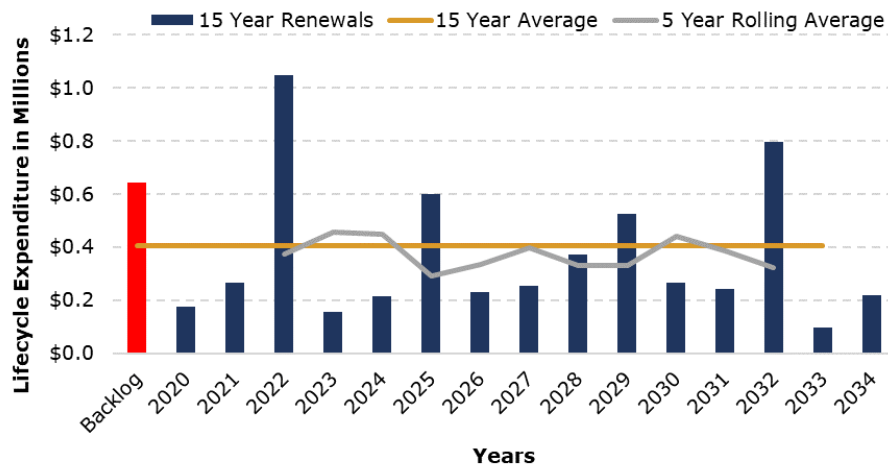


Figure 4-4 Renewal Forecasts for Holiday Parks

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

➤ Backlog:

- Surfside Holiday Park – Grounds
 - The replacement of the electric BBQ - \$24K
 - The replacement of the flood lights - \$23K
 - The replacement of the pole top lights (external) - \$18K
 - The replacement of the boom gate - \$15K
 - The replacement of the timber staircase - \$14K
- Shipwreck Bay Holiday Park – Amenities Block 4
 - The replacement of the concrete tiled roofing - \$34K
 - The replacement of the toilet partition doors - \$12K
- Shipwreck Bay Holiday Park – Kiosk/Flat
 - The replacement of the ducted split air conditioning unit - \$13K
- Surfside Holiday Park – Former Amenities Block 4 – Disused Female
 - The replacement of the internal brick wall - \$21K
- Surfside Holiday Park – Amenities Block 6 (Bream)
 - The replacement of the stainless-steel urinal - \$11K
 - The replacement of the metal roofing - \$15K

➤ Year 2022:

- Surfside Holiday Park – Grounds
 - The replacement of the tap – single - \$171K
 - The replacement of the caravan power hook up - \$80K
- Shipwreck Bay Holiday Park – Grounds
 - The replacement of the tap – single - \$122K
 - The replacement of the caravan power hook up - \$54K
- Surfside Holiday Park – Residence
 - The replacement of the aluminium windows - \$14K
- Surfside Holiday Park – Amenities Block 3

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Warrnambool City Council



- The replacement of the shower head and mixer - \$12K
- The replacement of the internal wall paint - \$10K
- Shipwreck Bay Holiday Park – Amenities Block 1
 - The replacement of the toilet partition doors - \$10K
- Year 2032:
 - Surfside Holiday Park – Grounds
 - The replacement of the caravan power hook up - \$80K
 - The replacement of the flood lights - \$23K
 - The replacement of the pole top lights (external) - \$18K
 - Surfside Holiday Park – Amenities Block 2
 - The replacement of the concrete tile roofing - \$41K
 - The replacement of the stainless-steel kitchen bench - \$35K
 - Shipwreck Bay Holiday Park – Grounds
 - The replacement of the caravan power hook up - \$56K
 - Shipwreck Bay Holiday Park – Amenities Block 2
 - The replacement of the concrete tile roofing - \$28K
 - Shipwreck Bay Holiday Park – Amenities Block 6
 - The replacement of the concrete tile roofing - \$15K
 - Surfside Holiday Park – Amenities Block 7 (Flathead)
 - The replacement of the stainless-steel kitchen bench - \$11K
 - Shipwreck Bay Holiday Park – Amenities Block 4
 - The replacement of the concrete tile roofing - \$27K
 - Shipwreck Bay Holiday Park – Managers Office
 - The replacement of the concrete tile roofing - \$17K
 - The replacement of the ceiling paint - \$11K
 - Surfside Holiday Park – Residence
 - The replacement of the concrete tile roofing - \$18K
 - Surfside Holiday Park – Amenities Block 6 (Bream)
 - The replacement of the stainless-steel kitchen bench - \$13K
 - Surfside Holiday Park – Amenities Block 5 (Snapper)
 - The replacement of the stainless-steel kitchen bench - \$26K
 - Shipwreck Bay Holiday Park – Kiosk/Flat
 - The replacement of the ducted split air conditioning unit - \$13K
 - Surfside Holiday Park - Kiosk
 - The replacement of the concrete tile roofing - \$10K
 - Surfside Holiday Park – Amenities Block 3
 - The replacement of the internal wall paint - \$10K
 - Shipwreck Bay Holiday Park – Amenities Block 1
 - The replacement of the toilet partition doors - \$10K
 - Shipwreck Bay Holiday Park – Laundry (Store & Workshop)
 - The replacement of the concrete tile roofing - \$10K

Municipal Buildings

Figure 4-5 shows the forecast 15-year renewals expenditure required for the Municipal Buildings subcategory, including possible backlog. The forecast renewal expenditure is \$1.8 million over the next 15 years, with an average annual expenditure of \$119K. The backlog for this building subcategory is \$77K. The largest annual peaks for this subcategory are in 2026, 2031 and 2032.

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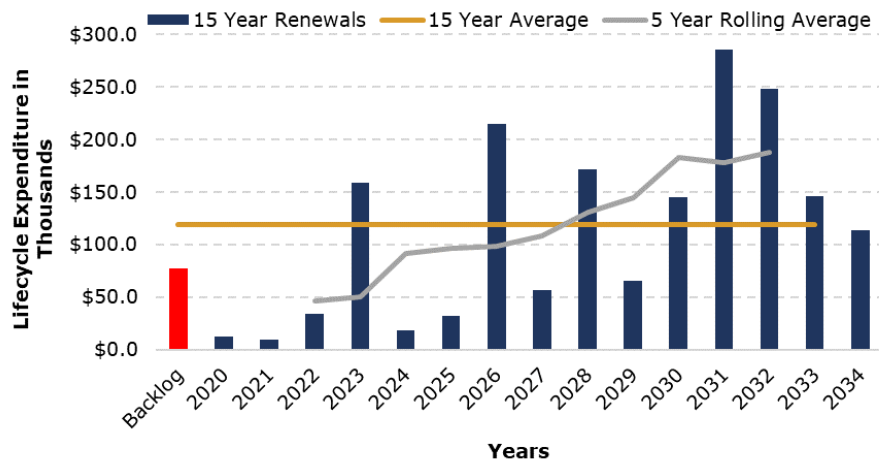


Figure 4-5 Renewal Forecasts for Municipal Buildings

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

- Year 2023:
 - Municipal Offices
 - The replacement of the centrifugal ventilation fans - \$57K
 - The replacement of the internal wall paint - \$43K
 - The replacement of the CCTV monitor/cameras - \$16K
 - Old Post Office
 - The replacement of the internal wall paint - \$14K

- Year 2031:
 - Municipal Offices
 - The replacement of the kitchen joinery - \$63K
 - The replacement of the cabinetry - \$54K
 - The replacement of the cliplock roofing - \$43K
 - The replacement of the fluorescent lights - \$36K
 - The replacement of the automatic opening doors - \$16K
 - The replacement of the exit signs (illuminated) - \$10K
 - Old Post Office
 - The replacement of the exit signs (illuminated) - \$10K
 - The replacement of the fluorescent lights - \$10K

- Year 2032:
 - Municipal Offices
 - The replacement of the carpet tiles - \$61K
 - The replacement of the centrifugal ventilation fans - \$57K
 - The replacement of the blinds/curtains - \$10K
 - Old Post Office
 - The replacement of the carpet tiles - \$58K

Asset Management Plan

Warrnambool City Council



- The replacement of the blinds/curtains - \$12K

Saleyards

Figure 4-6 shows the forecast 15-year renewals expenditure required for the Saleyards subcategory, including possible backlog. The forecast renewal expenditure is \$429K over the next 15 years, with an average annual expenditure of \$29K. The backlog for this building subcategory is \$141K. The backlog accounts for the highest peak of expenditure as all other years are below \$40K.

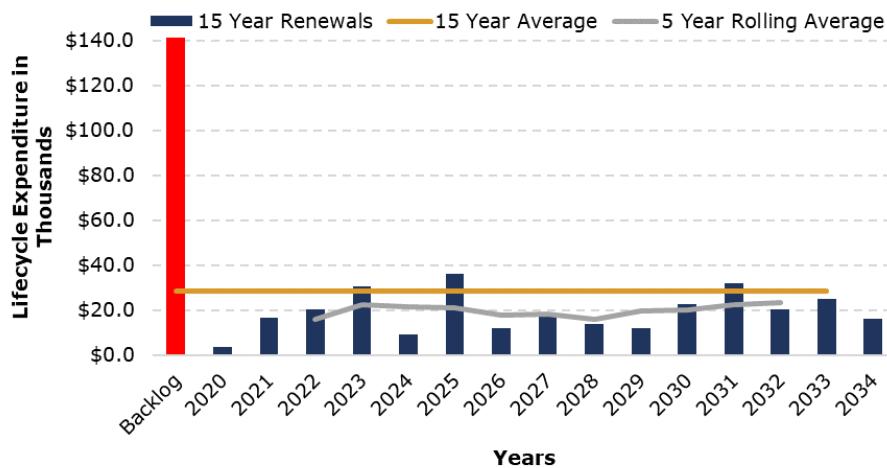


Figure 4-6 Renewal Forecasts for Saleyards

The main contributors to backlog are the following:

- Backlog:
 - Saleyards – Grounds
 - The replacement of the timber post & rail fence - \$78K
 - The replacement of the block wall - \$10K
 - Saleyards – Agent Offices/Canteen
 - The replacement of the internal brick wall - \$25K

Tourist Facilities

Figure 4-7 shows the forecast 15-year renewals expenditure required for the Tourist Facilities subcategory, including possible backlog. The forecast renewal expenditure is \$2.9 million over the next 15 years, with an average annual expenditure of \$197K. The highest peaks of expenditure are the backlog and 2032.

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Warrnambool City Council

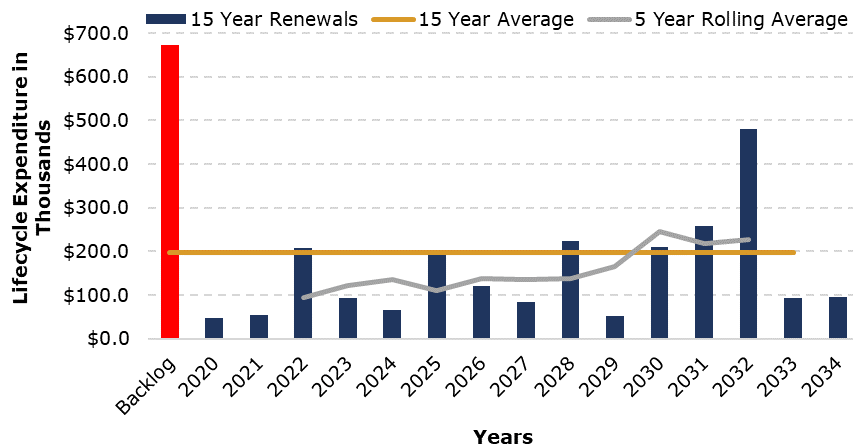


Figure 4-7 Renewal Forecasts for Recreation Assets

The main contributors to the top two annual peaks in lifecycle expenditure are the following:

- Backlog:
 - Flagstaff Hill - Grounds
 - The replacement of the bluestone paving - \$188K
 - The replacement of the timber jetty - \$126K
 - The replacement of the asphalt/sealed areas - \$78K
 - The replacement of the concrete paths/ramps - \$35K
 - The replacement of the post & rail fence - \$33K
 - The replacement of the pole top lights (external) - \$32K
 - The replacement of the picket fence - \$17K
 - Flagstaff Hill – Entrance Building
 - The replacement of the water pump - \$9K
 - The replacement of the carpet - \$9K
 - The replacement of the timber ramp - \$8K
 - The replacement of the internal wall paint - \$8K
 - Restoration/Boat Builder Workshop
 - The replacement of the metal cladding - \$10K
 - Flagstaff Hill – Garrison Communal Mess Hall
 - The replacement of the metal cladding - \$11K
- Year 2032:
 - Flagstaff Hill – Entrance Building
 - The replacement of the steel handrail - \$197K
 - The replacement of the CCTV camera/monitor - \$23K
 - The replacement of the internal wall paint - \$22K
 - The replacement of the low voltage down lights - \$20K
 - The replacement of the ceiling paint - \$15K
 - The replacement of the lamipanel - \$12K
 - The replacement of the air handler units – \$10K
 - Flagstaff Hill - Grounds

Asset Management Plan

Warrnambool City Council



- The replacement of the asphalt/sealed areas - \$56K
- The replacement of the pole top lights (external) - \$18K

4.2.5 Condition Forecasting

Although the Condition Grade Index (CGI) provides a good measure at the time of survey, the condition grades will change over time as components deteriorate further and are replaced. While critical components will be proactively maintained to ensure the condition is kept within the defined standards, other components have a reactive maintenance requirement meaning that they will be repaired or replaced when they fail.

Figure 4-8 shows the forecasted condition over the next 15 years for the Corporate & City Growth buildings assuming that the components are replaced/renewed when required. It shows that replacing all components at their forecasted renewal date is required to maintain the CGI at the current levels. Figure 4-9 shows a 'worst-case scenario'; the forecasted condition assuming no renewals or replacements of components for the same period of 15 years.

The black line indicates the overall CGI of the assets at that point in time based on the condition, assigned base life, criticality factors and the unit rate of the individual component. The coloured sections from green to red represent the proportion of components in the five condition grades.

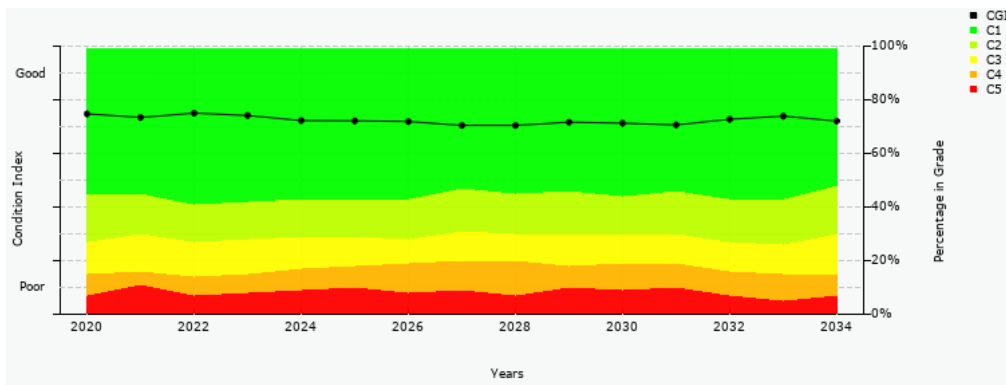


Figure 4-8 Forecasted Condition over the next 15 years assuming components are renewed

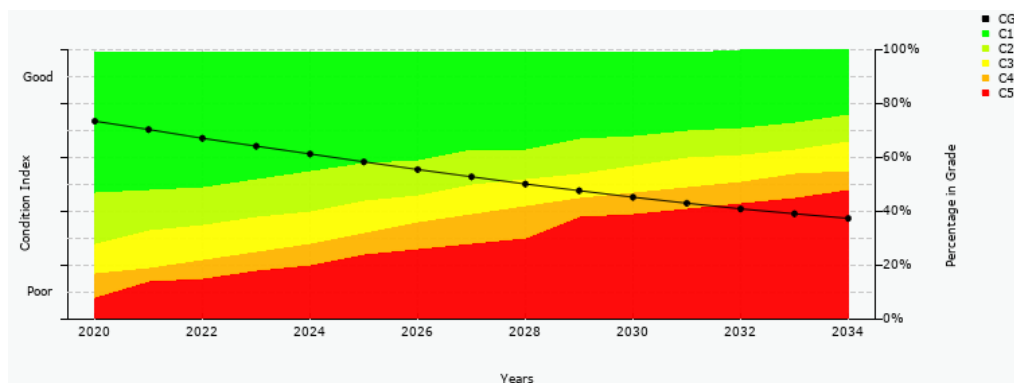


Figure 4-9 Forecasted Condition over the next 15 years assuming no renewal of components

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4.3 Upgrades

Table 4-2 below lists a total of 30 planned upgrade projects with an estimated expenditure of \$7.2 million over the next five years. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan (LTFP) and Council's renewal planning documents. Further details about the projects developed during the workshops can be found within the 'Building Renewal/Replacement Board – 2020 AMP' in the SPM Assets Programs application.

Table 4-2 List of Upgrade Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
Commercial Property	Commercial Property Renewal Programme	Addressing the current level of deferred and lifecycle components - recognising the component data is outdated, there may have already been a level of replacements and renewals completed.	Workshop	-	30,000	30,000	10,000	10,000	80,000
	Main Beach Kiosk - Café	Replacement of rusted split air conditioning unit.	Renewal Planning	5,500	-	-	-	-	5,500
	Myrtle Bar on Timor - Split Air Conditioning Unit	Inspection and replacement of air conditioning unit in basement.	Renewal Planning	5,500	-	-	-	-	5,500
	Proudfoots Boathouse - Handrail	Replace handrail at the top of retaining wall.	Renewal Planning	30,000	-	-	-	-	30,000
	Proudfoots Boathouse - Restaurant - Exterior	Replacement of roofing, cedar cladding and veranda boards.	Renewal Planning	70,000	-	-	-	-	70,000
	Proudfoots Boathouse - Split	Replacement of the air conditioning unit.	Renewal Planning	5,500	-	-	-	-	5,500

Asset Management Plan

Warrnambool City Council



Table 4-2 List of Upgrade Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Air Conditioning Unit								
Holiday Parks	Holiday Parks Improvements	Address any improvements required to the Holiday Parks buildings.	LTFP	143,647	146,879	150,551	154,315	158,173	753,565
	Shipwreck Holiday Park Renewal Programme	Addressing the current level of deferred and lifecycle components - recognising the component data is outdated, there may have already been a level of replacements and renewals completed.	Workshop	-	50,000	50,000	20,000	-	120,000
	Surfside Holiday Park Renewal Programme	Addressing the current relatively high value of deferred and lifecycle components - recognising the component data is outdated, there may have already been a high level of replacements and renewals completed.	Workshop	-	150,000	150,000	100,000	-	400,000
Municipal Buildings	Civic Centre - Brick Cladding	Brick parapet south and west wall flashing.	Renewal Planning	20,000	-	-	-	-	20,000
	Civic Centre - Flooring	Replace carpet to staff areas.	Renewal Planning	60,000	-	-	-	-	60,000
	Civic Centre - Ladies Amenities	Interior refurbishment, replacement of lino floor and wall tiles.	Renewal Planning	25,000	-	-	-	-	25,000

Asset Management Plan

Warrnambool City Council



Table 4-2 List of Upgrade Projects

Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Civic Centre - Refurbishment	Refurbishment including lift.	LTFP	-	900,000	300,000	300,000	-	1,500,000
	Civic Centre - West Wing	Works required for occupancy permit.	Renewal Planning	5,000	-	-	-	--	5,000
	Joint Use Library	\$15m project (Council contribution \$3m). \$250K already spent in 2017/18.	LTFP	-	1,000,000	1,750,000	-	-	2,750,000
	Library - Stormwater Pipe	Replacement of concrete pipe.	Renewal Planning	15,000	-	-	-	-	15,000
	Municipal Offices - Eternal Cladding	Small cracking at front of library.	Renewal Planning	16,000	-	-	-	-	16,000
	Municipal Offices - Floor Finishes	Replace heavily worn carpet in office space 2 on level 1.	Renewal Planning	14,820	-	-	-	-	14,820
	Municipal Offices - Internal Painting	Repaint interior walls of executive suite.	Renewal Planning	5,983	-	-	-	-	5,983
	Old Post Office - Concrete Roof Slabs	Cracking of roof top concrete pad.	Renewal Planning	20,000	-	-	-	-	20,000
	Old Post Office Renewal Programme	Addressing the current level of deferred and lifecycle components - recognising the component data is outdated, there may have already been a level of replacements and renewals completed.	Workshop	-	10,000	10,000	-	-	20,000
Saleyards	Saleyards - Agent Offices/Canteen	Replacement of the timber framed windows.	Renewal Planning	10,000	-	-	-	-	10,000

Asset Management Plan

Warrnambool City Council



Table 4-2 List of Upgrade Projects

Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Saleyards – Backflow	Design and installation of backflow system.	Renewal Planning	20,000					20,000
	Saleyards – Capital Improvements	Funding for capital improvements of Saleyards buildings.	LTFP	57,459	58,752	60,221	61,726	63,269	301,427
	Saleyards – Renewal Programme	Addressing the current level of deferred and lifecycle components – recognising that the component data is outdated and there may have already been a level of replacements and renewals completed.	Workshop	-	10,000	5,000	-	-	15,000
	Saleyards - Roofing	Replacement of the roofing.	LTFP	540,000	-	-	-	-	540,000
Tourist Facilities	Flagstaff Hill - Clock and Instrument building	Replacement of veranda roofing.	Renewal Planning	2,500	-	-	-	-	2,500
	Flagstaff Hill - Common School	Resealing of timber floor and repainting ceiling.	Renewal Planning	5,000	-	-	-	-	5,000
	Flagstaff Hill - Dress Makers	Replacement of veranda roofing.	Renewal Planning	2,000	-	-	-	-	2,000
	Flagstaff Hill - Lead Light Emporium	Replacement of veranda roofing.	Renewal Planning	2,500	-	-	-	-	2,500
	Flagstaff Hill - Pippies	Replacement of Colorbond roofing.	Renewal Planning	70,000	-	-	-	-	70,000

Asset Management Plan

Warrnambool City Council



Table 4-2 List of Upgrade Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Restaurant - Roofing								
	Flagstaff Hill - Restoration/Boat Builder Workshop	Replacement of rusted metal wall cladding.	Renewal Planning	9,000	-	-	-	-	9,000
	Flagstaff Hill - Shipping Agent Toilets	Paint ceiling and floors.	Renewal Planning	6,000	-	-	-	-	6,000
	Flagstaff Hill Renewal Programme	Addressing the current relatively high value of deferred and lifecycle components - recognising the component data is outdated, there may have already been a high level of replacements and renewals completed.	Workshop	-	100,000	100,000	50,000	-	250,000
	Public Information Centre	Works required for occupancy permit.	Renewal Planning	10,000	-	-	-	-	10,000
Total				\$1,176,409	\$2,455,631	\$2,605,772	\$696,041	\$231,442	\$7,165,294

4.4 Growth

As outlined in Section 3.3.1, there is expected to be an increase in the future demand for Corporate & City Growth buildings. In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in February 2020. These projects are solely for new buildings or extensions that have been identified as 'wish list' items as part of Council's strategic long term planning. Table 4-3 lists the projects by project name and the estimated annual expenditure. Currently there are only two growth projects for the Corporate & City Growth buildings which are still in the concept stage. Further details of these projects can be found within the 'Building Growth and Improvement Board - 2020 AMP' board in the SPM Assets Programs application.

Asset Management Plan

Warrnambool City Council



Table 4-3 List of Growth Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
Municipal Buildings	New Library	Current library is located within the Municipal Offices building. Expected to move out of building in next two years. A new library building is estimated to cost \$3 million over the next two to three years plus \$0.5 million for design and development documentation. Cost and year to be confirmed.	Workshop						
	Library – Lift	New lift to be installed after library is relocated. Cost and year to be confirmed.	Workshop						
Total									

Asset Management Plan

Warrnambool City Council



4.5 Operations Plan

The operational expenditure budget allows for costs associated with the use of the building such as salaries and wages, cleaning, security, property management, insurance, council rates, water usage and power usage. Council's existing operations budget has not been provided for the purposes of this report. As such, a generic percentage of the total building valuation will be used in the Financial Summary in Section 6.

4.6 Maintenance Plan

The current maintenance policy is mainly reactive alongside the routine maintenance of selected services. Council's existing maintenance budget has not been provided for the purposes of this report. As such, a generic percentage of the total building valuation will be used for both cyclical and reactive maintenance in the Financial Summary in Section 6.

4.7 Disposals

The Old Post Office may be disposed, however this requires further discussion within Council.

Asset Management Plan

Warrnambool City Council



5 Risk Management

5.1 Principles

The Standard AS/NZS ISO 31000: 2009 has been referred to in establishing a Risk Matrix to determine the risk associated with the building portfolio. Risks can include financial, environmental, social, operational and health and safety considerations. Typical risks relevant to Council buildings are:

- Asset Management
- Environmental Hazards
- Financial, Funding Fraud
- Customer Services
- Contracting Performance
- Environmental Hazards
- Governance
- Human Resources
- Information Management
- Legislative Compliance
- Planning, Strategy, Growth
- Project / Programme Management
- Public Health & Safety

The following options are available for mitigating risks to reduce the cause, probability or impact of failure:

1. Do nothing - Accept the risk
2. Management Strategies - Implement enhanced strategies for demand management, contingency planning, quality processes, staff training, data analysis and reporting, reduce the desired level of service, etc.
3. Operational Strategies - Actions to reduce peak demand or stresses on the asset, operator training, documentation of operational procedures, etc.
4. Maintenance Strategies - Modify the maintenance regime to make the asset more reliable or to extend its life
5. Asset Renewal Strategies - Rehabilitation or replace assets to maintain service levels
6. Development Strategies - Investment to create a new asset or augment an existing asset
7. Asset Disposal/Rationalisation - Divestment of assets surplus to needs due to a service being determined as a non-core activity or assets can be reconfigured to better meet needs

5.2 Predictive Deterioration Model

The lifecycle replacement model is inherently risk based and therefore can be used as the risk analysis platform. The following factors are considered at a component level:

- Asset naming convention – related to the failure event
- Criticality criteria and building importance (functional weighting) – the consequence of failure
- Base life range – the statistical model that provides a 90% likelihood that the asset will need to be renewed or replaced within the range
- The predictive model – the likelihood of failure
- The unit replacement rate – the cost to mitigate the risk and best aggregated into a project or a procurement

These parameters are used in the following way:

1. To reduce the risk of failures to service delivery

Asset Management Plan

Warrnambool City Council



2. Influences the predicted time of replacement or renewal
3. Smooths the longer-term projections, i.e. with limited budgets, the result will ensure assets that have higher criticality will be considered first
4. Prioritisation of projects, i.e. the aggregation of criticality factors combined with building importance will ensure the more important projects are implemented first

5.3 Council's Risk Management Framework

Council's Risk Management Framework is outlined within the Risk Management Policy 2015. Council's policy is to identify and manage risk in accordance with approved standards and continually improving practices.

Council commits to the following risk management objectives/statements:

- We will apply a coordinated and integrated approach to risk management across Council. Consistent with the principles of AS/NZS ISO Standards
- Council through its Audit and Risk committee shall ensure the establishment, implementation and ongoing review of the Council's risk management framework, internal compliance and control systems
- Risk management will be an integral part of planning and decision-making processes
- We will adopt risk management strategies which promote confidence in the achievement of optimal business & community outcomes
- We will establish a culture of risk consciousness within our organisation and promote risk awareness with our stakeholders
- Communication within the stakeholder community in relation to the identification and management of risk is encouraged
- We will develop and continually improve risk management practices based on established standards and industry practice
- We will apply a coordinated and integrated approach to risk management
- There is accountability assigned to all those with risk management responsibilities
- Council staff will be provided with the necessary training to allow them to undertake their risk management duties

5.4 Current Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. An explanation of how the risk ratings have been calculated can be found in APPENDIX E. Table 5-1 shows the proportion of the Corporate & City Growth components by their GRC and risk score in a risk matrix. The likelihood is shown in the columns of the table with consequence being shown in the rows. The risk matrix, developed by SPM Assets, uses the raw outputs of the SPM Assets database at a component level. It shows that approximately \$127K of components are at extreme risk and \$1.5 million are at high risk.

Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -



Asset Management Plan

Warrnambool City Council

Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Major (4)	Medium (4) \$4,002,359	Medium (8) \$273,902	High (12) \$79,615	High (16) \$276,737	Extreme (20) \$126,787
Moderate (3)	Low (3) \$16,656,587	Medium (6) \$1,046,266	Medium (9) \$337,212	High (12) \$637,323	High (15) \$379,420
Minor (2)	Low (2) \$2,170,387	Medium (4) \$84,923	Medium (6) \$59,489	Medium (8) \$85,816	High (10) \$17,536
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Improvement Action: As part of the Improvement Plan, the components that have been identified as extreme risk may need to be further verified by Council prior to any planning of works as well as a review of the component criticalities.

5.5 Project Prioritisation Based on Risk

The list of priority projects will be considered annually to ensure that decisions are made based on evidence from the AMP rather than judgement.

Asset Management Plan

Warrnambool City Council



6 Financial Summary

6.1 Overview

Where Section 4: Lifecycle Management identified the range of possible expenditure that needs consideration to achieve the Quality Standards and performance shortfall, the Financial Summary section provides the recommended total expenditure budgets for the next 15 years, including both capital expenditure (capex) and operational expenditure (opex).

6.2 Assumptions

As neither the actual nor historical operational expenditure have been received from Council, estimates have been applied using the assumptions stated within Table 6-1. This has been applied to the total Capital Replacement Value of \$86.5 million to provide an estimated annual cost to include in the financial forecast in Section 6.3.

Table 6-1 Operational Expenditure Estimates		
Expenditure Category	Estimated Annual % of CRV	Estimated Annual Expenditure
Operations	3.00%	1,341,268
Cyclical Maintenance	0.40%	178,836
Reactive Maintenance	1.50%	670,634
Total	4.90%	\$2,190,738

Improvement Action: The stated assumptions have been included within the following sections 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.

6.3 Estimated Forecast

Table 6-2 and Figure 6-1 summarise the total 15 year expenditure for the building portfolio considering the renewal expenditure based on lifecycle, planned upgrade projects and the estimated operational and maintenance costs. The growth projects have been excluded from these figures as there is no budget set aside to implement the projects. A total of \$52.8 million is estimated to be required over the next 15 years, of which \$19.9 million is related to capital expenditure and \$32.9 million to operational expenditure.



Asset Management Plan

Warrnambool City Council

Table 6-2 Financial Forecast for the Assessed Buildings																
Expenditure by Category	Expenditure (\$ Millions)															
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Capital Expenditure (Capex)																
Lifecycle Expenditure	0.3	0.4	1.4	0.6	0.3	0.9	0.8	0.5	0.9	0.7	0.7	0.9	1.6	0.5	0.5	11.0
Calculated Backlog	1.8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.8
Upgrade Projects	1.2	2.5	2.6	0.7	0.2	-	-	-	-	-	-	-	-	-	-	7.2
Sub-Total Capex	3.2	2.8	4.0	1.3	0.6	0.9	0.8	0.5	0.9	0.7	0.7	0.9	1.6	0.5	0.5	19.9
Operational Expenditure (Opex)																
Estimated Operations	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	20.1
Estimated Cyclical Maintenance	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	2.7
Estimated Reactive Maintenance	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	10.1
Sub-Total Opex	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	32.9
Total Expenditure	5.4	5.0	6.2	3.5	2.8	3.1	2.9	2.7	3.1	2.9	2.9	3.1	3.8	2.7	2.7	52.8



Asset Management Plan

Warrnambool City Council

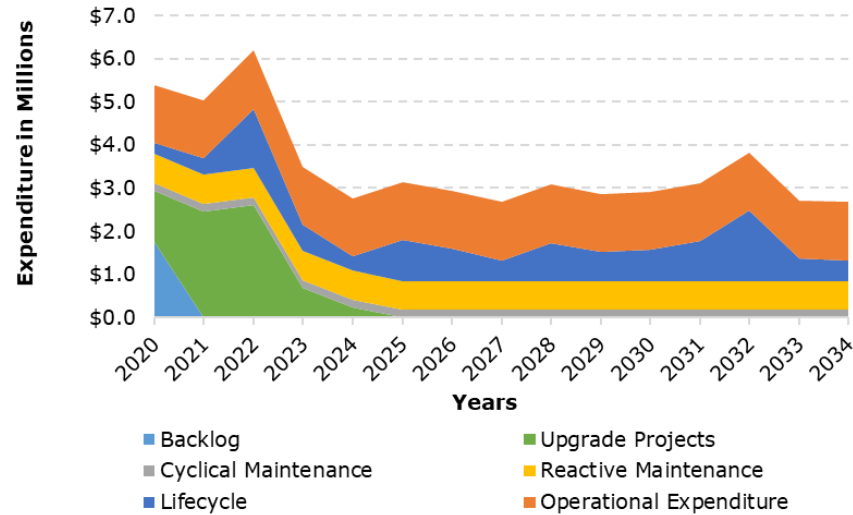


Figure 6-1 Estimated 15 Year Financial Forecast for all Corporate & City Growth Buildings

6.4 Funding Required for Maintaining Current Assets

Table 6-3 shows the results of applying the current budgets to maintain and operate the current buildings while only considering addressing the condition-based shortfalls and the planned upgrade projects. As seen within Table 6-3 and Figure 6-2, over the next 15-year period (between 2020 and 2034) an estimated \$52.8 million is required (\$3.5 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 15 years is \$30.8 million, if Council addresses all condition-based shortfalls and completes the upgrade projects an additional \$22.0 million will be required.



Asset Management Plan

Warrnambool City Council

Table 6-3 Current Financial Summary																
Category	Expenditure Year (\$ Millions)															
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Expenditure																
Lifecycle Expenditure	0.3	0.4	1.4	0.6	0.3	0.9	0.8	0.5	0.9	0.7	0.7	0.9	1.6	0.5	0.5	11.0
Backlog	1.8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.8
Upgrade Projects	1.2	2.5	2.6	0.7	0.2	-	-	-	-	-	-	-	-	-	-	7.2
Operational Expenditure	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	20.1
Cyclical Maintenance	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	2.7
Reactive Maintenance	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	10.1
Total Expenditure	5.4	5.0	6.2	3.5	2.8	3.1	2.9	2.7	3.1	2.9	2.9	3.1	3.8	2.7	2.7	52.8
Budget																
Renewals	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	12.8
Maintenance	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	18.0
Total Budget	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	30.8
Annual Surplus/Deficit	-3.3	-3.0	-4.1	-1.4	-0.7	-1.1	-0.9	-0.6	-1.0	-0.8	-0.8	-1.1	-1.8	-0.7	-0.6	-22.0



Asset Management Plan

Warrnambool City Council

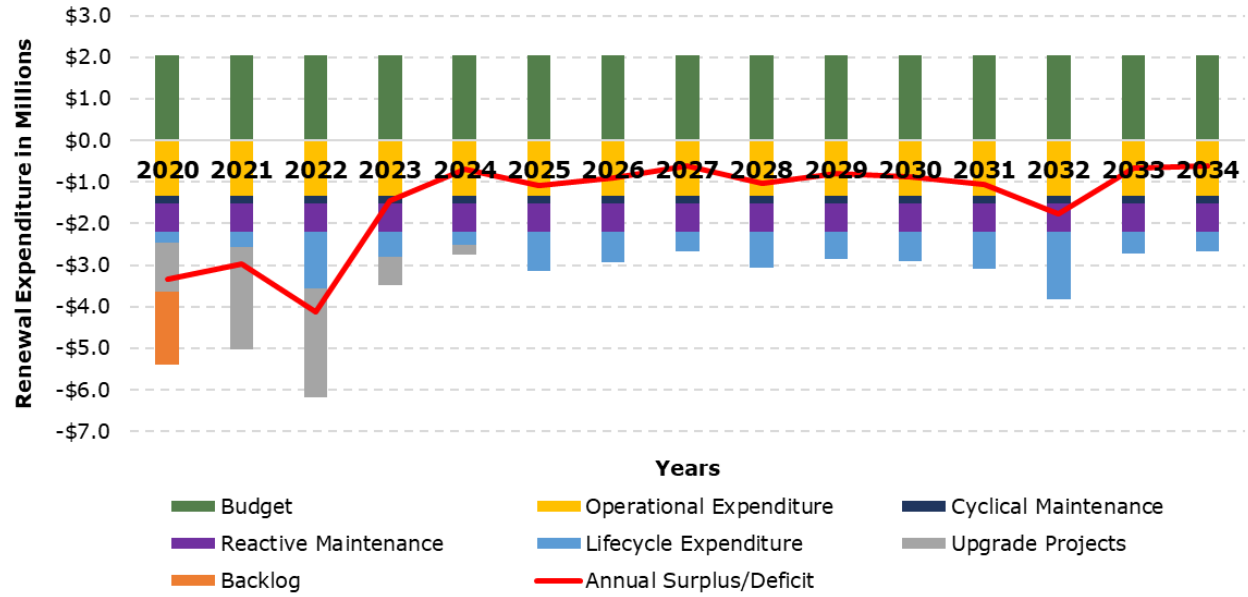


Figure 6-2 Current Financial Summary

Asset Management Plan
Warrnambool City Council



7 Asset Management Practices

7.1 Overview

This section summarises the Asset Management Processes, Systems, Data and People. Figure 7-1, a “Hierarchy of Care” of Asset Management practices, should be considered when developing them:

- **Operating** – Energy and Water Use, Waste Disposal, Insurance and Rates
- **Maintaining Safety** – Compliance, Maintenance and Servicing Schedules
- **Maintaining a Healthy Environment** – Cleaning, Security, Pest Control and Waste Removal
- **Expectations** – Reactive Maintenance
- **Extending the Life** – Planning the Preventative Maintenance
- **Sustainability** – Renewals, Refurbishments and Replacements
- **Adapting to its Environment** – Planning for the Extensions, Upgrades and Reconfigurations



Figure 7-1 Asset Management Hierarchy of Care

7.2 Processes

Warrnambool City Council establishes the roles and responsibilities for all corporate assets (including building assets) as Asset Owner, Asset Maintainer and Service Manager, with the respective responsibilities listed in Table 7-1 below.

Consistent with this model the Community Development & Recreation Culture department is both Asset Owner and Maintainer for all buildings owned and/or managed by Council, with Service Manager’s responsibility distributed throughout the organisation based on the building category.

Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	Service Manager	Maintainer	Asset Owner
Plan for the acquisition, creation, modification and disposal of assets	Support	Support	Lead role
Establish the Level of Service delivery	Lead role	Support	Support
Determine asset utilisation	Lead role	Support	Support
Record/supply the data pertaining to asset use	Lead role	-	-
Maintain the asset to the agreed standard	Support	Lead role	Support

Asset Management Plan

Warrnambool City Council



Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	Service Manager	Maintainer	Asset Owner
Advise of any issues relating to the performance of the asset and any opportunities to improve the efficiency of the asset	Lead role	Support	Support
Record/supply the data pertaining to asset maintenance	Support	Lead role	Support
Develop and implement the Asset Management Plan	Lead role	Support	Support
Establish the Level of Service for the asset	Lead role	Support	Support
Record/supply the data for inventory, valuation & condition	Support	Support	Lead role
Responsible for monitoring and reporting on their specific assets	Support	Support	Lead role
Establish the level of maintenance required to keep the asset at an acceptable standard and availability	Support	Lead role	Support

7.3 Systems

Council uses the following system for long term capital planning and operational management purposes.

- SPM Assets software

The SPM Assets software application has been used to undertake condition assessments of the building portfolio, analyse the resulting data, lifecycle modelling and to produce various reports. The resulting data remains the property of Council.

7.4 Data

Asset management practices associated with the collection, maintenance and use of data will be documented as part of an improvement activity. Council should aim to update 20% of the asset register each year as documented in Section 1.4.2.

Asset Management Plan

Warrnambool City Council



8 Improvement Plan

This AMP is, put simply, a snapshot of asset planning practices and capabilities and a status of current assets at a point in time. An improvement plan is a mechanism used to enhance and develop planning capabilities and processes between editions of AMPs. Often covering a 12-month period between annual AMP updates an effective improvement plan is prioritised with responsibilities for each task specified.

This Improvement Plan primarily addresses issues identified during the development of this AMP.

8.1 Improvement Programme

The improvement tasks detailed in Table 9-1 have been developed throughout the process of documenting this initial AMP. This Improvement Plan and overall AMP document is to be treated as a live document - continuously amended and updated when improvements in asset management planning practices and capabilities are developed. Fundamentally, this Improvement Plan should be reviewed on a quarterly basis and revised annually. All high priority tasks should be completed in the short term if not immediately.

Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
Data				
2.1	Review the property hierarchy and structure in the SPM Assets database to ensure the correct property type has been assigned	Medium	Coordinator Building Services & Strategy	Medium term
2.2.2	Determine which components to include within future iterations of this AMP. Currently the following components have been excluded: <ul style="list-style-type: none"> ➤ Loose furniture 	Medium	Coordinator Strategic Asset Management	Ongoing
2.3.1	Complete valuations for the 6 buildings that currently do not have any valuation information	Medium	Coordinator Strategic Asset Management	Short term
2.3.2 4.2.1	Review and update the current component references and components. In particular: <ul style="list-style-type: none"> ➤ Review criticalities of component references – appearance, consequence and safety 	High	Coordinator Strategic Asset Management	Immediate
2.5.1	Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance	Medium	Coordinator Strategic Asset Management (Service Managers?)	Medium term
5.4	Review the list of components that have been identified as 'extreme risk'	High	Coordinator Building Services & Strategy	Short term

Asset Management Plan

Warrnambool City Council



Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
7.4	Complete new condition assessments of all buildings to identify the current condition. Buildings could be prioritised based on importance or value to the community.	High	Coordinator Strategic Asset Management	Ongoing
7.4	Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended: <ul style="list-style-type: none"> ➤ Update data form with completed works ➤ Regular staff inspections 	High	Coordinator Building Services & Strategy	Ongoing
7.4	Continuously update data to provide confidence in long-term planning: <ul style="list-style-type: none"> ➤ Three-year rolling condition surveys – targeting high importance areas 	High	Coordinator Strategic Asset Management	Ongoing
People				
7.2	Identify who is responsible for managing and maintaining the Asset Management Plan	Medium	Manager Facilities & Projects	Short term
7.2	Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers	Medium	Manager Infrastructure Services	Short term
Processes				
3.3.1	Agreeing on a list of primary Level of Service statements will ensure Council focuses on immediate and important needs. The list should consist of approximately 5 statements and up to 10 measures. The process in determining which statements are more important should consider strategic objectives, statutory requirements and public expectations.	High	Manager Facilities & Projects	Short term
3.5	Establishment of Quality Standard	High	Manager Facilities & Projects	Medium term
5.4	Review the list of components that have been identified as extreme risk in Section 5.4	High	Coordinator Building Services & Strategy	Short term
4.6	Review maintenance planning activities and schedules	Medium	Coordinator Building Services & Strategy	Medium Term

Asset Management Plan

Warrnambool City Council



Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
6.2	Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.			
1.4.2	<p>Implement the 80/80/20 asset management objective over the next three (3) years:</p> <ul style="list-style-type: none"> ➤ 80% of work done is planned – moving from a reactive to proactive approach by planning and thinking long term. This recognises that some works may be ad-hoc or reactive. ➤ 80% of the works program is driven from the planning process – projects should be based on Council's annual business plan and other planning documents. Projects should be included in the Building Growth and Improvement board in Programs ➤ 20% of the asset register is updated, maintained, improved and changed every year – train Council staff on how to update data in the SPM Assets database. SPM Assets will also provide Council with a half yearly report which summarises the number of properties surveyed, number of new components and number of updated components 	High	Coordinator Strategic Asset Management	Ongoing
Systems				
7.3	Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions	Low	Coordinator Strategic Asset Management	Long term

Asset Management Plan

Warrnambool City Council



Report Prepared by _____

Minae Williams
SPM Assets

Report Reviewed by _____

Steve Lyons
SPM Assets

Version	Date	Details	Authorised	
			Name	Position
Draft 1.0	13 May 2020	Version 1.0	Minae Williams	Asset Management Specialist
Draft 1.1	15 June 2020	Version 1.1		
Draft 1.1	15 June 2020	Version 1.1		
Final 1.2	22 June 2020	Version 1.2		

Asset Management Plan

Warrnambool City Council

Appendices

APPENDIX A Glossary

Asset Management Plan	An AMP is a report that summarises the end outcomes of the asset planning process. It documents the current and projected asset status and considers options to achieve strategic objectives through using asset solutions.
Asset Register	A record of asset information including some or all of; inventory, historical, service, financial, condition, construction, technical and financial information about each asset.
Base Life	The physical life of a building component expected considering its local environment. The life is measured from time of installation to time of its anticipated replacement, renewal or disposal.
Building	A permanent structure with walls and a roof. Examples of buildings include shelters, clubrooms, community centres, kiosks, grandstands, residential houses, offices, pavilions, storage facilities. Buildings do not include open spaces such as parks, reserves, playgrounds.
Capital Expenditure (Capex)	Expenditure used to create new assets (through addition or renewal) or to increase the capacity of existing assets beyond their original design capacity or potential. Capex increases the value of asset stock.
Component	The specific asset at the lowest level of detail, i.e. solid door, aluminium window, etc.
Component Group	High level categorisation of a component, i.e. roof, floor coverings, etc.
Component Type	Mid-level categorisation of components that fit under Component Group, i.e. roof drainage, lights, extinguishers, etc.
Component Criticality	This is the measure of the relative importance of a building component by identifying which components are more critical to the building. Criticality factors include likelihood of failure, risk to service delivery, appearance, health and safety impacts.
Condition	The state of an asset or component at a particular time.
Condition Assessment	Periodic inspection, measurement and interpretation of the resultant data of a specific component so as to determine the need for some preventative or remedial action. Condition is graded from condition grades of 1 (excellent) to 6 (end of life).
Condition Grade Index (CGI)	An overall condition rating of an asset that take into account each individual components assessed condition against its identified Gross Replacement Cost (GRC). A CGI figure that is close to 1.0 represents an asset to be in a very good condition overall whilst a CGI of 2.3 means that some of the components have been assessed to be in a poor to very poor condition.

Asset Management Plan

Warrnambool City Council

Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
Capital Replacement Value (CRV)	The cost to replace the structure, which is a combination of the Gross Replacement Cost and the Residual Structural Value. Cost is expressed in today's (2020) dollar value.
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset less an allowance for wear or consumption having regard for the economic life of the existing asset. Cost is expressed in today's (2020) dollar value.
Economic Life	The total useful life of a building component based on its Level of Service. The life is measured from time of installation to time of its expected replacement, renewal or disposal.
Facility Condition Index (FCI)	Facility Condition Index (FCI) is a percentage figure, used as a building condition standard, that identifies the works required for an asset based upon the component currently in a poorer condition and any component that have a remaining life of less than 5 years.
Gross Replacement Cost (GRC)	The identified cost of the assessed assets and components that are to be replaced within the lifespan of the building structure. Cost value does not include the Residual Structural Value (RSV). Cost is expressed in today's (2020) dollar value.
Key Performance Indicators (KPI)	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Level of Service	The defined service quality for a particular activity or service area against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Lifecycle	The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal costs. Cost is expressed in today's (2020) dollar value.
Lifecycle Cost Analysis	Any technique which allows assessment of a given solution, or choice from among alternative solutions, on the basis of all relevant economic consequences over the service life of the asset. Cost is expressed in today's (2020) dollar value.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition but excluding rehabilitation or renewal.
Operation	The active process of using an asset or service that consumes resources such as manpower, energy, chemicals and materials.

Asset Management Plan

Warrnambool City Council

Operational Expenditure	Operational expenditure refers to day-to-day operational costs associated with the site itself to deliver the general services. This specifically refers to the; gas, water, sewerage, and electricity services.
Planned Maintenance	Planned maintenance activities fall into three categories: i) Periodic – necessary to ensure the reliability or to sustain the design life of an asset. ii) Predictive – condition monitoring activities used to predict failure. iii) Preventative – maintenance that can be initiated without routine or continuous checking and is not condition based.
Planned Scheduled Maintenance	Scheduled maintenance tasks are established to prolong the useful life of their associated assets. These related tasks can be daily, weekly, and monthly in occurrence to keep assets operational and at the required standard.
Property Quality Standard (PQS)	A desired level of performance, measured by pre-defined factors, relating to an overall characteristic of a property portfolio.
Reactive Maintenance	Reactive maintenance tasks focus solely on the unknown maintenance that is required for the building and related infrastructure assets which are generally due to unforeseen breakages, damage, and vandalism.
Remaining Life (Assessed)	The remaining life (measured in number of years) of a building component as assessed by a property surveyor, e.g. carpet has an assessed remaining life of 10 years.
Remaining Life (Calculated)	The remaining life (measured in number of years) of a building component as calculated by an analysis considering deterioration, functionality and utilisation.
Renewal	Works to upgrade, refurbish or replace existing assets with assets of equivalent capacity or performance capability using Capex.
Repairs & Maintenance Budget	The repairs and maintenance budget refers to the allocated expenditure that has been set aside for the unexpected/unforeseen maintenance and renewal works that may arise.
Replacement	The complete replacement of an asset that has reached the end of its life.
Residual Structural Value (RSV)	The difference between the CRC and the replacement cost sum of the assessed components (GRC). Refers to components that are not able to be replaced through lifespan of asset, i.e. concrete foundation slab, concrete support columns, etc. Cost is expressed in today's (2020) dollar value.
Risk Management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Service	For building assets, Council divides its assets into three service groups: Community Facilities Corporate and City Growth

Asset Management Plan

Warrnambool City Council

	Infrastructure
Useful Life	<p>Either:</p> <ul style="list-style-type: none">(a) the period over which an asset is expected to be available for use by an entity, or(b) the number of production or similar units expected to be obtained from the asset by the entity. <p>It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the hospital. It is the same as the economic life.</p>

Asset Management Plan

Warrnambool City Council



APPENDIX B Property Quality Standards Results

The following table lists the PQS statements for the Corporate & City Growth buildings by category and result.

PQS Assessment Results						
PQS Category 1	PQS Category 2	PQS Statement	Fail	Pass	Total	Pass %
Risk	Injury/Illness	Are there any conditions that would impede an emergency evacuation?	2	95	97	97.9%
Risk	Injury/Illness	Are there any conditions/hazards that could cause a slip, trip or fall?	6	91	97	93.8%
Risk	Injury/Illness	Is there any evidence of inappropriate items being manually handled?	0	97	97	100.0%
Risk	Injury/Illness	Is there evidence of inadequate ventilation and/or lighting?	2	95	97	97.9%
Risk	Injury/Illness	Is there evidence of inappropriate storage or use of hazardous materials or dangerous goods?	3	94	97	96.9%
Risk	Risk Exposures	Are there any exposures to fire or arson present?	0	97	97	100.0%
Risk	Risk Exposures	Are there any exposures to security, theft or vandalism present?	1	96	97	99.0%
Risk	Risk Exposures	Are there any exposures to water and/or storm water damage?	0	97	97	100.0%
Services	Accessible	Does disability access to and through the premises appear adequate?	35	62	97	63.9%
Services	Accessible	Does there appear to be sufficient accessible carparks available?	1	96	97	99.0%
Services	Accessible	Is there at least one unisex accessible toilet per occupied building level?	5	92	97	94.8%
Services	Accessible	What percentage of carparks are accessible?	1	96	97	99.0%
Services	Functional	Are Baby Changing & Nappy disposal facilities available?	8	89	97	91.8%
Services	Functional	Are there sharps disposal units provided?	10	87	97	89.7%
Services	Functional	Does the facility have mirrors?	2	95	97	97.9%
Services	Functional	Does the premises have appropriate directional signage?	4	93	97	95.9%
Services	Functional	Does there appear to be adequate power and data points?	0	97	97	100.0%
Services	Functional	Is there a sanitary disposal unit available?	4	93	97	95.9%
Services	Healthy	Are the toilets and bathrooms adequately ventilated?	1	96	97	99.0%



Asset Management Plan

Warrnambool City Council

PQS Assessment Results						
PQS Category 1	PQS Category 2	PQS Statement	Fail	Pass	Total	Pass %
Services	Healthy	Are the toilets/bathrooms free of nasty odours?	0	97	97	100.0%
Services	Healthy	Are walls, ceilings, curtains and cupboards free from dampness or mould/mildew?	1	96	97	99.0%
Services	Healthy	Can you wash and dry hands with soap in toilets and kitchen?	1	96	97	99.0%
Services	Healthy	Is the building clear of graffiti, inside and out?	0	96	96	100.0%
Services	Healthy	Is the building free of evidence of pests/birds that may affect health?	1	96	97	99.0%
Services	Healthy	Is there a secure designated rubbish storage area?	2	95	97	97.9%
Services	Quality	Do change areas and/or showers appear adequate?	1	96	97	99.0%
Services	Quality	Does the storage appear adequate?	2	95	97	97.9%
Services	Quality	Is the building being used for its intended purpose?	13	84	97	86.6%
Services	Quality	Is the interior aesthetically suited to purpose?	8	89	97	91.8%
Services	Quality	Is the structure purpose built or collection of add-ons?	1	96	97	99.0%
Services	Quality	What percentage of the interior requires refurbishment?	22	54	76	71.1%
Services	Safety	Does the building have adequate lighting to all external access points?	9	88	97	90.7%
Services	Sustainable	Are there facilities for recycling? (wheelie bin)	4	93	97	95.9%
Services	Sustainable	Are toilet cisterns dual flush?	4	93	97	95.9%
Services	Sustainable	Are urinals water efficient?	5	92	97	94.8%
Services	Sustainable	Are water saving taps installed?	9	88	97	90.7%
Services	Sustainable	Is the hot water system energy efficient?	1	96	97	99.0%
Services	Sustainable	Is there modern efficient lighting?	2	95	97	97.9%
Services	Sustainable	Main switchboard is a modern style with RCD?	1	96	97	99.0%
Total			172	3589	3761	95.4%

Asset Management Plan

Warrnambool City Council



APPENDIX C Building Quality Standard Results

As outlined in Section 3.4.1 an indicative building quality standard has been applied to Council's Corporate & City Growth buildings. The table below indicates which buildings meet the CGI target of the building quality standard.

Subcategory	Building Name	Standard	CGI	Result
Commercial Property	Main Beach Kiosk	C	1.44	Pass
	McGennans Toilet Block (Near Kiosk)	C	1.78	Pass
	Myrtle Bar on Timor	B	1.02	Pass
	Proudfoots Boathouse	C	1.37	Pass
	R.S.L. Clubrooms	B	1.48	Pass
Holiday Parks	Shipwreck Bay Holiday Park - Amenities Block 1	C	1.28	Pass
	Shipwreck Bay Holiday Park - Amenities Block 2	C	1.45	Pass
	Shipwreck Bay Holiday Park - Amenities Block 4	C	1.33	Pass
	Shipwreck Bay Holiday Park - Amenities Block 5	C	1.09	Pass
	Shipwreck Bay Holiday Park - Amenities Block 6	C	1.52	Pass
	Shipwreck Bay Holiday Park - BBQ Shelter (Opp. Workshop)	C	1.28	Pass
	Shipwreck Bay Holiday Park - Kiosk/Flat (Now BLDG0003)	C	1.63	Pass
	Shipwreck Bay Holiday Park - Laundry (Store & Workshop)	D	1.76	Pass
	Shipwreck Bay Holiday Park - Managers Residence & Office	B	1.38	Pass
	Shipwreck Caravan Park Playground	C	4.96	Fail
	Surfside Holiday Park - Amenities Block 2	C	1.99	Pass
	Surfside Holiday Park - Amenities Block 3	C	1.46	Pass
	Surfside Holiday Park - Amenities Block 5 (Snapper)	C	1.90	Pass
	Surfside Holiday Park - Amenities Block 6 (Bream)	C	1.75	Pass
	Surfside Holiday Park - Amenities Block 7 (Flathead)	C	1.27	Pass
	Surfside Holiday Park - BBQ Shelter (Opp. Kiosk)	C	2.00	Pass
	Surfside Holiday Park - BBQ Shelter 3 (Opp. Surfside Holiday Park)	C	1.78	Pass
	Surfside Holiday Park - Beach Chalet 1	C	1.00	Pass
	Surfside Holiday Park - Beach Chalet 2	C	1.00	Pass
	Surfside Holiday Park - Beach Chalet 3	C	1.00	Pass
	Surfside Holiday Park - Beach Chalet 4	C	1.00	Pass
	Surfside Holiday Park - Beach Chalet 5	C	1.00	Pass
	Surfside Holiday Park - Camp Kitchen	C	1.17	Pass
	Surfside Holiday Park - Former Amenities Block 1 (Storage Building)	C	2.41	Fail
	Surfside Holiday Park - Former Amenities Block 4 (Garage/Workshop/Store)	C	1.54	Pass
	Surfside Holiday Park - Kiosk	C	1.55	Pass

Asset Management Plan

Warrnambool City Council



Subcategory	Building Name	Standard	CGI	Result
	Surfside Holiday Park - Managers Office Reception	B	1.69	Pass
	Surfside Holiday Park - Mariners Cottage 1	C	1.76	Pass
	Surfside Holiday Park - Mariners Cottage 2	C	1.64	Pass
	Surfside Holiday Park - Mariners Cottage 3	C	1.63	Pass
	Surfside Holiday Park - Mariners Cottage 4	C	1.66	Pass
	Surfside Holiday Park - Mariners Cottage 5	C	1.95	Pass
	Surfside Holiday Park - Mariners Cottage 6	C	1.69	Pass
	Surfside Holiday Park - Red Cedar Cabin 1	C	1.64	Pass
	Surfside Holiday Park - Red Cedar Cabin 10	C	1.43	Pass
	Surfside Holiday Park - Red Cedar Cabin 11	C	1.42	Pass
	Surfside Holiday Park - Red Cedar Cabin 12	C	1.42	Pass
	Surfside Holiday Park - Red Cedar Cabin 2	C	1.57	Pass
	Surfside Holiday Park - Red Cedar Cabin 3	C	1.53	Pass
	Surfside Holiday Park - Red Cedar Cabin 4	C	1.54	Pass
	Surfside Holiday Park - Red Cedar Cabin 5	C	1.52	Pass
	Surfside Holiday Park - Red Cedar Cabin 6	C	1.52	Pass
	Surfside Holiday Park - Red Cedar Cabin 7	C	1.56	Pass
	Surfside Holiday Park - Red Cedar Cabin 8	C	1.54	Pass
	Surfside Holiday Park - Red Cedar Cabin 9	C	1.52	Pass
	Surfside Holiday Park - Residence	B	1.56	Pass
	Surfside Holiday Park: BBQ Shelter 2 (Opp. Workshop)-	C	3.54	Fail
	Surfside Holiday Park: Main Switchboard Building	D	2.07	Pass
Municipal Buildings	Municipal Offices	B	1.43	Pass
	Old Post Office	B	1.18	Pass
Saleyards	Saleyards - Agent Offices/Canteen	B	1.46	Pass
	Saleyards - Bar	B	1.79	Pass
	Saleyards - Livestock Market Centre	C	1.06	Pass
	Warrnambool Livestock Exchange: Pump Shed	D	3.19	Fail
Tourist Facility	Flagstaff Hill - Bank of Australasia	C	1.64	Pass
	Flagstaff Hill - Barracks Workshop	C	1.70	Pass
	Flagstaff Hill - Blacksmith Shipsmith & Undertaker	C	2.11	Pass
	Flagstaff Hill - Bond Store	C	1.07	Pass
	Flagstaff Hill - Chart Room	C	1.44	Pass
	Flagstaff Hill - Chicken Coop & Stone Privy Lighthouse Cottage	C	1.36	Pass
	Flagstaff Hill - Common School	C	1.28	Pass

Asset Management Plan

Warrnambool City Council



Subcategory	Building Name	Standard	CGI	Result
	Flagstaff Hill - Coopers Shop	C	2.18	Pass
	Flagstaff Hill - Craft Shops	C	1.50	Pass
	Flagstaff Hill - Craft Shops - Instrument repairer external	C	2.24	Fail
	Flagstaff Hill - Craft Shops - Leadlight	C	1.56	Pass
	Flagstaff Hill - Entrance Building	C	1.35	Pass
	Flagstaff Hill - Entrance Building Cannon Cover	C	1.00	Pass
	Flagstaff Hill - Examiners Office	C	1.07	Pass
	Flagstaff Hill - Fire Station	C	1.10	Pass
	Flagstaff Hill - Gaol (near barracks)	C	2.34	Fail
	Flagstaff Hill - Gaol/Lock Up	C	1.37	Pass
	Flagstaff Hill - Garrison Communal Mess Hall	C	2.25	Fail
	Flagstaff Hill - Garrison Huts (Old Armoury 1)	C	2.13	Pass
	Flagstaff Hill - Garrison Huts (Old Armoury 2)	C	1.57	Pass
	Flagstaff Hill - Garrison Huts (Old Armoury 3)	C	1.12	Pass
	Flagstaff Hill - Garrison Huts (Old Armoury 4)	C	1.33	Pass
	Flagstaff Hill - Garrison Huts (Old Armoury 5)	C	3.32	Fail
	Flagstaff Hill - Lighthouse (Lower)	C	1.54	Pass
	Flagstaff Hill - Lighthouse (Upper)	C	1.25	Pass
	Flagstaff Hill - Lighthouse Keepers Cottage	C	1.41	Pass
	Flagstaff Hill - Lighthouse Lodge	C	1.14	Pass
	Flagstaff Hill - Medical Officers Cottage	C	1.56	Pass
	Flagstaff Hill - Rocket House	C	1.86	Pass
	Flagstaff Hill - Sailmakers Building/Loft	C	1.09	Pass
	Flagstaff Hill - Ship Chandlers Shop	C	1.39	Pass
	Flagstaff Hill - Shipping Agents Office	C	1.32	Pass
	Flagstaff Hill - Shipwrecked Light Show Complex	C	1.47	Pass
	Flagstaff Hill - Shipwright Boat Builder	C	1.27	Pass
	Flagstaff Hill - St Nicholas Mission to Seaman Church & Recreation Room	C	1.07	Pass
	Flagstaff Hill - Steam Packet Inn	C	1.27	Pass
	Flagstaff Hill - Steam Workshop	C	2.86	Fail
	Flagstaff Hill - Stella Marris Tearooms	C	1.48	Pass
	Flagstaff Hill - Store Shed (Bottom of Lower Lighthouse)	C	2.42	Fail
	Flagstaff Hill - The Barn	C	2.57	Fail
	Flagstaff Hill - Toilet Block	C	1.16	Pass
	Flagstaff Hill - Toilets	C	1.40	Pass
	Flagstaff Hill - Wharf Theatre	C	1.46	Pass
	Restoration/Boat Builder Workshop	C	1.42	Pass

Asset Management Plan

Warrnambool City Council



APPENDIX D Critical Components in a Poor or Very Poor Condition

There are three component criticality criteria established within the SPM Assets Reference library which provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level.

- **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
- **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the building or asset
- **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

- Consequence of Failure of **medium-high to high criticality**
- Occupational Health and Safety of **medium-high to high criticality**
- Appearance of **high criticality**

The condition of a component is the assessed state of a component at a particular time. Condition grades range from C1 (very good) to C5 (very poor).

The table below shows the complete list of properties, number of critical components, the number of critical components in a poor (C4) or very poor condition (C5) and the Gross Replacement Cost (GRC) reported against the standards applied in Section 3.5.

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
Commercial Property	Main Beach Kiosk	66	3	7,789
	McGennans Toilet Block (Near Kiosk)	36	7	5,956
	Myrtle Bar on Timor	153	-	-
	Proudfoots Boathouse	161	5	5,397
	R.S.L. Clubrooms	230	15	47,735



Asset Management Plan

Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
Holiday Parks	Shipwreck Bay Holiday Park - Amenities Block 1	55	-	-
	Shipwreck Bay Holiday Park - Amenities Block 2	38	-	-
	Shipwreck Bay Holiday Park - Amenities Block 4	45	3	8,004
	Shipwreck Bay Holiday Park - Amenities Block 5	53	-	-
	Shipwreck Bay Holiday Park - Amenities Block 6	48	1	5,580
	Shipwreck Bay Holiday Park - BBQ Shelter (Opp. Workshop)	5	-	-
	Shipwreck Bay Holiday Park - Grounds	206	3	7,729
	Shipwreck Bay Holiday Park - Kiosk/Flat (Now BLDG0003)	115	8	11,160
	Shipwreck Bay Holiday Park - Laundry (Store & Workshop)	29	1	1,620
	Shipwreck Bay Holiday Park - Managers Residence & Office	96	1	768
	Surfside Holiday Park - Amenities Block 2	34	-	-
	Surfside Holiday Park - Amenities Block 3	75	2	1,348
	Surfside Holiday Park - Amenities Block 5 (Snapper)	51	2	1,132
	Surfside Holiday Park - Amenities Block 6 (Bream)	41	1	822
	Surfside Holiday Park - Amenities Block 7 (Flathead)	49	-	-
	Surfside Holiday Park - BBQ Shelter (Opp. Kiosk)	8	-	-
	Surfside Holiday Park - BBQ Shelter 3 (Opp. Surfside Holiday Park)	2	-	-
	Surfside Holiday Park - Beach Chalet 1	46	-	-
	Surfside Holiday Park - Beach Chalet 2	47	-	-
	Surfside Holiday Park - Beach Chalet 3	45	-	-
	Surfside Holiday Park - Beach Chalet 4	46	-	-
	Surfside Holiday Park - Beach Chalet 5	46	1	86
	Surfside Holiday Park - Camp Kitchen	42	-	-

Asset Management Plan

Warrnambool City Council



Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Surfside Holiday Park - Former Amenities Block 1 (Storage Building)	23	5	16,835
	Surfside Holiday Park - Former Amenities Block 4 (Garage/Workshop/Store)	34	-	-
	Surfside Holiday Park - Grounds	214	3	6,996
	Surfside Holiday Park - Kiosk	59	2	600
	Surfside Holiday Park - Managers Office Reception	50	-	-
	Surfside Holiday Park - Mariners Cottage 1	22	1	392
	Surfside Holiday Park - Mariners Cottage 2	22	2	760
	Surfside Holiday Park - Mariners Cottage 3	23	2	760
	Surfside Holiday Park - Mariners Cottage 4	22	2	760
	Surfside Holiday Park - Mariners Cottage 5	23	2	1,637
	Surfside Holiday Park - Mariners Cottage 6	22	2	1,127
	Surfside Holiday Park - Red Cedar Cabin 1	35	1	546
	Surfside Holiday Park - Red Cedar Cabin 10	36	1	546
	Surfside Holiday Park - Red Cedar Cabin 11	35	1	546
	Surfside Holiday Park - Red Cedar Cabin 12	35	1	546
	Surfside Holiday Park - Red Cedar Cabin 2	35	-	-
	Surfside Holiday Park - Red Cedar Cabin 3	34	1	672
	Surfside Holiday Park - Red Cedar Cabin 4	36	1	476
	Surfside Holiday Park - Red Cedar Cabin 5	35	1	546
	Surfside Holiday Park - Red Cedar Cabin 6	35	1	476
	Surfside Holiday Park - Red Cedar Cabin 7	34	1	546
	Surfside Holiday Park - Red Cedar Cabin 8	35	1	546



Asset Management Plan

Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Surfside Holiday Park - Red Cedar Cabin 9	35	1	546
	Surfside Holiday Park - Residence	98	1	13,581
	Surfside Holiday Park: Main Switchboard Building	5	1	1,692
Municipal Buildings	Municipal Offices	603	17	12,433
	Old Post Office	277	14	17,966
Saleyards	Saleyards - Agent Offices/Canteen	137	10	13,600
	Saleyards - Bar	18	3	3,599
	Saleyards - Grounds	1	1	513
	Saleyards - Livestock Market Centre	21	-	-
	Warrnambool Livestock Exchange: Pump Shed	4	2	993
Tourist Facility	Flagstaff Hill - Bank of Australasia	9	1	411
	Flagstaff Hill - Barracks Workshop	15	1	11,760
	Flagstaff Hill - Blacksmith Shipsmith & Undertaker	18	4	4,973
	Flagstaff Hill - Bond Store	8	-	-
	Flagstaff Hill - Chart Room	20	4	636
	Flagstaff Hill - Chicken Coop & Stone Privy Lighthouse Cottage	9	2	44
	Flagstaff Hill - Common School	13	2	533
	Flagstaff Hill - Coopers Shop	6	2	3,651
	Flagstaff Hill - Craft Shops	48	3	3,337
	Flagstaff Hill - Craft Shops - Instrument repairer external	8	2	1,397
	Flagstaff Hill - Craft Shops - Leadlight	16	2	852
	Flagstaff Hill - Entrance Building	397	9	2,466
	Flagstaff Hill - Entrance Building Cannon Cover	1	-	-



Asset Management Plan

Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Flagstaff Hill - Examiners Office	24	-	-
	Flagstaff Hill - Fire Station	16	-	-
	Flagstaff Hill - Gaol (near barracks)	9	3	1,424
	Flagstaff Hill - Gaol/Lock Up	11	3	669
	Flagstaff Hill - Garrison Communal Mess Hall	10	2	2,820
	Flagstaff Hill - Garrison Huts (Old Armoury 1)	6	2	1,280
	Flagstaff Hill - Garrison Huts (Old Armoury 2)	8	2	269
	Flagstaff Hill - Garrison Huts (Old Armoury 3)	9	1	588
	Flagstaff Hill - Garrison Huts (Old Armoury 4)	7	1	294
	Flagstaff Hill - Garrison Huts (Old Armoury 5)	4	1	5,880
	Flagstaff Hill - Grounds	47	20	54,838
	Flagstaff Hill - Lighthouse (Lower)	5	-	-
	Flagstaff Hill - Lighthouse (Upper)	7	2	642
	Flagstaff Hill - Lighthouse Keepers Cottage	53	4	1,836
	Flagstaff Hill - Lighthouse Lodge	111	-	-
	Flagstaff Hill - Lighthouse Lodge Room 1	1	-	-
	Flagstaff Hill - Medical Officers Cottage	38	6	2,440
	Flagstaff Hill - Rocket House	6	1	1,514
	Flagstaff Hill - Sailmakers Building/Loft	5	-	-
	Flagstaff Hill - Ship Chandlers Shop	38	2	368
	Flagstaff Hill - Shipping Agents Office	53	4	775
	Flagstaff Hill - Shipwrecked Light Show Complex	11	1	82
	Flagstaff Hill - Shipwright Boat Builder	22	-	-



Asset Management Plan

Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Flagstaff Hill - St Nicholas Mission to Seaman Church & Recreation Room	21	2	82
	Flagstaff Hill - Steam Packet Inn	49	5	7,020
	Flagstaff Hill - Steam Workshop	4	-	-
	Flagstaff Hill - Stella Marris Tearooms	57	4	1,279
	Flagstaff Hill - Store Shed (Bottom of Lower Lighthouse)	5	3	1,891
	Flagstaff Hill - The Barn	5	-	-
	Flagstaff Hill - Toilet Block	20	1	548
	Flagstaff Hill - Toilets	28	-	-
	Flagstaff Hill - Wharf Theatre	72	7	3,072
	Restoration/Boat Builder Workshop	19	1	1,970
Total		5,315	244	\$326,999

Asset Management Plan

Warrnambool City Council

APPENDIX E Risk Matrix - Likelihood and Consequence

The risk matrix included in Section 5.4 has been taken directly from the SPM Assets software which displays the total replacement cost of the components by the risk rating. Replacement cost figures within the matrix correspond to components that are flagged for replacement within the lifecycle expenditure forecast. Therefore, any component due to be replaced within the period of the forecast will be included within the 5 x 5 risk matrix.

The risk rating considers the likelihood of failure and the consequence of failure to produce an overall generic risk rating for each component.

Calculation of Risk

Risk = Likelihood X Consequence

The risk rating is calculated simply by multiplying the likelihood and consequence ratings.

The table below details the resulting risk scores.

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Major (4)	Medium (4)	Medium (8)	High (12)	High (16)	Extreme (20)
Moderate (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Minor (2)	Low (2)	Medium (4)	Medium (6)	Medium (8)	High (10)
Insignificant (1)	Low (1)	Low (2)	Low (3)	Medium (4)	Medium (5)

Calculation of Likelihood

Likelihood of failure is calculated on the proportion of a component's expected life remaining. The parameters used to determine the likelihood of failure are:

- Base life
- Base life upper
- Base life lower
- Assessed remaining life
- Assessed condition
- Construction year
- Survey year
- Consequence of failure criticality
- Health and Safety criticality
- Appearance criticality
- Property importance rating

Asset Management Plan

Warrnambool City Council

- Lifecycle analysis method

The likelihood of failure result is translated into a quantitative score using the table below.

Likelihood of Failure	Quantitative Score	Likelihood
> 95%	5	Almost Certain
80 - 95%	4	Probably
55 - 80%	3	Likely
35 - 55%	2	Possible
< 35%	1	Unlikely

Calculation of Consequence

The consequence rating is determined by the component criticality factors and the property importance factor. The consequence rating is a number from 1 to 25 which is translated into a qualitative score between 1 and 5 as shown in the table below.

Consequence Rating	Qualitative Score	Consequence
1 - 1.99	5	Catastrophic
2 - 4.99	4	Major
5 - 11.99	3	Moderate
12 - 19.99	2	Minor
20 - 25	1	Insignificant

Asset Management Plan

Warrnambool City Council

APPENDIX F Disclaimer

All figures and values within this AMP are only accurate at the time of creating the plan. The existing condition data and renewal requirements are based on the information included within the SPM Assets software (including Programs). All renewal projects are revised annually to cater for any changes in budget, risk and service requirements.



WARRNAMBOOL CITY COUNCIL

Asset Management Plan – Community Facilities



June 2020



Asset Management Plan

Warrnambool City Council

Executive Summary

The Purpose of this Asset Management Plan

The purpose of this Community Facilities Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Community Facilities building assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the building portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

Objectives of the Building Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

Alignment with ISO 55000

Council is considering the following as part of the ISO 55000 alignment:

- To effectively govern an organisation, the governing body needs assurance that their assets are well managed
- Leadership and commitment from all managerial levels is essential to successful asset management
- "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
- Your organisation determines which assets are to be included
- It is good business practice and always think about continuous improvement

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
 - Operational planning and control
 - Supporting activities
 - Control activities
 - Other related processes

Asset Management Objectives

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It is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

- **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.
- **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.
- **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

The longer-term value of this solution would be:

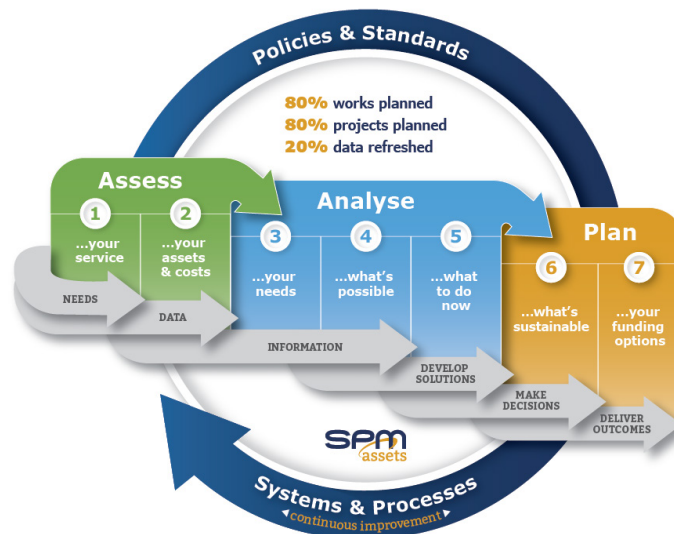
- Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works
- Having a more robust planned approach to your works-programme – evidence based using scientific methods
- Better knowing and managing current and future risk
- Having a well-maintained component level asset register with good confidence

SPM Assets' 7 Point Asset Planning Framework – How to be Aligned

The below figure illustrates a framework on how to achieve alignment and manage assets efficiently and effectively. In summary:

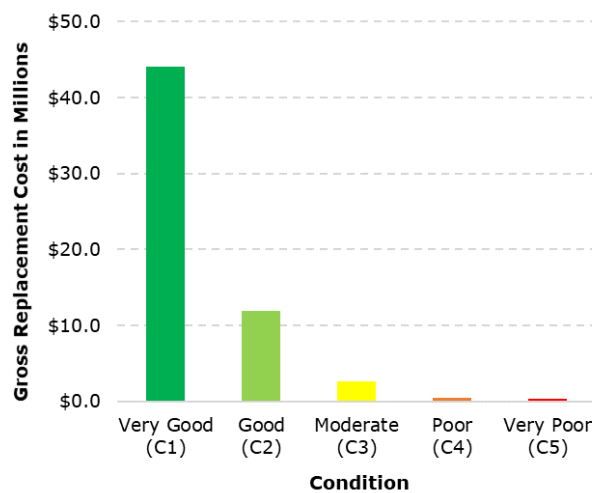
1. Know your services
2. Know the assets and costs needed to deliver those services
3. Know what you need (both now and into the future)
4. Know what's possible – asset and non-asset solutions
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
7. Make decisions and deliver outcomes

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Overall Condition

A total of 21,675 components for the Community Facilities buildings were visually identified and assessed with a Gross Replacement Cost (GRC) of \$59.4 million. The overall condition of these components is very good, in which 74% of components in very good condition (by value - \$44.0 million) and 20% of components in good condition (by value - \$11.9 million) as illustrated in the figure below. A further 4% are in moderate condition (by value - \$2.6 million) while 1% of components are in a poor or very poor condition (by value - \$867K). The "residual structure" has been excluded from the data model and analysis.



The \$867K worth of components in poor or very poor condition largely relates to the following component groups:



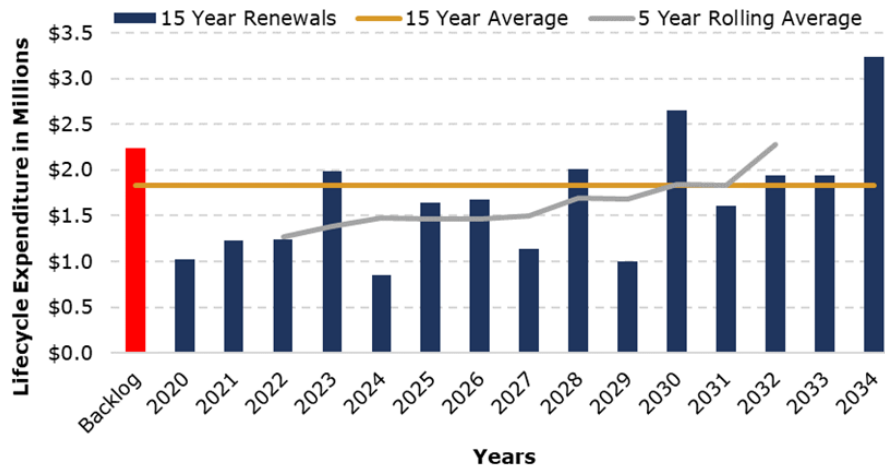
Asset Management Plan

Warrnambool City Council

- External Fabric at \$347K
- Interior Finishes at \$307K
- Services at \$118K
- Open Space at \$45K
- Exterior & Sundries at \$37K

Renewals and Replacements

The figure below shows the forecast 15-year renewals expenditure required for all Community Facilities building subcategories, including the possible backlog. It shows that over the next 15 years \$27.4 million is required (an annual average of \$1.8 million) to address both the backlog (a total value of \$2.2 million) and annual lifecycle expenditure. The three highest peaks of expenditure are the backlog, 2030 and 2034.



Planned Upgrade Projects

The table below lists the planned upgrade projects with an estimated expenditure of \$5.8 million over the next five years (2020 – 2024) by source. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan (LTFP), audit reports and Council’s renewal planning document.

Upgrade Projects							
Project Information		Expenditure					
Subcategory	Source	2020	2021	2022	2023	2024	Total
Community Centres	LTFP	119,153	19,584	20,074	20,575	21,090	200,476
	Renewal Planning	35,000	-	-	-	-	35,000
Community Halls	Renewal Planning	151,000	-	-	-	-	151,000
	Workshop	-	30,000	30,000	30,000	10,000	100,000

Asset Management Plan

Warrnambool City Council



Upgrade Projects							
Project Information		Expenditure					
Subcategory	Source	2020	2021	2022	2023	2024	Total
Cultural Facilities	LTFP	320,000	20,450	20,961	21,485	22,022	404,919
	Renewal Planning	195,000	-	-	-	-	195,000
	Workshop	-	10,000	-	-	-	10,000
Early Years Facilities	LTFP	38,306	39,168	40,147	41,151	42,180	200,951
	Renewal Planning	257,886	-	-	-	-	257,886
	Workshop	-	110,000	900,000	100,000	100,000	1,210,000
Recreational Assets	LTFP	492,000	111,575	123,365	1,075,199	77,079	1,879,217
	Renewal Planning	459,860	-	-	-	-	459,860
	Workshop	-	250,000	250,000	100,000	50,000	650,000
Total		\$2,068,205	\$590,777	\$1,384,547	\$1,388,410	\$322,370	\$5,754,309

Growth Projects

In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in February 2020. These projects are solely for new buildings or extensions that have been identified as 'wish list' items as part of Council's strategic planning for the next 5 years (2020 – 2024). The table below lists the projects by project name and the estimated annual expenditure. The total estimated expenditure for the growth projects is \$9.9 million.

Growth Projects						
Project Information	Expenditure					
Project Name	2020	2021	2022	2023	2024	Total
Central Warrnambool Childcare Extension	-	500,000	-	-	-	500,000
East Warrnambool Childcare Extension	-	-	-	500,000	-	500,000
New Brierly Community Services Hub	-	-	-	-	8,000,000	8,000,000
South Warrnambool Childcare Extension	-	-	500,000	-	-	500,000
Upgrade Existing Childcare Centres	-	100,000	100,000	100,000	100,000	400,000
Total	\$0	\$600,000	\$600,000	\$600,000	\$8,100,000	\$9,900,000

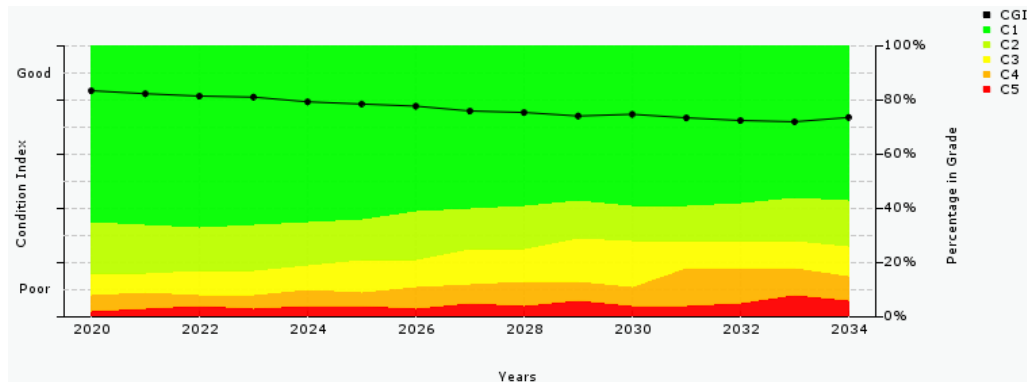
Condition Forecasting – Assessed Component



Asset Management Plan

Warrnambool City Council

Although knowing the current condition is important, a component is likely to remain in a good to very good condition for the next 10 years. While critical components will be proactively maintained to ensure the condition is kept within a defined standard. The following figure shows the forecasted condition (if the 'deferred' is addressed) over the next 15 years assuming that the components are replaced/renewed when required – the black line indicates the weighted average of condition and replacement cost.



Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. The table below shows the proportion of the Community Facilities components by their GRC and risk score in a risk matrix. It shows that approximately \$137K of components are at extreme risk and \$1.7 million are at high risk.

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -
Major (4)	Medium (4) \$10,229,970	Medium (8) \$1,148,793	High (12) \$178,073	High (16) \$391,340	Extreme (20) \$137,244
Moderate (3)	Low (3) \$37,885,723	Medium (6) \$2,120,666	Medium (9) \$1,034,188	High (12) \$693,298	High (15) \$400,544
Minor (2)	Low (2) \$4,259,054	Medium (4) \$345,491	Medium (6) \$406,951	Medium (8) \$170,553	High (10) \$34,170
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Investment Scenario

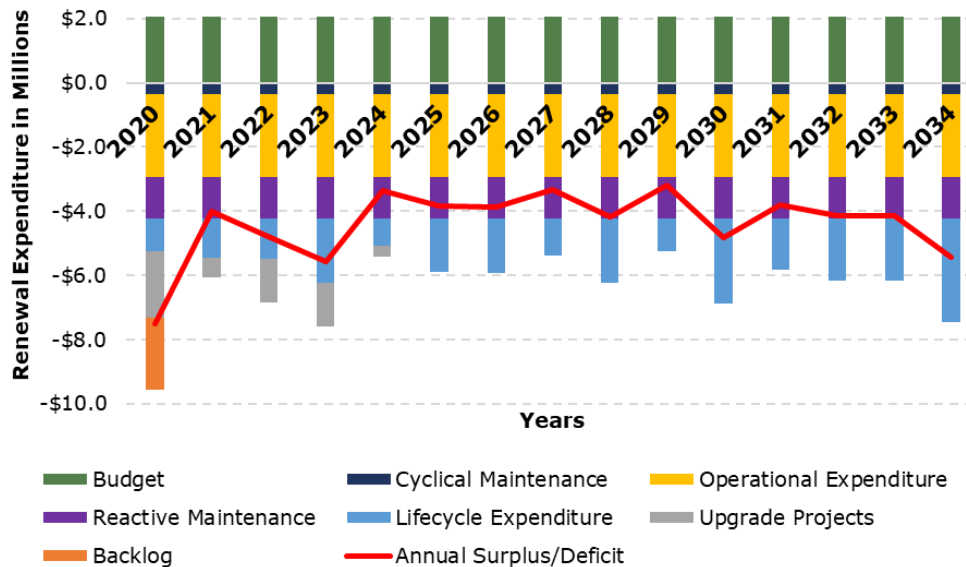
As seen within the figure below, over the next 15-year period (between 2020 and 2034) an estimated \$96.7 million is required (\$6.4 million on average per year) to address all expenditure requirements.

Asset Management Plan

Warrnambool City Council



As the total allocated budget for the next 15 years is \$30.8 million if Council addresses all condition-based shortfalls and completes all upgrade projects an additional \$66.0 million will be required.



Improvement Actions

The key actions resulting from this Community Facilities Asset Management Plan are:

Data

1. Review and update the current component references and components. In particular:
2. Review components with a quantity of zero
3. Review criticalities of component references – appearance, consequence and safety
4. Review the list of components that are included within future iterations of the AMP
5. Review the list of components that have been identified as 'extreme risk'
6. Review the property hierarchy and structure in the SPM Assets database to ensure the correct property type has been assigned
7. Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended:
 - a. Update data form with completed works
 - b. Regular staff inspections
 - c. Three-year rolling condition surveys – targeting high importance areas
8. Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance
9. Complete valuations for the 10 buildings that currently do not have any valuation information
10. Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.

Asset Management Plan

Warrnambool City Council



People

11. Identify who is responsible for managing and maintaining the Asset Management Plan
12. Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers

Processes

13. Agreeing on a list of primary Level of Service statements will ensure Council focuses on immediate and important needs. The list should consist of approximately 5 statements and up to 10 measures. The process in determining which statements are more important should consider strategic objectives, statutory requirements and public expectations.
14. Establishment of Quality Standard
15. Review the list of components that have been identified as extreme risk
16. Implement the 80/80/20 asset management objective over the next three years
 - a. 80% of the work completed is planned
 - b. 80% of the works program is driven from the planning process
 - c. 20% of the asset register is updated, maintained, improved and changed every year

Systems

17. Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions

Asset Management Plan

Warrnambool City Council



Table of Contents

1	Introduction	11
	1.1 Purpose	11
	1.2 Background	11
	1.3 Alignment with ISO 55000	12
	1.4 Asset Management Framework	13
	1.5 Relationship with Other Planning Documents	16
	1.6 AMP Structure	16
2	Asset Description	18
	2.1 Overview	18
	2.2 Survey Methodology	18
	2.3 Property Level Information	19
	2.4 Description of Components	20
	2.5 PQS Assessment Results	34
3	Levels of Service	36
	3.1 Overview	36
	3.2 Alignment with Council's Level of Service Measures	37
	3.3 Customer Levels of Service	37
	3.4 Technical Levels of Service	39
4	Lifecycle Management	41
	4.1 Overview	41
	4.2 Renewal and Replacements	41
	4.3 Upgrades	54
	4.4 Growth	61
	4.5 Operations Plan	63
	4.6 Maintenance Plan	63
	4.7 Disposals	63
5	Risk Management	64
	5.1 Principles	64
	5.2 Predictive Deterioration Model	64
	5.3 Council's Risk Management Framework	65
	5.4 Current Component Risk Matrix	65
	5.5 Project Prioritisation Based on Risk	66
6	Financial Summary	67

Asset Management Plan

Warrnambool City Council



6.1 Overview	67
6.2 Assumptions.....	67
6.3 Estimated Forecast.....	67
6.4 Funding Required for Maintaining Current Assets.....	69
7 Asset Management Practices	72
7.1 Overview	72
7.2 Processes.....	72
7.3 Systems.....	73
7.4 Data	73
8 Improvement Plan	74
8.1 Improvement Programme	74
Appendices	I
APPENDIX A Glossary	I
APPENDIX B Property Quality Standards Results	I
APPENDIX C Building Quality Standard Results	III
APPENDIX D Critical Components in a Poor or Very Poor Condition	X
APPENDIX E Risk Matrix - Likelihood and Consequence.....	XX
APPENDIX F Disclaimer.....	XXII

Asset Management Plan

Warrnambool City Council



1 Introduction

1.1 Purpose

Warrnambool City Council (Council) engaged SPM Assets Pty Ltd (SPM Assets) in December 2019 to work in a collaborative approach to improve the supporting documentation associated with sound asset management, which includes the preparation of Building Asset Management Plans (AMP) for each of its building categories – Community Facilities, Corporate and City Growth and Infrastructure. This AMP specifically focuses on the buildings owned and managed by Council that are included within the Community Facilities category.

The purpose of this Community Facilities Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Community Facilities building assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the building portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

This AMP demonstrates proactive management of assets, records the current and future quality shortfalls and lists the projects and initiatives required to address the shortfalls in a way that is affordable and delivers the services required by Council. The AMP is used as a tool to provide information that decisions can be based on – this is an evidence-based asset plan. It also addresses compliance with regulatory requirements and communicates forecast shortfalls or surplus in funding used to provide the required levels of service.

Objectives of the Building Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

1.2 Background

Council first licenced the SPM Assets software application in April 2014. Council undertakes cyclic visual condition assessments and manages all building assets using the SPM Assets software application. Since then SPM Assets has been engaged by Council for several projects including completing condition assessments and the development of maintenance plans and 5 year works programmes.

Asset Management Plan

Warrnambool City Council



On 6 February 2020, two workshops were held between SPM Assets and Council representatives from the Community Development and Recreation & Culture teams to discuss the current and future service specific building requirements. The attendees included:

- Director Community Development
- Manager Recreation and Culture
- Manager Capacity Access & Inclusion
- Manager Children's & Family Services
- Service Manager Community Support, Active Aging & Inclusion
- Service Manager Early Years Learning & Development

1.3 Alignment with ISO 55000

ISO 55000 is a series of international standards that have been created by the International Standard Organisation (ISO) for the ongoing management of physical assets. These standards have been developed from the previously published PAS 55 standards which were developed in 2002-2004 and edited in 2008.

The ISO 55000 suite includes three standards:

- ISO 55000 – overview, principles and terminology
- ISO 55001 – management system & requirements
- ISO 55002 – guidelines on the application of ISO 55001

Important considerations:

- To effectively govern an organisation, the governing body needs assurance that their assets are well managed
- Leadership and commitment from all managerial levels is essential to successful asset management
- "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
- Your organisation determines which assets are to be included
- It is good business practice and always think about continuous improvement

Figure 1-1 lists some of the elements of an ISO 55000 Asset Management System. Understanding the hierarchy of plans and processes is essential – remembering that the ISO is more about implementing a process rather than writing an AMP – the AMP is the output of the process:

- Know your reason why – what are the services being delivered through the assets
- Policies and objectives signed off by the governing body will make the process work
- Strategic AMP – looking long term and considering capital concepts through to disposal
- AMPs – can also be longer term and more aligned with a specific service being delivered and can focus more on maintenance and renewal

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
 - Operational planning and control
 - Supporting activities
 - Control activities

Figure 1-1 Elements of an ISO 55000 Asset Management System

Asset Management Plan

Warrnambool City Council



- Implementation of the AMP and works-programmes – all roads lead to the works programme as this is what you do to make a difference
- Evaluate performance and improve processes, systems and data

Furthermore, section 2.5.3.1 of ISO 55000 states:

"An asset management system impacts the whole organisation, including its stakeholders and external service providers, and can use, link or integrate many of the organisation's activities and functions that would otherwise be managed or operated in isolation. The process of establishing an asset management system requires a thorough understanding of each of its elements and the policies, plans and procedures that integrate them. The asset management system requirements described in ISO 55001 are grouped in a way that is consistent with the fundamentals of asset management:

1. Context of the organisation (ISO 55001:2014, Clause 4)
2. Leadership (ISO 55001:2014, Clause 5)
3. Planning (ISO 55001:2014, Clause 6)
4. Support (ISO 55001:2014, Clause 7)
5. Operation (ISO 55001:2014, Clause 8)
6. Performance evaluation (ISO 55001:2014, Clause 9)
7. Improvement (ISO 55001:2014, Clause 10)

Council follows the 'asset management system' that the ISO 55000 describes. Therefore, this Asset Management Plan (AMP) summarises the outputs resulting from the process and describes the associated key inputs, assumptions, practices and systems.

1.4 Asset Management Framework

1.4.1 Overview

Warrnambool City Council has stated the following vision as outlined in their Council Plan (2017-2021):

A cosmopolitan city by the sea

The following five objectives support Council's vision:

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 advice

1.4.2 Asset Management Objectives

On 2 December 2019, Council adopted the following goals and commitments as part of their Asset Management Policy:

- Asset management will be service driven and will align with the strategic priorities and directions of the Council
- To achieve and sustain a high level of asset management maturity

Asset Management Plan

Warrnambool City Council



- To achieve certification with ISO 55000, International Standards for Asset Management
- Asset management will be integrated into corporate governance including enterprise planning, reporting and risk management frameworks and practices
- Maximise the value of Council's capital, operations and maintenance expenditures within current revenues, to optimise agreed levels of service, service delivery potential and manage related risks and costs over the entire life of infrastructure assets
- Decommission and dispose of assets that are under-utilised and no longer economically, socially or sustainably viable
- Involve and consult with the community and key stakeholders on determining service standards
- Service delivery assets will be created, acquired, maintained and rehabilitated to enable the organisation to meet its strategic service delivery goals efficiently and effectively
- Service/Asset Management Strategies and Plans will include processes which provide accountability to the community
- Allocate appropriate resources to ensure Asset Management practices can be undertaken and the timely maintenance and renewal of those assets so that 'life cycle' costs are optimised
- Accurately report on all aspects of Councils assets in terms of Operations, Maintenance, Renewal, Upgrade, Expansion and New
- Ensure that the roles and responsibilities of all asset owners, managers and users are well defined and understood. Reinforce and support asset management roles and responsibilities across the organisation at a functional level. The various key roles, responsibilities and delegations associated with service delivery and asset management is documented in the Asst Management Strategy
- Invest in appropriate and timely asset management training and development program for staff and Councillors as required
- Council will support the implementation of the Asset Management Strategy and foster a strong asset management culture across Council through a cross functional Asset Management Steering Committee

In addition to the above objectives, it is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

- **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.
- **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.
- **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

The longer-term value of this solution would be:

- Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works

Asset Management Plan

Warrnambool City Council



- Having a more robust planned approach to your works-programme – evidence based using scientific methods
- Better knowing and managing current and future risk
- Having a well-maintained component level asset register with good confidence

1.4.3 SPM Assets' 7 Point Asset Planning Framework

SPM Assets' 7 Point Asset Management Planning Framework involves all areas of business and planning processes and is aligned with ISO55000 and the International Infrastructure Management Manual (IIMM).

Figure 1-2 below illustrates the Framework, which is a service-led planning approach, i.e. it is the service needs that define the quality standards required now and into the future. The framework is founded on the IIMM principles and is structured to proactively minimise shortfalls by implementing appropriate well thought out asset management strategies. The framework is founded on a culture of continual improvement which focuses on determining the degree of criticality of the assets, to minimise the risk of failure and is based on the following:

1. Know your services
A mixture of community, cultural, early years and recreational services.
2. Know the assets and costs needed to deliver those services
Having a good knowledge of the existing assets provides the planning platform. Realising that the data can have 80% confidence and still be useful, i.e. target the high-quality information management to critical and/or high value assets.
3. Know what you need (both now and into the future)
Recognising the difference between the Levels of Service and building related Quality Standards. It's about knowing the current standards and what they could be in the future and defining and measuring the lowest level.
4. Know what's possible – asset and non-asset solutions
Comparing the current situation with the desired levels of service and quality standards will identify the current and future shortfalls that need to be addressed. Creating a range of 'possible projects' to address the shortfalls moves the process from asset planning to project planning and eventual Capital Asset Management.
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
Knowing which 'possible project' is more important than another, needs to consider its outcomes after completion, its affordability, and the risks it's managing.
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
Allocation of budgets to funded programmes ensures projects are being funded appropriately and that the renewals funding is specifically used to address replacements and renewals, thus avoiding fiscal surprises.
7. Make decisions and deliver outcomes
Decisions are made every day and the right people should be making the right decisions based on information that they can rely on. This is where the real value of capital asset management is realised, i.e. the organisation has the confidence that it is making the right decisions.

Asset Management Plan
Warrnambool City Council

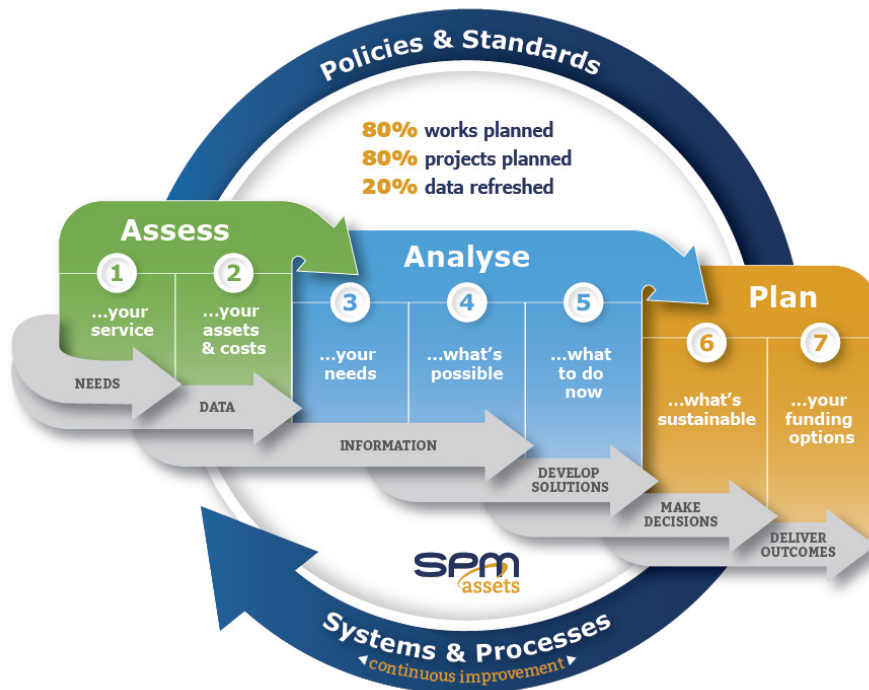


Figure 1-2 SPM Assets' 7 Point Asset Planning Framework

1.5 Relationship with Other Planning Documents

The AMP considers the following documents:

- Council Plan 2017-2021 (2019 revision)
- Asset Management Policy 2019
- Risk Management Policy 2015
- Community Services and Infrastructure Plan 2013 (CSIP)

1.6 AMP Structure

The AMP is the output of the asset management planning process. It documents the associated procedures, objectives, policies, standards, drivers, future renewal projects, lifecycle replacement projections and improvement tasks.

The AMP has been written so that any reader can understand how the assets are being considered and managed. Commentaries on renewal theories and the reasoning of renewal and maintenance policies provide the reader with the context or reason why certain practices have been implemented.

The AMP is a communication document first and foremost. It summarises the vast information held in the supporting computer systems and provides the reasoning of why maintenance and lifecycle expenditure is needed in the future. The 'nuts and bolts' detail is available directly from the management systems if the reader needs further detail of a specific asset or asset group.

Asset Management Plan

Warrnambool City Council



Council's objectives and policies are the primary driver for the asset management process and dictate all aspects of the asset management approach. This document recognises these requirements and uses SPM Assets' 7 Point Planning Framework and software applications as the primary implementation tools. In its simplest form, the asset register is populated, it is analysed, and a program of works is produced based on providing a defined 'level of service'.

Key sections of the AMP are based on the International Infrastructure Management Manual (IIMM) and are summarised as follows:

- Asset Description – summary of assets and current condition
- Levels of Service – specifies the services and levels of service to be provided by Council
- Lifecycle Management – how Council will manage its existing and future assets to provide the required services
- Risk Management – applying a risk-based analysis to the lifecycle results
- Financial Summary – what funds are required to provide the required services
- Asset Management Practices – documenting the practices that are required to maintain best practice in asset management going forward
- Asset Management Improvement Plan – what are the next steps?

Asset Management Plan

Warrnambool City Council



2 Asset Description

2.1 Overview

A total of 21,675 visually assessed building components have been picked up during the onsite building condition assessments of the 210 Community Facilities buildings. The Gross Replacement Cost (GRC) of the assessed components has been identified as \$59.4 million. Table 2-1 summarises the number of sites, properties and components for the Community Facilities category.

Table 2-1 Community Facilities – Overview						
	Building Subcategory					Total
	Community Centres	Community Halls	Cultural Facilities	Early Years Facilities	Recreation Assets	
No. Sites	1	4	4	11	42	62
No. Buildings	2	6	6	14	182	210
No. Property Records	109	44	136	207	958	1,454
No. Components	1,946	707	2,271	3,308	13,469	21,675
Gross Replacement Cost (GRC)	5,935,534	1,895,495	7,208,354	6,395,286	38,001,388	\$59,436,057
Capital Replacement Value (CRV)	1,442,977	1,980,824	7,873,560	9,617,062	65,534,700	\$86,449,123

Improvement Action: The total number of buildings (210) includes both buildings and properties. As part of the Improvement Plan, the property type of the Community Facilities buildings may need to be reviewed to distinguish the difference between a 'block' (building) and a property, e.g. some sheds are classified as 'blocks' (buildings) and others are a 'property'.

2.2 Survey Methodology

2.2.1 Site Assessment

A total of 210 Community Facilities building assets have been assessed between 2012 and 2019. The majority of onsite building condition assessments have been completed by experienced SPM Assets surveyors and updated and maintained by Council staff using the Mobile application of the SPM Assets software on a tablet PC device. The assessment approach that was implemented, and the SPM Assets software, have been directly aligned with ISO 55000, IIMM, NAMS Property Manual and IPWEA/NAMS Practice Note 3. The building condition assessments were conducted to identify the current condition of components, update property level information including capturing any space changes and refurbishments and answering Property Quality Standards (PQS).

2.2.2 Data Model

The data model for Council's Community Facilities building assets has been broken down into grounds, buildings, floors and room locations (ground, block, floor, and unit) so that components

Asset Management Plan

Warrnambool City Council



can be assigned to a level that work can be carried out e.g. the refurbishment of the offices on level 1.

It should be noted that the following components have been excluded from this AMP:

- Loose furniture
- Aquatic pool plant and equipment
- Specialised equipment including the lighting, sound and fly systems at the Light House Theatre

Improvement Action: These assets will be reviewed and may be included in future iterations of this AMP. Any projects associated with these assets will be included within the relevant board in the SPM Assets Programs application.

2.3 Property Level Information

2.3.1 Building Valuations

Table 2-2 below summarises the valuation figures for the Community Facilities building assets. The Capital Replacement Value (CRV), which is based on the rate per square metres as recommended in the Rawlinsons Australian Construction Handbook, has been calculated as \$86.4 million.

Table 2-2 Capital Replacement Values		
Building Subcategory	No. Buildings	CRV
Community Centres	2	1,442,977
Community Halls	6	1,980,824
Cultural Facilities	6	7,873,560
Early Years Facilities	13	9,617,062
Recreation Assets	173	65,534,700
Total	200	\$86,449,123

Improvement Action: A total of 10 buildings have no valuation data. As an improvement activity, a valuation for these buildings should be calculated or completed by an experienced building valuer.

2.3.2 Condition Grade Index by Building

Definition

The Condition Grade Index (CGI) is the average condition grade of assessed components weighted by their Gross Replacement Cost (GRC). A low CGI e.g. 1.5 means that the components have been assessed to be in good to very good condition whereas a high grade such as 2.3 means that the components are mainly in a poor to very poor condition. The overall CGI for the Community Facilities buildings is 1.34 which indicates that most of the buildings are in a good or very good condition.

Result

Table 2-3 lists the number of Community Facilities building assets by building subcategory for each of the CGI ranges and suggests that 81% of the building assets are considered to be in either a good or very good condition and only 2% of building assets have a CGI greater than 2.6.

Asset Management Plan

Warrnambool City Council



Table 2-3 CGI of Community Facilities						
Building Subcategory	CGI Ranges					Total
	<- Very Good			Very Poor ->		
	1.0-1.4	1.4-1.7	1.7-2.2	2.2-2.6	>2.6	
Community Centres	2	-	-	-	-	2
Community Halls	2	-	2	1	1	6
Cultural Facilities	5	-	-	-	-	5
Early Years Facilities	10	1	2	-	-	13
Recreation Assets	107	32	22	6	3	170
Total	126	33	26	7	4	196
<i>Proportion</i>	64%	17%	13%	4%	2%	100%

Improvement Action: The total number of buildings where a CGI has been calculated is 196. While there are 210 buildings included in the Community Facilities, 14 buildings have been excluded from the CGI calculations. These 14 buildings have been excluded as two buildings have components with no quantities and 10 buildings have no components. It is recommended that these buildings are reassessed to ensure that all relevant components have been captured.

2.4 Description of Components

2.4.1 Component Groups and Types

Table 2-4 provides a breakdown of the number of components by building subcategory for the Community Facilities buildings. A total of 417 unique components have been assessed that identify 21,675 assets, i.e. a component can have multiple assets within a building.

Table 2-4 Building Subcategory Component Breakdown		
Building Subcategory	No. Components	Proportion (%)
Community Centres	1,946	9%
Community Halls	681	3%
Cultural Facilities	2,271	11%
Early Years Facilities	3,308	15%
Recreation Assets	13,469	62%
Total	21,675	100%

The Gross Replacement Cost (GRC) of the assessed components has been identified as \$59.4 million. Table 2-5 and Table 2-6 summarises the GRC by component group and component type respectively. The Interior Finishes and External Fabric components have the highest GRC of \$24.0 million and \$16.5 million respectively while the Clinical Equipment components have the lowest GRC of \$38K.

Asset Management Plan

Warrnambool City Council



Table 2-5 GRC by Component Group		
Component Group	No. Components	GRC
Exterior & Sundries	480	3,192,542
External Fabric	3,591	16,548,779
Interior Finishes	10,188	24,031,261
Open Space	279	1,750,508
Services	7,108	13,538,996
Sporting	12	277,733
Structure	6	58,468
Clinical Equipment	11	37,770
Total	21,675	\$59,436,057

Table 2-6 GRC By Component Group and Type			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	122	869,315
	Paving	174	1,644,862
	Sundries	157	558,365
	Tanks	27	120,000
External Fabric	External Stairs	148	1,051,410
	External Walls	1,037	7,058,252
	Louvers	1	3,594
	Roof	1,272	4,308,420
	Windows & Doors	1,133	4,127,102
Interior Finishes	Ceiling Finishes	1,841	3,406,085
	Fixtures & Fittings	2,219	5,098,215
	Floor Finishes	1,145	4,095,318
	Interior Doors	1,848	1,910,525
	Interior Walls	748	4,952,946
	Wall Finishes	2,387	4,568,172
Open Space	Access	23	143,769
	Electrical	18	241,602
	Exterior Fabric	1	1,653
	Fences & Walls	150	1,159,841
	Furniture	4	26,934
	Gates	47	76,819
	Landscaping	2	3,536

Asset Management Plan

Warrnambool City Council



Table 2-6 GRC By Component Group and Type

Component Group	Component Type	No. Components	GRC
	Reserve Equipment	1	26,716
	Roads and Pavements	1	1,080
	Shelters	14	50,950
	Signs	18	17,609
Services	Electrical	3,588	3,762,524
	Fire Services	626	2,419,817
	Lifts / Hoist	9	1,266,555
	Mechanical	1,204	3,876,354
	Sanitary Plumbing	1,591	2,088,789
	Special Services	90	124,957
Sporting	Netting	7	64,622
	Playing Surfaces	1	142,272
	Poles & Goals	3	17,408
	Seating	1	53,431
Structure	Structure	6	58,468
Clinical Equipment	Defibrillators	5	35,850
	First Aid	6	1,920
Total		21,675	\$59,436,057

2.4.2 Condition

Overall the assessed building components of the Community Facilities are in a very good condition, in which 74% of components in very good condition (by value - \$44.0 million) and 20% of components in good condition (by value - \$11.9 million) as illustrated in Figure 2-1. A further 4% are in moderate condition (by value - \$2.6 million) while 1% of components are in a poor or very poor condition (by value - \$867K).

The \$867K of components in poor or very poor condition largely relates to the following component groups:

- External Fabric at \$347K
- Interior Finishes at \$307K
- Services at \$118K
- Open Space at \$45K
- Exterior & Sundries at \$37K

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Warrnambool City Council

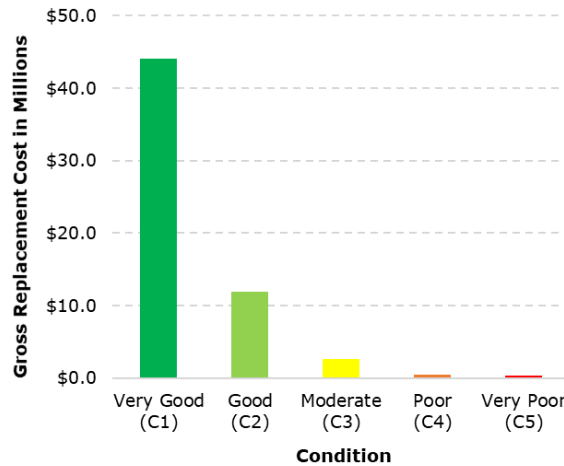


Figure 2-1 Condition Profile of Community Facilities Buildings

2.4.3 Critical Assets

The component criticality criteria established within the SPM Assets Reference library provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level. It is based on the following criteria:

- **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
- **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the building or asset
- **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

- Consequence of Failure of **medium-high to high criticality**
- Occupational Health and Safety of **medium-high to high criticality**
- Appearance of **high criticality**

In total there are 10,059 components that fit the above criteria with a total GRC of \$36.1 million. Table 2-7 lists the critical assets by component group and type, the number of components and GRC.

Table 2-7 List of Critical Components			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	25	73,123
	Paving	161	1,587,240
	Sundries	52	239,458
	Tanks	26	113,700
External Fabric	External Stairs	145	1,041,578

Asset Management Plan

Warrnambool City Council



Table 2-7 List of Critical Components			
Component Group	Component Type	No. Components	GRC
	External Walls	585	5,400,135
	Roof	436	3,362,046
	Windows & Doors	922	4,061,473
Interior Finishes	Ceiling Finishes	895	2,293,079
	Fixtures & Fittings	817	2,540,849
	Floor Finishes	992	3,229,448
	Interior Doors	128	668,754
	Interior Walls	94	237,107
	Wall Finishes	7	6,880
Open Space	Access	20	77,969
	Electrical	9	45,242
	Exterior Fabric	1	1,653
	Fences & Walls	46	273,378
	Furniture	3	23,694
	Gates	45	75,664
	Landscaping	2	3,536
	Reserve Equipment	1	26,716
	Roads and Pavements	1	1,080
	Shelters	10	198
	Signs	2	3,416
	Services	Electrical	2,022
Fire Services		621	2,414,777
Lifts / Hoist		8	1,247,320
Mechanical		971	3,132,995
Sanitary Plumbing		929	1,522,576
Special Services		66	80,025
Structure	Structure	6	58,468
Clinical Equipment	Defibrillators	5	35,850
	First Aid	6	1,920
Total		10,059	\$36,073,700

2.4.4 Community Centres

There are 168 unique components that describe the 1,946 assets associated with the Community Centres subcategory. The Community Centres subcategory consists of only one building – the Archie

Asset Management Plan

Warrnambool City Council



Graham Community Centre, The Gross Replacement Cost (GRC) of the assessed components is \$5.9 million. Table 2-8 details the replacement cost of assets by component group and type.

Table 2-8 GRC By Component Group and Type – Community Centres			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	3	33,704
	Paving	9	38,192
	Sundries	5	20,755
External Fabric	External Stairs	12	112,420
	External Walls	50	546,524
	Roof	44	234,151
	Windows & Doors	82	331,964
Interior Finishes	Ceiling Finishes	186	278,582
	Fixtures & Fittings	226	355,259
	Floor Finishes	109	223,239
	Interior Doors	179	104,761
	Interior Walls	47	557,586
	Wall Finishes	236	462,503
Open Space	Access	1	1,440
Services	Electrical	363	232,715
	Fire Services	144	1,592,133
	Lifts / Hoist	1	290,500
	Mechanical	151	434,496
	Sanitary Plumbing	89	75,882
	Special Services	9	8,728
Total		1,946	\$5,935,534

Improvement Action: The associated component costs for the Archie Graham Community Centre need to be updated to reflect today's pricing.

Overall the components are in a very good condition with 85% of components in very good condition (by value - \$5.1 million) and 13% of components in good condition (by value - \$797K) as illustrated in Figure 2-2. A further 1% are in moderate condition (by value - \$35K) and less than 1% in poor or very poor condition (by value - \$29K).

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Warrnambool City Council

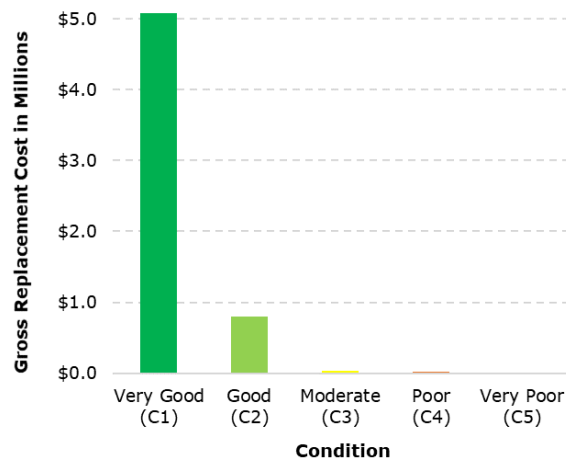


Figure 2-2 Condition Profile of Community Centres

The \$29K of components in poor or very poor condition largely relate to the following component groups.

- Interior Finishes - \$14K
 - Archie Graham Community Centre - \$14K

2.4.5 Community Halls

There are 147 unique components that describe the 681 assets associated with the Community Halls subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$1.9 million. Table 2-9 details the replacement cost of assets by component group and type.

Table 2-9 GRC By Component Group and Type – Community Halls			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Paving	7	32,900
	Sundries	3	4,425
	Tanks	1	2,100
External Fabric	External Stairs	10	64,886
	External Walls	48	306,744
	Roof	48	112,536
	Windows & Doors	52	122,078
Interior Finishes	Ceiling Finishes	54	136,643
	Fixtures & Fittings	52	142,896
	Floor Finishes	40	180,108
	Interior Doors	61	70,434

Asset Management Plan

Warrnambool City Council



Table 2-9 GRC By Component Group and Type – Community Halls			
Component Group	Component Type	No. Components	GRC
	Interior Walls	11	106,902
	Wall Finishes	74	288,841
Open Space	Fences & Walls	8	31,430
	Gates	1	2,000
Services	Electrical	108	122,208
	Fire Services	17	5,708
	Mechanical	31	106,270
	Sanitary Plumbing	52	55,744
	Special Services	3	642
Total		681	\$1,895,495

Overall the components are in a very good condition with 63% of components in very good condition (by value - \$1.2 million) and 28% of components in good condition (by value - \$522K) as illustrated in Figure 2-3. A further 6% are in moderate condition (by value - \$119K) and 3% in poor or very poor condition (by value - \$52K).

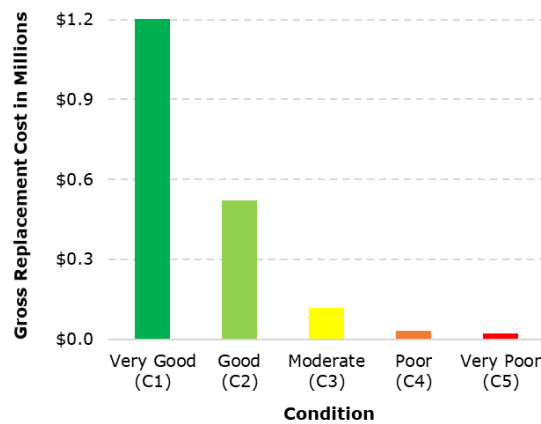


Figure 2-3 Condition Profile of Community Halls

The \$52K of components in poor or very poor condition largely relate to the following component groups.

- External Fabric - \$43K
 - Merri View Art Gallery - \$26K
 - Mechanics Institute Hall - \$13K

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Warrnambool City Council



2.4.6 Cultural Facilities

There are 211 unique components that describe the 2,271 assets associated with the Cultural Facilities subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$7.2 million. Table 2-10 details the replacement cost of assets by component group and type.

Table 2-10 GRC By Component Group and Type – Cultural Facilities			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	3	7,900
	Paving	10	54,902
	Sundries	10	19,845
External Fabric	External Stairs	9	102,764
	External Walls	65	870,106
	Louvers	1	3,594
	Roof	51	139,384
	Windows & Doors	61	399,828
Interior Finishes	Ceiling Finishes	208	359,383
	Fixtures & Fittings	195	579,739
	Floor Finishes	156	519,421
	Interior Doors	225	199,189
	Interior Walls	78	567,756
	Wall Finishes	286	588,744
Open Space	Access	3	3,560
	Electrical	5	20,520
	Fences & Walls	8	30,364
	Gates	1	2,076
	Signs	1	510
Services	Electrical	466	554,568
	Fire Services	114	314,658
	Lifts / Hoist	4	721,300
	Mechanical	181	899,593
	Sanitary Plumbing	116	150,154
	Special Services	12	44,745
Sporting	Seating	1	53,431
Clinical Equipment	First Aid	1	320
Total		2,271	\$7,208,354

Asset Management Plan

Warrnambool City Council



Overall the components are in a very good condition with 79% of components in very good condition (by value - \$5.7 million) and 16% of components in good condition (by value - \$1.2 million) as illustrated in Figure 2-4. A further 4% are in moderate condition (by value - \$317K) and 1% in a poor or very poor condition (by value - \$40K).

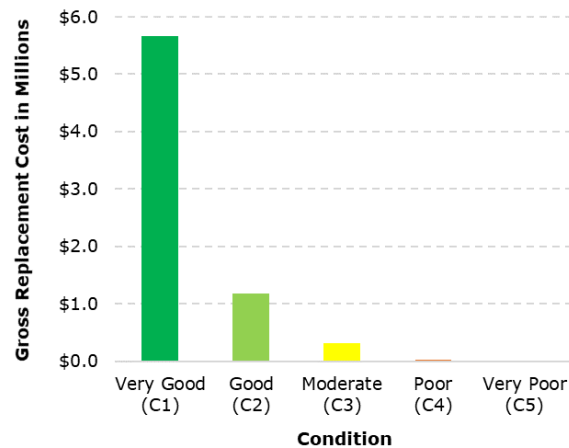


Figure 2-4 Condition Profile of Cultural Facilities

The \$40K of components in poor or very poor condition largely relate to the following component groups.

- Interior Finishes - \$31K
 - Art Gallery - \$18K
 - Lighthouse Theatre - \$13K

2.4.7 Early Years Facilities

There are 229 unique components that describe the 3,308 assets associated with the Early Years Facilities subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$6.4 million. Table 2-11 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-11 GRC By Component Group and Type – Early Years Facilities			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	27	206,263
	Paving	28	126,664
	Sundries	30	87,893
	Tanks	4	8,400
External Fabric	External Stairs	12	53,752
	External Walls	94	358,133

Asset Management Plan

Warrnambool City Council



Table 2-11 GRC By Component Group and Type – Early Years Facilities			
Component Group	Component Type	No. Components	GRC
	Roof	158	452,747
	Windows & Doors	172	624,940
Interior Finishes	Ceiling Finishes	306	456,196
	Fixtures & Fittings	388	882,965
	Floor Finishes	197	364,703
	Interior Doors	331	293,087
	Interior Walls	72	194,808
	Wall Finishes	403	545,314
Open Space	Access	5	23,284
	Fences & Walls	65	259,969
	Furniture	1	19,506
	Gates	12	20,162
	Roads and Pavements	1	1,080
	Shelters	11	37,562
	Signs	1	510
Services	Electrical	484	476,354
	Fire Services	69	233,073
	Mechanical	189	410,176
	Sanitary Plumbing	236	249,657
	Special Services	11	7,768
Clinical Equipment	First Aid	1	320
Total		3,308	\$6,395,286

Overall the components are in a very good condition with 66% of components in very good condition (by value - \$4.2 million) and 30% of components in good condition (\$1.9 million) as illustrated in Figure 2-5. A further 52% are in moderate condition (by value - \$206K) and 1% in a poor or very poor condition (by value - \$69K).

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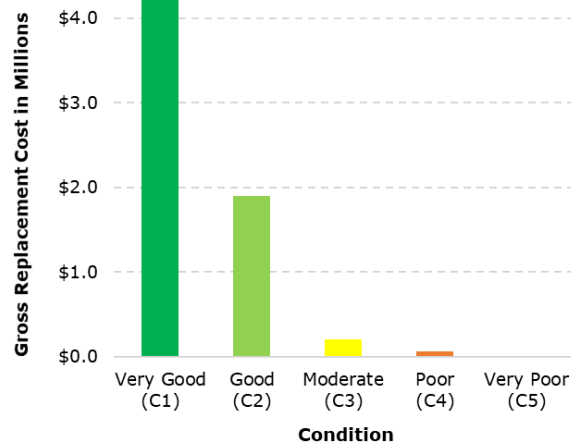


Figure 2-5 Condition Profile of Early Years Facilities

The \$69K of components in poor or very poor condition largely relate to the following component groups.

- Interior Finishes - \$42K
 - Florence Collins Child Care Centre - \$20K
- External Fabric - \$13K
 - Florence Collins Child Care Centre - \$7K

2.4.8 Recreation Assets

There are 377 unique components that describe the 13,469 assets associated with the Recreation Assets subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$38.0 million. Table 2-12 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-12 GRC By Component Group and Type – Recreation Assets			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	89	621,448
	Paving	120	1,392,204
	Sundries	109	425,447
	Tanks	22	109,500
External Fabric	External Stairs	105	717,588
	External Walls	780	4,976,745
	Roof	971	3,369,602
	Windows & Doors	766	2,648,292

Asset Management Plan

Warrnambool City Council



Table 2-12 GRC By Component Group and Type – Recreation Assets			
Component Group	Component Type	No. Components	GRC
Interior Finishes	Ceiling Finishes	1,087	2,175,281
	Fixtures & Fittings	1,358	3,137,356
	Floor Finishes	643	2,807,847
	Interior Doors	1,052	1,243,054
	Interior Walls	540	3,525,894
	Wall Finishes	1,388	2,682,770
Open Space	Access	14	115,485
	Electrical	13	221,082
	Exterior Fabric	1	1,653
	Fences & Walls	69	838,078
	Furniture	3	7,428
	Gates	33	52,581
	Landscaping	2	3,536
	Reserve Equipment	1	26,716
	Shelters	3	13,388
	Signs	16	16,589
Services	Electrical	2,167	2,376,679
	Fire Services	282	274,245
	Lifts / Hoist	4	254,755
	Mechanical	652	2,025,819
	Sanitary Plumbing	1,098	1,557,352
	Special Services	55	63,074
Sporting	Netting	7	64,622
	Playing Surfaces	1	142,272
	Poles & Goals	3	17,408
Structure	Structure	6	58,468
Clinical Equipment	Defibrillators	5	35,850
	First Aid	4	1,280
Total		13,469	\$38,001,388

Overall the components are in a very good condition with 73% of components in very good condition (by value - \$27.9 million) and 20% of components in good condition (by value - \$7.5 million) as illustrated in Figure 2-6. Only 5% are in moderate condition (by value - \$1.9 million) and 2% are in a poor or very poor condition (\$677K).

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Warrnambool City Council

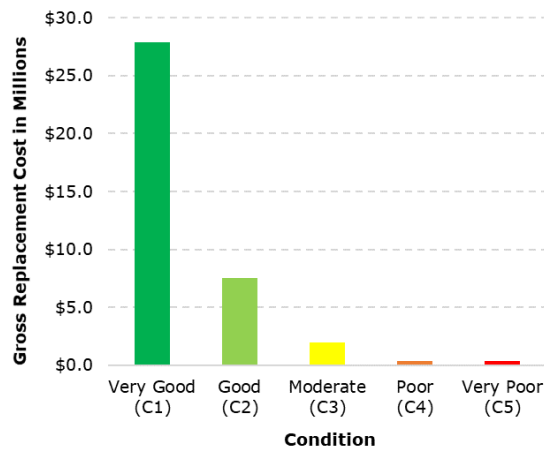


Figure 2-6 Condition Profile of Recreation Assets

The \$677K of components in poor or very poor condition largely relate to the following component groups.

- External Fabric - \$279K
 - Brierly Recreation Reserve – Tennis Shed (West) - \$52K
 - Friendly Societies Recreation Reserve – SW Club Rooms - \$47K
 - Tooram Scouts - \$22K
 - Brierly Recreation Reserve – Pavilion - \$17K
 - Breakwater – Foreshore Pavilion - \$17K
 - Allansford Recreation Reserve (East Oval) - \$15K
 - Breakwater – Offshore Fishing Club - \$12K
- Interior Finishes - \$215K
 - Surf Club - \$27K
 - Aquazone – Indoor Pool and Gyms - \$20K
 - A. H. Davidson Oval – Social Club - \$15K
 - Reid Oval – Henri J. Worland Pavilion - \$14K
 - A. H. Davidson Oval – Pavilion - \$14K
 - Friendly Societies Recreation Reserve – S. W. Club Rooms - \$13K
 - Reid Oval – Warrnambool Club Social Club Rooms - \$10K
- Services - \$102K
 - Aquazone – Indoor Pool and Gyms - \$30K
 - Reid Oval – Henri J. Worland Pavilion - \$12K
 - Allansford Recreation Reserve – Pavilion (East Social Pavilion) - \$11K
 - Surf Club - \$10K
- Open Space - \$36K
 - Warrnambool Angling Club – Angling Clubrooms - \$13K



Asset Management Plan
Warrnambool City Council

- o Reid Oval – Henri J. Worland Pavilion - \$11K

2.5 PQS Assessment Results

The functionality and performance of each building asset within Council’s Community Facilities portfolio has been reviewed and measured using the Property Quality Standard (PQS) process, described in IPWEA/NAMS Practice Note #3. Adopting the PQS mechanism enables the measurement of ‘level of service’ statements and identification of backlogs. Future scoped projects would address these backlogs and as such, the PQS mechanism will provide a way to prioritise works.

Each PQS question has an ‘answer definition’ that allows the surveyor to determine the level of service, which will in turn produce a cost if the question fails the standard. This means that the Council can vary the standards so that the cost to achieve a desired standard can easily be modelled. Refer to APPENDIX B for the full list of PQS questions.

Applying PQS to buildings and keeping the data up to date will identify quality shortfalls that will need to be addressed through asset and non-asset initiatives.

For Council’s building assets, the following set list of categories of PQS statements were used to identify potential shortfalls associated with the following categories:

- Risk
 - o Injury/Illness
 - o Risk Exposures
- Services
 - o Accessible
 - o Functional
 - o Healthy
 - o Quality
 - o Safety
 - o Sustainability

Note: All PQS statements are aligned to today’s standards. Any failures of PQS statements needs to take into consideration that building assets would have been built in accordance with standards at that time.

2.5.1 PQS Assessment Results

A total of 205 Community Facilities buildings underwent the PQS assessment. Table 2-13 summarises the results of by statement category. Overall, the buildings comply with 96.7% of the PQS statements.

Table 2-13 PQS Results by Category					
PQS Category 1	PQS Category 2	Fail	Pass	Total	Pass %
Risk	Injury/Illness	6	929	935	99.4%
Risk	Risk Exposures	3	558	561	99.5%
Services	Accessible	34	714	748	95.5%
Services	Functional	67	1,055	1,122	94.0%
Services	Healthy	19	1,290	1,309	98.5%

Asset Management Plan

Warrnambool City Council



Table 2-13 PQS Results by Category					
PQS Category 1	PQS Category 2	Fail	Pass	Total	Pass %
Services	Quality	61	1,061	1,122	94.6%
Services	Safety	2	185	187	98.9%
Services	Sustainable	52	1,263	1,315	96.0%
Total		244	7,055	7,299	96.7%

Improvement Action: It is recommended that PQS assessments are carried out on all Community Facilities buildings to identify potential functionality and performance shortfalls. It also recommended that costs are calculated to rectify any issues identified by the PQS assessments.



Asset Management Plan
Warrnambool City Council

3 Levels of Service

3.1 Overview

Understanding the desired levels of service of a building within a fixed asset portfolio is fundamental in order to match assets to service delivery objectives. These asset related requirements are documented in a 'Level of Service Statement' which should align with the organisation's objectives.

The factors affecting levels of service of any organisation can be broken into three broad categories.

1. **Customer requirements:** The expectations of the customer served by the organisation through the utilisation of the asset.
2. **Legislative requirements:** The mandatory provisions or standards set by local, national or international bodies that govern asset utilisation, particularly in terms of various issues affecting the general public.
3. **Strategic goals:** Broad framework-based management directives consistent with the organisation goals and values stated in policies, objectives, and the user asset management plans

The Level of Service statement is the basis for the assessment of the portfolio and the long-term financial planning of operational and capital expenditure. According to this statement, the asset plan targets expenditure to address immediate shortfalls (deferred renewals/backlog) and future requirements as planned expenditure.

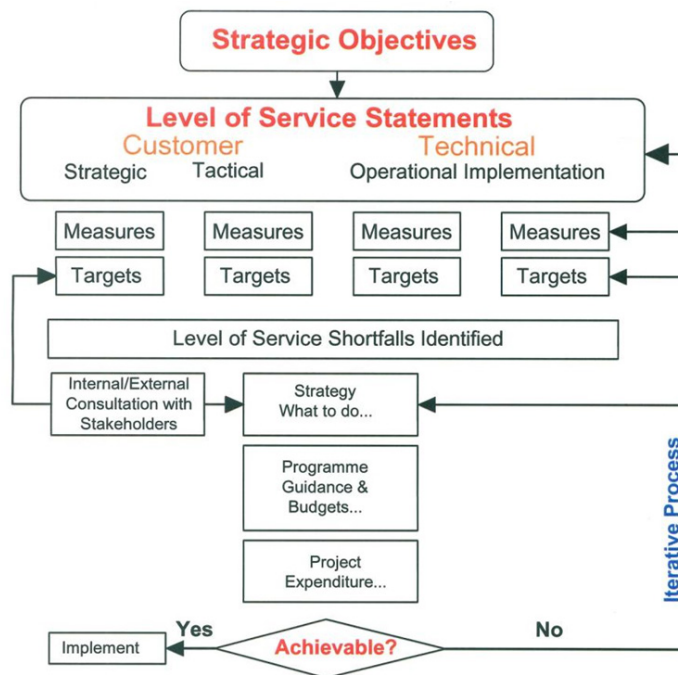


Figure 3-1 Level of Service Process Flow

Asset Management Plan

Warrnambool City Council



The key principles are:

- Clearly defined strategic objectives
- In support of the strategic objectives, an understanding of the difference between technical and customer related objectives
- Defined targets
- Statement of how the performance will be measured against the targets
- Current performance measurement against the level of service to identify the shortfalls

3.2 Alignment with Council's Level of Service Measures

In the 'service-led asset planning' context, the assets are in place to provide for the people that deliver the service. For example, to deliver services to the community, a local government needs operational buildings. This section defines the services being provided by the organisation.

Establishing both customer and technical level of service standards is a challenging process that often takes several years to complete. Council will need to undertake customer surveys to identify the community's expectations and use this information to establish the 'customer' level of service standards for the provision of community services associated with buildings.

The customer level of service standard identifies the type and number of buildings required to deliver community services and achieve strategic objectives, whereas the technical level of service standards identify the quality of the individual buildings considering function, condition and energy efficiency as examples.

3.3 Customer Levels of Service

3.3.1 Current Strategic Levels of Service

Council has not established customer strategic levels of service for its building assets.

Improvement Action: It is recommended that Council develops customer strategic levels of service which includes items such as service level agreements, response timeframes for rectifying issues, cleaning agreements etc.

3.3.2 Future Strategic Levels of Service

As the population of Warrnambool City is expected to grow over the next 16 years, from a forecast of 36,575 in 2020 to 46,210 in 2036 (Source: .id the population experts), there will be greater demand for access to Community Facilities. Figure 3-2 below illustrates the expected population growth of Warrnambool City over a 20-year period (2016-2036).

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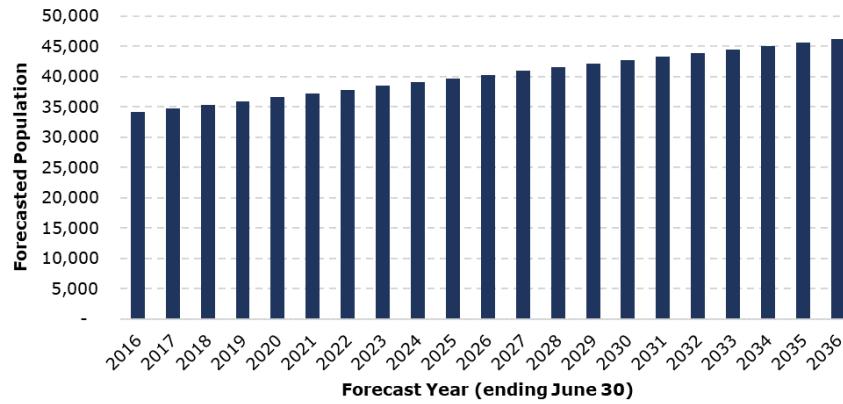


Figure 3-2 Forecasted Population for Warrnambool City (2016- 2036)

As stated in the Community Services and Infrastructure Plan 2013 (CSIP), there is expected to be a 35% increase in the number of children and young people which will cause an increase in the demand for early years facilities and youth spaces. With an expected increase in the older population as well, there will be greater demand for access to community services facilities from this age group. Table 3-2 lists the expected changes in the age groups of Warrnambool City between 2016 and 2036.

Table 3-1 Warrnambool City - Total Persons ¹ between 2016 and 2036								
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
0 to 4	2,085	6.1	2,679	6.6	3,053	6.6	968	46.4
5 to 9	2,196	6.4	2,696	6.7	3,084	6.7	888	40.4
10 to 14	2,080	6.1	2,587	6.4	3,063	6.6	983	47.3
15 to 19	2,286	6.7	2,579	6.4	2,993	6.5	707	30.9
20 to 24	2,355	6.9	2,504	6.2	2,879	6.2	524	22.3
25 to 29	2,315	6.8	2,426	6.0	2,688	5.8	373	16.1
30 to 34	1,984	5.8	2,456	6.1	2,724	5.9	740	37.3
35 to 39	1,939	5.7	2,522	6.3	2,825	6.1	886	45.7
40 to 44	2,069	6.0	2,445	6.1	2,849	6.2	779	37.7
45 to 49	2,251	6.6	2,361	5.9	2,807	6.1	556	24.7
50 to 54	2,207	6.4	2,343	5.8	2,687	5.8	480	21.7
55 to 59	2,182	6.4	2,382	5.9	2,571	5.6	389	17.8
60 to 64	2,032	5.9	2,259	5.6	2,454	5.3	422	20.8
65 to 69	1,893	5.5	2,147	5.3	2,384	5.2	491	25.9
70 to 74	1,451	4.2	1,920	4.8	2,176	4.7	725	50.0
75 to 79	1,098	3.2	1,660	4.1	1,915	4.1	817	74.4

¹ Source: .id, the population experts

Asset Management Plan

Warrnambool City Council



Table 3-1 Warrnambool City - Total Persons ¹ between 2016 and 2036								
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
80 to 84	857	2.5	1,181	2.9	1,521	3.3	663	77.4
85 and over	964	2.8	1,175	2.9	1,537	3.3	573	59.4
Total	34,243	100%	40,323	100%	46,209	100%	11,966	34.9%

In order to meet the increased demand for Community Facilities, Council will need to adopt a strategic level of service to increase the number of early years facilities as well as building new integrated community hubs, shared or multipurpose facilities that are located in suitable areas.

3.4 Technical Levels of Service

3.4.1 Setting a Building Quality Standard

In Table 3-3 below, an indicative building quality standard for Council's 210 Community Facilities building assets has been established. This indicative standard includes both a CGI target and a maintenance target, measured in an annual percentage spend against the Capital Replacement Value (CRV).

Improvement Action: The building standard assigned to the buildings is for the purpose of the analysis of this report. The actual quality standard needs to be reviewed and assigned to each buildings based on Council's policies and standards and the level of service for each of the buildings.

Table 3-2 Building Quality Standard Definition		
Standard	Building Type	Definitions
A	Heritage/Local Significance	CGI < 1.7, Maintenance > 0.5%
		No backlog. Noncritical assets can be in a moderate condition. Regular preventative maintenance.
B	Administration Aquatic Centres Childcare Commercial Community Centres Libraries Public Halls	CGI < 2.0, Maintenance > 0.4%
		No backlog. Noncritical assets can be in a moderate to poor condition. Regular preventative maintenance.
C	Recreational Toilet Blocks	CGI < 2.2, Maintenance > 0.3%
		Some backlog allowed for non-critical assets. Selected assets will undergo reactive maintenance, preventative planned maintenance to be utilised otherwise.
D	Depot Storage Utilities	CGI < 2.5, Maintenance > 0.25
		High backlog allowed for non-critical assets. The majority of assets will undergo reactive maintenance, preventative planned maintenance to be limited.

Asset Management Plan

Warrnambool City Council



Table 3-4 lists the 10 buildings which have not met the building quality standard as outlined in Table 3-3. The results for all Community Facilities buildings have been included in APPENDIX C.

Table 3-3 Condition of Community Facilities Buildings				
Subcategory	Building Name	Standard	CGI	Result
Community Halls	Merri View Art Gallery	B	2.06	Fail
	Merri View Art Gallery Shed	D	2.73	Fail
	Merri View Art Gallery Toilet Block	B	2.41	Fail
Recreation Assets	Allansford Angling Club	C	2.24	Fail
	Allansford Recreation Reserve - Scoreboard	C	3.00	Fail
	Botanic Gardens - Residence Shed (metal)	D	2.87	Fail
	Breakwater - Offshore Fishing Club	C	2.21	Fail
	Brierly Recreation Reserve - Tennis Shed (West)	D	4.62	Fail
	Reid Oval - Football Shelter (Centre)	C	2.45	Fail
	Warrnambool Angling Club - Wharf Shed	D	2.58	Fail

3.4.2 Critical Assets in a Poorer Condition

A further generic quality standard can be applied to all Community Facilities buildings that relates to the condition of critical components. In order to meet the quality standard a building is required to have all critical components in a moderate condition or better. No functional or compliance targets have been included in this standard.

Table 3-5 summarises the results of applying the Quality Standard based on the definition described above. See APPENDIX D for detailed results relating to each property.

All of the building subcategories have critical components in a poor and very poor condition as shown in Table 3-5 below. A total of 339 critical components have been assessed to be in a poor or very poor condition with a replacement cost of \$514K. The most significant subcategories in terms of critical components identified to be in a poor or very poor condition by replacement cost are the Recreation Assets at \$407K and Community Halls at \$40K.

Table 3-4 Result of Quality Standard for Critical Components			
Building Subcategory	No. Critical Components	Critical Components in Poor or Very Poor Condition	
		No.	GRC
Community Centres	966	14	12,391
Community Halls	329	23	40,235
Cultural Facilities	1,050	20	18,163
Early Years Facilities	1,527	52	35,972
Recreation Assets	6,187	230	407,382
Total	10,059	339	\$514,143



Asset Management Plan

Warrnambool City Council

4 Lifecycle Management

4.1 Overview

The strategy of lifecycle management is to maintain the assets to a level that meets the quality standards and asset management objectives in a way that minimises risk. Council achieves this through the following traditional lifecycle management process:

- **Renewal and replacements** – informed by the lifecycle analysis reports from the SPM Assets software. The Project-Planning module would be used to apply levels of service standards at each site resulting in planned-projects. Moving from a component level analysis to a project level decision making process. This includes resulting risk ratings to prioritise the timing of future projects.
- **Upgrades** – the resulting projects that have been included within the 'Building Renewal/Replacement Board – 2020' board in the SPM Assets Program application. These projects are based on Council's policies and budgets.
- **Growth** – these are likely to be driven by the 'future demand' analysis and at this stage, and simply list any new buildings or extensions that are identified in current Council planning documents. These projects are included in the 'Building Growth and Improvement Board – 2020 AMP' board within the SPM Assets Program application.
- **Operations** – servicing and inspections of essential services driven by the Building Code of Australia, and annual cost components such as power usage and cleaning.
- **Maintenance** – Council developed preventative maintenance regimes plus reactive maintenance budgets – both balanced with lifecycle renewals to optimise the overall cost of caring for the building.
- **Disposals** – consider implementing a business rule for building disposals plus current Council strategy documents that may identify future strategic disposals. The business rule could be for example – if the calculated renewal costs plus maintenance and operational costs (over 10 years) are more than 30% of the Capital Replacement Value of the building, then consider the building for disposal or major refurbishment.

Section 4.2.1 details the methods in which an asset's lifecycle is calculated within the SPM Assets database.

4.2 Renewal and Replacements

4.2.1 Predictive Deterioration Models Applied

The data collected through the condition survey process has been analysed using 'age', 'condition' and 'condition-age' based analysis to determine the likely remaining life of each component. The analysis considers the parameters illustrated in Figure 4-1 and is largely influenced by the base life range, the KPI score, age and the assessed condition grade. It is important that the analysis theory as detailed below is understood.

- **Age Based:** - Determines the remaining life considering the base life range, criticality and component age. Condition or the assessed remaining life is not considered. This can be the most effective algorithm for plant and equipment style components. The likely replacement year equals the construction year plus calculated base life. For example, a component that was installed in 1998 with a 15-year calculated base life would most likely require replacement in 2013. As it is currently 2020, it would be 7 years overdue

Asset Management Plan

Warrnambool City Council



for replacement. However, if the component is non-critical, this could be acceptable, and it could be allowed to run to failure.

- **Condition Based:** - An asset has a base life range, i.e. it's expected to be fully renewed or totally replaced at some point within this range. The calculated base life is determined by applying the resulting KPI score to the base life range, i.e. if the asset is critical then the calculated base life is likely to be closer to the lower end of the range whereas if it is non-critical, then it will be closer to the upper end of the range.
- **Condition-Age Based:** - the remaining life generated by the Condition-Age algorithm is influenced by the age of the component, i.e. if an asset has been assessed to be in a very good condition and is old then the remaining life is calculated from the end of the condition grade 1 band. This significantly influences the remaining life of assets assessed to be in a very good and good condition. This algorithm has been applied to various structural and mechanical services assets.

Of the 21,671 components for the Community Facilities building assets in the SPM Assets database, the following breakdown of deterioration models has been applied:

- 21,820 components use the Condition based model
- 82 components use the Condition-Age based model
- 161 components use the Age based model

Improvement Action: In Section 2 of the AMP there were 21,675 components. However, there are four components in the database with a quantity of zero which will not appear within the lifecycle forecast. It is recommended that as part of the Improvement Plan the components with a quantity of zero should be reviewed and updated to the correct quantity or removed.

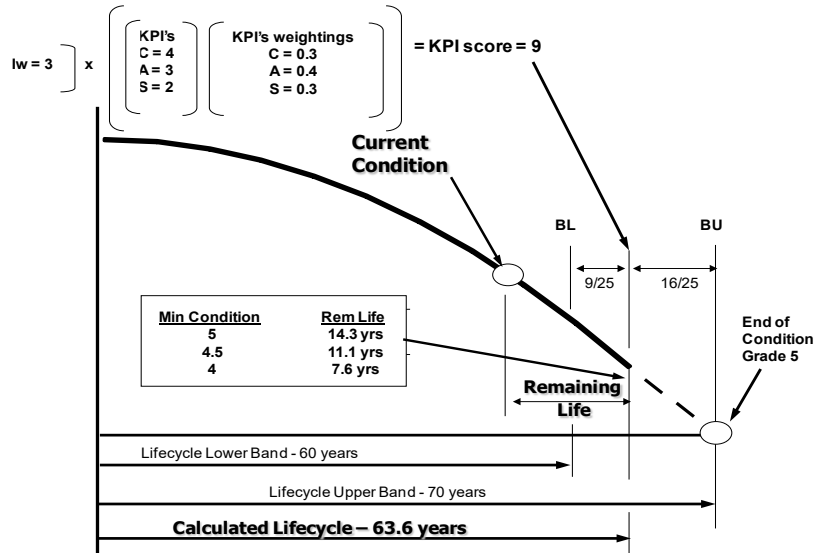


Figure 4-1 Principles of the predictive model

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4.2.2 Determining Backlog Renewals

The backlog renewal position has been determined based on any component that has a calculated year of replacement prior to 2020. There are a significant number and value of assets that are in a backlog position based on this rule, which is summarised in Table 4-1 by component group and component type. The total calculated backlog for the Community Facilities is \$2.2 million, with the majority being associated with External Fabric (\$868K), Interior Finishes (\$679K) and Services (\$312K).

The majority of the assets with a calculated year of replacement prior to 2020 are those that were assessed as being in a poor or very poor condition, while some are in good or moderate condition but have a short overall base life.

Table 4-1 Potential Backlog by Component Group and Type			
Component Group	Component Type	No. of Instances	Calculated Backlog
Exterior & Sundries	Misc.	9	18,233
	Paving	8	58,168
	Sundries	19	107,202
External Fabric	External Stairs	5	82,646
	External Walls	107	218,023
	Roof	57	488,036
	Windows & Doors	55	79,083
Interior Finishes	Ceiling Finishes	101	133,084
	Fixtures & Fittings	50	81,032
	Floor Finishes	100	163,237
	Interior Doors	163	94,547
	Interior Walls	11	23,105
	Wall Finishes	175	183,739
Open Space	Access	2	1,500
	Fences & Walls	11	155,218
	Gates	3	5,535
	Roads and Pavements	1	1,080
	Signs	2	2,418
Services	Electrical	51	124,261
	Fire Services	8	5,727
	Mechanical	45	126,221
	Sanitary Plumbing	65	55,134
	Special Services	2	356
Structure	Structure	1	5,660
Clinical Equipment	Defibrillators	3	21,510
Total		1,054	\$2,234,755

Asset Management Plan

Warrnambool City Council



4.2.3 Portfolio Renewal Forecast

Figure 4-2 shows the forecast 15-year renewals expenditure required for all Community Facilities building subcategories, including the possible backlog. It shows that over the next 15 years \$27.4 million is required (an annual average of \$1.8 million) to address both the backlog (a total value of \$2.2 million as detailed in Section 4.5.2), and annual lifecycle expenditure. The three highest peaks of expenditure are the backlog, 2030 and 2034.

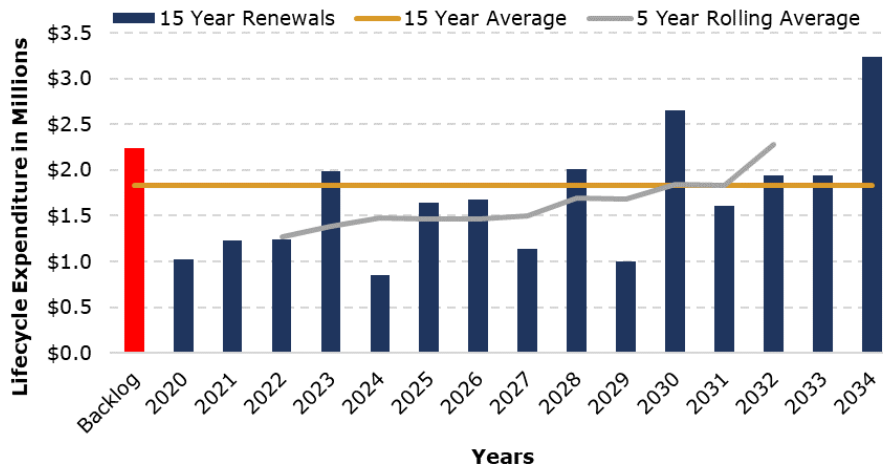


Figure 4-2 Renewal Forecasts over 15 years for all Community Facilities Buildings

It is important to recognise that the lifecycle projections are the raw results from the predictive model in the SPM Assets software and will need to be further modelled to determine pragmatic projects that align with the available funding.

4.2.4 Renewal Forecasts by Building Subcategory

Community Centres

Figure 4-3 shows the forecast 15-year renewals expenditure required for the Community Centres subcategory, including possible backlog. The forecast renewal expenditure is \$3.0 million over the next 15 years, with an average annual expenditure of \$197K. The backlog for this building subcategory is \$16K. Unlike the overall portfolio, the lifecycle expenditure is relatively flat before reaching a peak in 2034.

Asset Management Plan

Warrnambool City Council

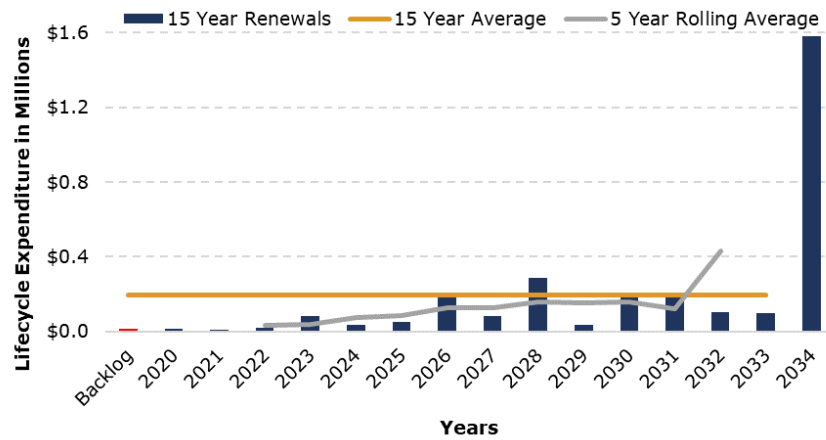


Figure 4-3 Renewal Forecasts for Community Centres

- Year 2034:
 - Archie Graham Community Centre
 - The replacement of the EWIS system - \$1.5 million
 - The replacement of the smoke detectors - \$45K
 - The replacement of the roof anchor points - \$36K

Community Halls

Figure 4-4 shows the forecast 15-year renewals expenditure required for the Community Halls subcategory, including possible backlog. The forecast renewal expenditure is \$711K over the next 15 years, with an average annual expenditure of \$47K. The backlog for this building subcategory is \$115K which is the largest peak of expenditure.

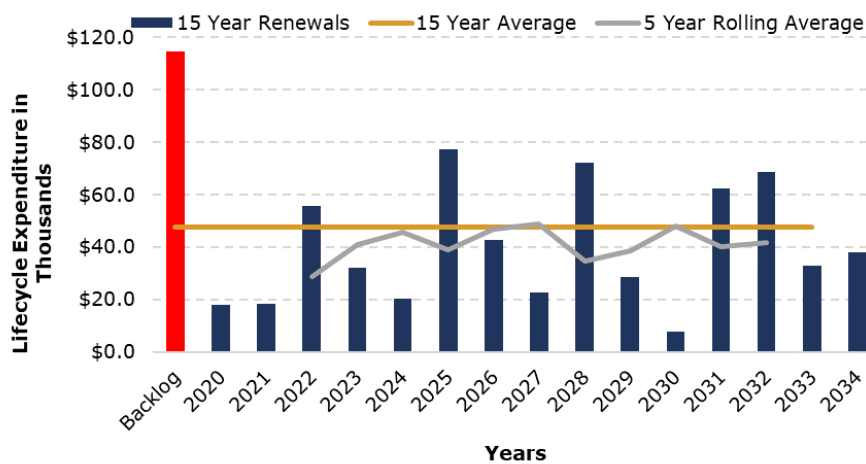


Figure 4-4 Renewal Forecasts for Community Halls

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The main contributors to the top three annual peaks in lifecycle expenditure are the following:

- Backlog:
 - Girl Guide Hall
 - The replacement of the ceiling and internal wall paint - \$15K
 - The replacement of the gas ducted heating unit - \$13K
 - Merri View Art Gallery
 - The replacement of the metal roofing - \$15K
- Year 2025:
 - Girl Guide Hall
 - The replacement of kitchen joinery - \$32K
- Year 2028:
 - Mechanics Institute Hall
 - The replacement of the ceiling and internal wall paint - \$30K
 - The replacement of the vinyl flooring - \$14K

Cultural Facilities

Figure 4-5 shows the forecast 15-year renewals expenditure required for the Cultural Facilities subcategory, including possible backlog. The forecast renewal expenditure is \$2.7 million over the next 15 years, with an average annual expenditure of \$178K. The backlog for this building subcategory is \$5K. The largest annual peaks for this subcategory are in 2028 and 2032.

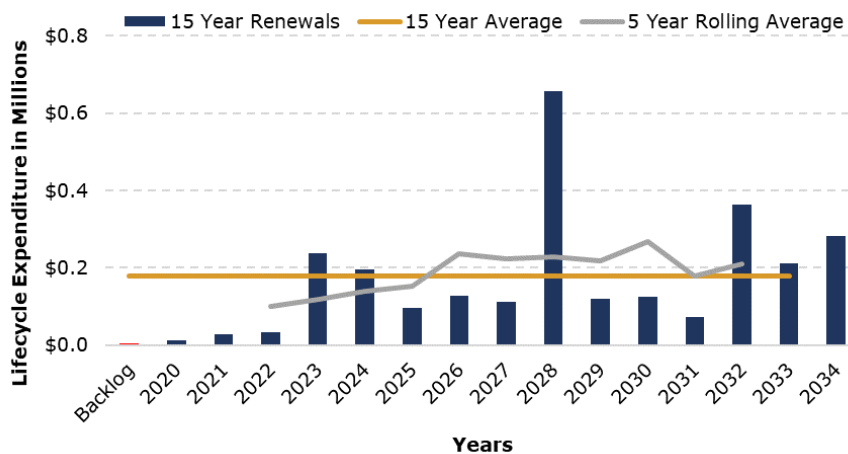


Figure 4-5 Renewal Forecasts for Cultural Facilities

The main contributors to the top two annual peaks in lifecycle expenditure are the following:

- Year 2028:
 - Lighthouse Theatre

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- The replacement of the internal wall paint - \$92K
 - The replacement of the ceiling paint - \$89K
 - The replacement of the ducted split air conditioning units - \$76K
 - The replacement of the vinyl floor - \$23K
 - The replacement of the flick mixer taps - \$15K
 - The replacement of the toilet partition doors - \$13K
 - The replacement of the door paint - \$10K
 - Art Gallery
 - The replacement of the ceiling paint - \$94K
 - The replacement of the vinyl floor - \$36K
 - The replacement of the internal wall paint - \$18K
 - History House
 - The replacement of the boilers - \$117K
- Year 2032:
- Lighthouse Theatre
 - The replacement of the centrifugal ventilation fans - \$86K
 - The replacement of the pneumatic grandstand seating machine - \$53K
 - The replacement of the blinds/curtains - \$51K
 - The replacement of the down lights - \$10K
 - The replacement of the ventilation grills - \$10K

Early Years Facilities

Figure 4-6 shows the forecast 15-year renewals expenditure required for the Early Years Facilities subcategory, including possible backlog. The forecast renewal expenditure is \$2.5 million over the next 15 years, with an average annual expenditure of \$167K. The backlog for this building subcategory is \$17K. The annual expenditure generally increases over the 20-year period with a peak in 2028.

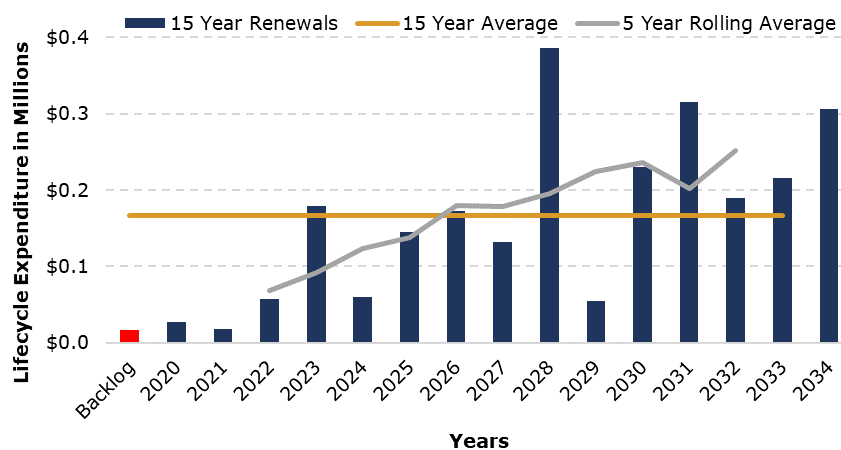


Figure 4-6 Renewal Forecasts for Early Years Facilities

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

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➤ Year 2028:

- Florence Collins Child Care Centre
 - The replacement of the vinyl floor - \$34K
 - The replacement of the wall mounted gas heater - \$21K
- Allansford Preschool
 - The replacement of the vinyl floor - \$17K
 - The replacement of the ceiling paint - \$12K
- Matron Swinton Child Care Centre
 - The replacement of the ceiling paint - \$12K
 - The replacement of the vinyl floor - \$11K
- East Warrnambool Preschool
 - The replacement of the internal wall paint - \$14K
 - The replacement of the vinyl floor - \$12K
- Dennington Preschool
 - The replacement of the vinyl floor - \$14K
- Beamish Street Preschool
 - The replacement of the shade structure - \$15K
 - The replacement of the kitchen joinery - \$14K

➤ Year 2031:

- Florence Collins Child Care Centre
 - The replacement of the kitchen joinery - \$47K
 - The replacement of the automatic opening doors - \$16K
- South Warrnambool Preschool
 - The replacement of the kitchen joinery - \$31K
 - The replacement of the cabinetry - \$13K
- Sherwood Park Child Care Centre
 - The replacement of the kitchen joinery - \$45K
- Matron Swinton Child Care Centre
 - The replacement of the kitchen joinery - \$27K
 - The replacement of the timber frame/metal roof covered way - \$20K
- Dennington Preschool
 - The replacement of the kitchen joinery - \$14K
 - The replacement of the cabinetry - \$12K
- East Warrnambool Preschool
 - The replacement of the kitchen joinery - \$11K

➤ Year 2034:

- Sherwood Park Child Care Centre
 - The replacement of the EWIS system - \$196K
 - The replacement of the automatic opening doors - \$16K
- Florence Collins Child Care Centre
 - The replacement of the split air conditioning units - \$37K
 - The replacement of the ceiling paint - \$12K
- Lion Hopkins Preschool
 - The replacement of the cliplock roofing - \$8K

Recreation Assets

Asset Management Plan

Warrnambool City Council



Figure 4-7 shows the forecast 15-year renewals expenditure required for the Recreation Assets subcategory, including possible backlog. The forecast renewal expenditure is \$18.6 million over the next 15 years, with an average annual expenditure of \$1.2 million. The backlog for this building subcategory is \$2.1 million. The forecast expenditure for this subcategory is higher than the other subcategories with a peak of expenditure associated with the backlog and 2030.

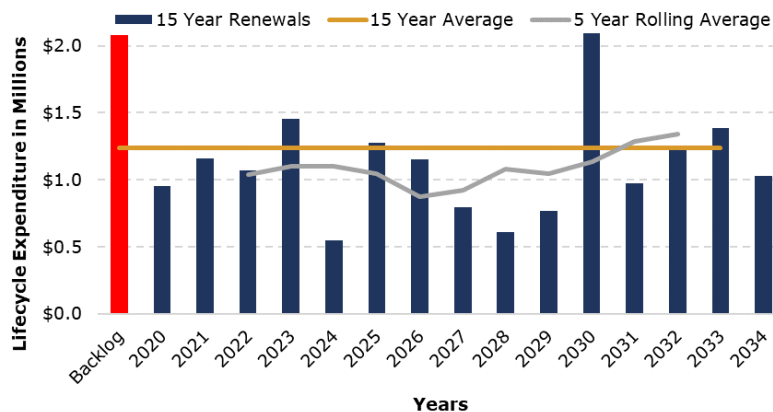


Figure 4-7 Renewal Forecasts for Recreation Assets

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

- Backlog:
 - Surf Club
 - The replacement of the concrete roof slabs - \$122K
 - The replacement of the cliplock roofing - \$57K
 - The replacement of the internal wall paint - \$31K
 - The replacement of the meter boxes - \$20K
 - The replacement of the polyurethane floor finish - \$15K
 - The replacement of the ceiling paint - \$12K
 - The replacement of the plasterboard lining - \$10K
 - Friendly Societies Recreation Reserve – S. W. Club Rooms
 - The replacement of the metal roofing - \$72K
 - The replacement of the suspended panel ceiling - \$25K
 - The replacement of the asbestos guttering - \$20K
 - The replacement of the fibrolite soffits - \$15K
 - The replacement of the vinyl floors - \$11K
 - Reid Oval – Grounds
 - The replacement of the post & rail fence - \$71K
 - The replacement of the chain wire fence - \$27K
 - The replacement of the fixed seating - \$18K
 - The replacement of the flood lights - \$16K
 - The replacement of the external pole top lights - \$12K
 - Reid Oval – Warrnambool Club Social Club Rooms
 - The replacement of the external block walls - \$28K
 - The replacement of the accordion/folding doors - \$24K

Asset Management Plan

Warrnambool City Council



- The replacement of the bollard lighting - \$13K
 - A. H. Davidson Oval – Social Club
 - The replacement of the metal roofing - \$51K
 - The replacement of the suspended ceiling panels - \$34K
 - Dennington Oval – P. G. Kelson Pavilion
 - The replacement of the cliplock roofing - \$22K
 - The replacement of the internal brick walls - \$10K
 - Warrnambool Stadium – Basketball (ARC)
 - The replacement of the particle board - \$34K
 - The replacement of the polyurethane floor finish - \$19K
 - Hopkins River Rowing Club Rooms
 - The replacement of the timber framed windows - \$36K
 - Dennington Oval – Social Club
 - The replacement of the ceiling paint - \$13K
 - The replacement of the brick cladding - \$10K
 - Warrnambool Angling Club – Wharf Shed
 - The replacement of the timber jetty - \$45K
 - J. D. E. Walter Oval – Grounds
 - The replacement of the wire mesh fence - \$23K
 - The replacement of the post & rail fence - \$12K
 - Tooram Scouts
 - The replacement of the ceiling paint - \$11K
 - The replacement of the timber frame/metal roof covered way - \$10K
 - Breakwater – Foreshore Pavilion
 - The replacement of the timber staining - \$16K
 - The replacement of the balustrade - \$12K
 - The replacement of the trellis - \$10K
 - Reid Oval – Henri J. Worland Pavilion
 - The replacement of the kitchen joinery - \$11K
- Year 2023:
- Hopkins River Rowing Club Rooms
 - The replacement of the metal roller doors - \$29K
 - The replacement of the Colorbond roofing - \$25K
 - The replacement of the ceiling paint - \$23K
 - The replacement of the vinyl flooring - \$11K
 - Warrnambool Stadium – Val Bertrand Netball Stadium (ARC)
 - The replacement of the fixed seating - \$59K
 - The replacement of the roof anchor points - \$10K
 - Surf Club
 - The replacement of the ceiling and internal paint - \$61K
 - Aquazone – Indoor Pool and Gyms
 - The replacement of the internal wall paint - \$30K
 - The replacement of the centrifugal ventilation fans - \$29K
 - Breakwater – Foreshore Pavilion
 - The replacement of the ceiling paint - \$21K
 - Reid Oval – Warrnambool Club Social Club Rooms
 - The replacement of the accordion/folding door - \$62K
 - Jetty Flat Pavilion
 - The replacement of the post & rail fence - \$47K

Asset Management Plan

Warrnambool City Council



- Botanic Gardens - Fernery
 - The replacement of the trellis - \$33K
 - The replacement of the ceiling paint - \$11K
 - Merrivale Oval – W. A. Fairy Pavilion
 - The replacement of the ceiling and internal wall paint - \$20K
 - Harris Street Reserve – H. I. Stephenson Pavilion Building
 - The replacement of the ceiling and internal wall paint - \$28K
 - Brierly Recreation Reserve – Tennis Shed (West)
 - The replacement of the metal cladding - \$38K
 - Dennington Bowls Club – Bowls Club
 - The replacement of the ceiling and internal wall paint - \$24K
 - Bushfield Recreation Reserve – Community Hall
 - The replacement of the ceiling and internal wall paint - \$21K
 - Friendly Societies Recreation Reserve
 - The replacement of the ceiling and internal wall paint - \$30K
 - J. D. E. Walter Oval – Hetherington Pavilion
 - The replacement of the ceiling and internal wall paint - \$24K
 - Warrnambool Stadium – Basketball (ARC)
 - The replacement of the smoke detectors - \$26K
 - Bushfield Recreation Reserve – Keith E. Fisher Pavilion
 - The replacement of the ceiling and internal wall paint - \$19K
 - Reid Oval – Toilet Block (Rear of Pavilion – Male)
 - The replacement of the stainless steel urinal - \$25K
 - Friendly Societies Recreation Reserve – Toilet Block
 - The replacement of the stainless steel urinal - \$25K
 - Gem Club – Pump House
 - The replacement of the ceiling and internal wall paint - \$24K
 - Botanic Gardens - Residence
 - The replacement of the ceiling and internal wall paint - \$20K
 - Reid Oval – Henri J. Worland Pavilion
 - The replacement of the stainless steel urinal - \$11K
- Year 2030:
- Hockey Club
 - The replacement of the Astroturf - \$764K
 - Aquazone – Indoor Pool and Gyms
 - The replacement of the centrifugal ventilation fans - \$57K
 - The replacement of the bench seating - \$39K
 - The replacement of the high bay lights - \$23K
 - The replacement of the split air conditioning units - \$17K
 - The replacement of the lockers- \$13K
 - Hopkins River Rowing Club Rooms
 - The replacement of the fire extinguishers - \$104K
 - Reid Oval – Warrnambool Club Social Rooms
 - The replacement of the Colorbond roofing - \$64K
 - Pony Club
 - The replacement of the timber post & rail fence - \$74K
 - R. W. Mack Oval – Grounds
 - The replacement of the timber post & rail fence - \$70K
 - J. D. E. Walter Oval – Grounds

Asset Management Plan

Warrnambool City Council



- The replacement of the timber post & rail fence - \$54K
 - Aquazone – Filter House/Plant Room Buildings/Outdoor Pools
 - The replacement of the bench seating - \$49K
 - Bushfield Recreation Reserve – Keith E Fisher Pavilion
 - The replacement of the Colorbond roofing - \$29K
 - Jetty Flat Pavilion
 - The replacement of the Colorbond roofing - \$27K
 - R. W. Mack Oval – Pavilion
 - The replacement of the Colorbond roofing - \$32K

4.2.5 Condition Forecasting

Although the Condition Grade Index (CGI) provides a good measure at the time of survey, the condition grades will change over time as components deteriorate further and are replaced. While critical components will be proactively maintained to ensure the condition is kept within the defined standards, other components have a reactive maintenance requirement meaning that they will be repaired or replaced when they fail.

Figure 4-8 shows the forecasted condition over the next 15 years for the Community Facilities buildings assuming that the components are replaced/renewed when required. It shows that replacing all components at their forecasted renewal date is required to maintain the CGI at the current levels. Figure 4-9 shows a 'worst-case scenario'; the forecasted condition assuming no renewals or replacements of components for the same period of 15 years.

The black line indicates the overall CGI of the assets at that point in time based on the condition, assigned base life, criticality factors and the unit rate of the individual component. The coloured sections from green to red represent the proportion of components in the five condition grades.

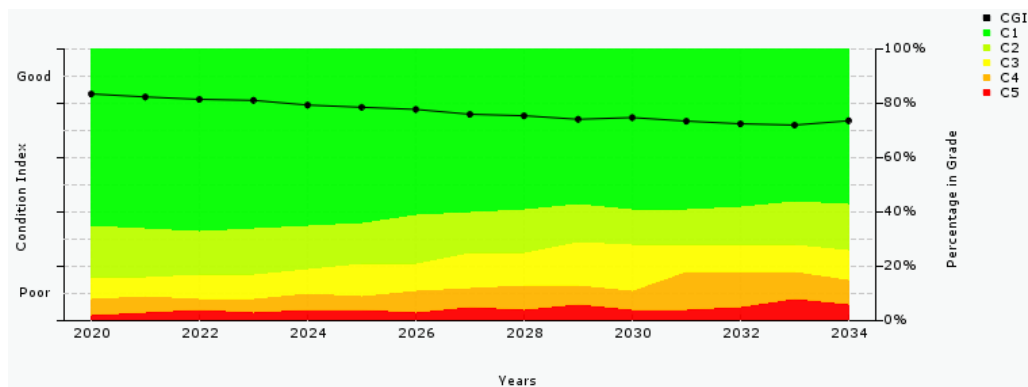


Figure 4-8 Forecasted Condition over the next 15 years assuming components are renewed

Asset Management Plan

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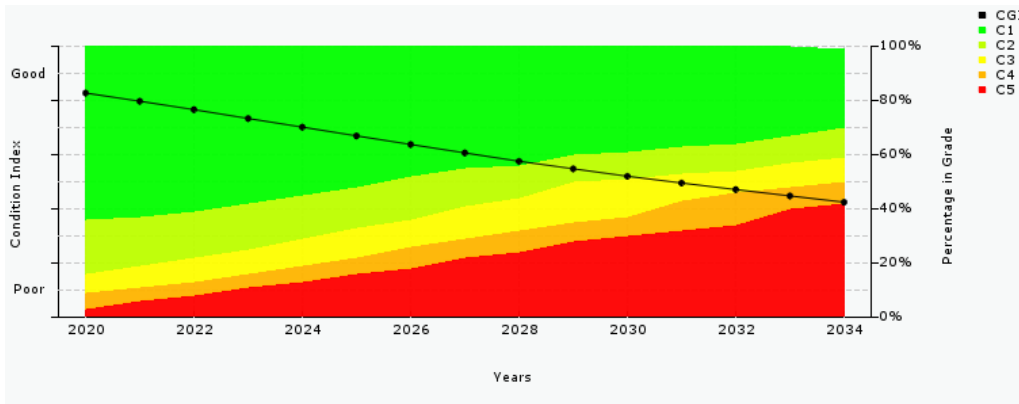


Figure 4-9 Forecasted Condition over the next 15 years assuming no renewal of components



Asset Management Plan

Warrnambool City Council

4.3 Upgrades

Table 4-2 below lists a total of 66 planned upgrade projects with an estimated expenditure of \$5.8 million over the next five years. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan (LTFP), audit reports and Council's renewal planning document. Further details of the projects from the workshops can be found within the 'Building Renewal/Replacement Board – 2020 AMP' in the SPM Assets Programs application.

Table 4-2 List of Upgrade Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
Community Centres	Archie Graham Community Centre – Accessibility Upgrades	Addressing the DDA issues identified by Melbourne Access Audits in the 'Access Audit Report' in September 2019. Cost and year to be determined.	Audit Report	TBC	TBC	TBC	TBC	TBC	TBC
	Archie Graham Community Centre – Accessibility Upgrades	Addressing the DDA issues identified by Melbourne Access Audits in the 'Access Audit Report' in September 2019. Cost and year to be determined.	Audit Report	TBC	TBC	TBC	TBC	TBC	TBC
	Archie Graham Community Centre - Fire Hose Reel	Required for occupancy permit - fire hose reel.	Renewal Planning	10,000	-	-	-	-	10,000
	Archie Graham Community Centre - Internal Painting	Internal painting.	Renewal Planning	25,000	-	-	-	-	25,000
	Archie Graham Community Centre - Minor Capital Works	General funding for any minor capital works required.	LTFP	19,153	19,584	20,074	20,575	21,090	100,476
	Archie Grahame Community Centre - Improvements	Improvements to the façade and foyer.	LTFP	100,000	-	-	-	-	100,000



Asset Management Plan

Warrnambool City Council

Table 4-2 List of Upgrade Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
Community Halls	Girl Guide Hall - External Paint	External wall and soffits repaint.	Renewal Planning	8,000	-	-	-	-	8,000
	Girl Guide Hall - Heating	Gas ducted heating unit.	Renewal Planning	13,000	-	-	-	-	13,000
	Girl Guide Hall - Roofing	Cliplock roofing replacement.	Renewal Planning	10,000	-	-	-	-	10,000
	Mechanics Institute Hall - East Hall - Flooring	Relevel and parquet flooring sand and seal.	Renewal Planning	40,000	-	-	-	-	40,000
	Renewal Program	Addressing the current level of deferred and lifecycle components – recognising the component data is outdated and renewals and replacements may have been completed.	Workshop	-	30,000	30,000	30,000	10,000	100,000
	Warrnambool & District Historical Society and Community Hall	For occupancy permit. Compliant toilets, fire service, paths of travel.	Renewal Planning	80,000	-	-	-	-	80,000
Cultural Facilities	Art Gallery – Accessibility Upgrades	Addressing the DDA issues identified by Access Design Solutions in the 'Warrnambool Art Gallery – Existing Conditions – Disability Access' report. Cost and year to be determined.	Audit Report	-	-	-	-	-	-
	Art Gallery - HVAC	Replacement of package units AC-3 and AC-4.	Renewal Planning	100,000	-	-	-	-	100,000
	Art Gallery - HVAC Upgrade		LTFP	300,000	-	-	-	-	300,000

Asset Management Plan

Warrnambool City Council



Table 4-2 List of Upgrade Projects

Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Art Gallery - Lighting	Track lighting and controllers.	Renewal Planning	15,000	-	-	-	-	15,000
	Art Gallery - Minor Capital Works	General funding for any minor capital works required.	LTFP	20,000	20,450	20,961	21,485	22,022	104,919
	Lighthouse Theatre - Roofing	Part roof replacement.	Renewal Planning	50,000	-	-	-	-	50,000
	Renewal Program	Addressing the current level of deferred and lifecycle components – recognising the component data is outdated and renewals and replacements may have been completed.	Workshop	-	10,000	-	-	-	10,000
	WAG Temporary Gallery - Interior Walls	Replacement of gyprock wall lining.	Renewal Planning	30,000	-	-	-	-	30,000
Early Years Facilities	Allansford Preschool - Grounds	Replacement of the shade cloth.	Renewal Planning	15,000	-	-	-	-	15,000
	Allansford Preschool - Roofing	Replacement of the Colorbond roofing.	Renewal Planning	35,275	-	-	-	-	35,275
	Asbestos Planned Removal	Various sites & Part 6 audits.	Renewal Planning	30,000	-	-	-	-	30,000
	Beamish Street Preschool - Upgrade	Will be upgraded to neighbourhood house. Another \$800K from year 2	Workshop	-	10,000	-	-	-	10,000
	Central Kinder - Drainage	Drainage improvements to rear deck area.	Renewal Planning	80,000	-	-	-	-	80,000
	Children's Services Centre	Renewals and replacements.	LTFP	38,306	39,168	40,147	41,151	42,180	200,951

Asset Management Plan

Warrnambool City Council



Table 4-2 List of Upgrade Projects

Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Dennington Preschool - Door Replacement	Replacement of timber/glass doors.	Renewal Planning	7,504	-	-	-	-	7,504
	Dennington Preschool - Roofing	Replacement of the cliplock roofing and skylights.	Renewal Planning	28,365	-	-	-	-	28,365
	Lions/Hopkins Preschool - Bathroom	Replacement of the toilet wall partitions.	Renewal Planning	5,190	-	-	-	-	5,190
	Lions/Hopkins Preschool - Kitchen	Replacement of the cabinetry which has chipped doors / faded / scratched.	Renewal Planning	9,128	-	-	-	-	9,128
	Renewal Program	Addressing the current level of deferred and lifecycle components – recognising the component data is outdated and renewals and replacements may have been completed.	Workshop	-	100,000	100,000	100,000	100,000	400,000
	South Warrnambool Preschool - Internal Paint	Repaint all internal.	Renewal Planning	25,000	-	-	-	-	25,000
	South Warrnambool Preschool - Playroom Blinds/Curtains	Replacement of the blinds/curtains in the playroom.	Renewal Planning	5,408	-	-	-	-	5,408
	South Warrnambool Preschool - Playroom Carpet	Replacement of the carpet in the playroom.	Renewal Planning	6,656	-	-	-	-	6,656
	Swan Reserve Buildings - Grounds	Replacement of the shade cloth.	Renewal Planning	10,360	-	-	-	-	10,360



Asset Management Plan

Warrnambool City Council

Table 4-2 List of Upgrade Projects

Table 4-2 List of Upgrade Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Upgrade Existing Childcare Centres	\$100K per year - might be more based on Capacity Assessment Report.	Workshop	-	-	800,000	-	-	800,000
Recreational Assets	Allansford Fishing Club - Externals	Exterior refurbishment of fascia, doors and painting.	Renewal Planning	15,000	-	-	-	-	15,000
	Allansford Pavilion (East Oval) Outdoor Sports and Recreation - Roofing	Cliplock Roofing.	Renewal Planning	50,000	-	-	-	-	50,000
	Allansford Recreation Reserve - Grandstand Externals	Staircase – Timber.	Renewal Planning	10,000	-	-	-	-	10,000
	Aquazone – Accessibility Upgrades	Addressing the DDA issues identified by Access Design Solutions in the 'Warrnambool Aqua-zone – Existing Conditions – Disability Access' report. Cost and year to be determined.	Audit Report	TBC	TBC	TBC	TBC	TBC	TBC
	Aquazone - Capital Works General	General funding for any capital works required.	LTFP	40,000	40,900	41,923	42,971	44,045	209,839
	Aquazone - Carpet	Foyer & corridor carpet.	Renewal Planning	14,000	-	-	-	-	14,000
	Aquazone - Change Rooms Heating Furnace	Replacement required.	Renewal Planning	20,000	-	-	-	-	20,000
	Aquazone – Outdoor Pool Urgent Renewal	Renewal works required.	LTFP	300,000	-	-	-	-	300,000
	Aquazone - Pool Pumps	Various pump re-placements.	Renewal Planning	20,000	-	-	-	-	20,000



Asset Management Plan

Warrnambool City Council

Table 4-2 List of Upgrade Projects

Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Aquazone - West Veranda	Replacement of shade cloth.	Renewal Planning	10,000	-	-	-	-	10,000
	ARC Stadium - Fire Panel	Replacement of the fire panel.	Renewal Planning	30,000	-	-	-	-	30,000
	Botanic Gardens Fernery - Roofing	Structural repair of roofing.	Renewal Planning	15,000	-	-	-	-	15,000
	Breakwater - Foreshore Pavilion	Timber Stain.	Renewal Planning	13,000	-	-	-	-	13,000
	Breakwater - Foreshore Pavilion - Trellis	Trellis - West upper.	Renewal Planning	10,000	-	-	-	-	10,000
	Brierly Reserve Master Plan Implementation	Stage 3 involving Community & Early Years Facilities.	LTFP	-	40,000	50,000	1,000,000	-	1,090,000
	Brierly Tennis Sheds	Part shed removal and replacement.	Renewal Planning	6,000	-	-	-	-	6,000
	Bushfield Recreation Reserve Rs 2164 - Community Hall	Replacement of metal clad doors.	Renewal Planning	7,000	-	-	-	-	7,000
	Changing Places Facility (Lake Pertobe)	Renewals and replacements.	LTFP	122,000	-	-	-	-	122,000
	Friendly Reserve Clubroom - Windows	Window replacement.	Renewal Planning	15,000	-	-	-	-	15,000
	Friendly Societies - Home Rooms - Flooring	Replacement of carpet.	Renewal Planning	6,760	-	-	-	-	6,760
	Friendly Societies Recreation Reserve - S.W Club Rooms - Grease Trap	Installation of grease trap.	Renewal Planning	10,000	-	-	-	-	10,000



Asset Management Plan

Warrnambool City Council

Table 4-2 List of Upgrade Projects

Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Friendly Societies Recreation Reserve - SW Club Rooms - Roofing	Zincalume roofing & gutter replacement (asbestos present).	Renewal Planning	60,000	-	-	-	-	60,000
	Renewal Program	Addressing the current level of deferred and lifecycle components – recognising the component data is outdated and renewals and replacements may have been completed.	Workshop	-	250,000	250,000	100,000	50,000	650,000
	Surf Club - Building	Concrete roof slabs - render broken.	Renewal Planning	8,000	-	-	-	-	8,000
	Table Tennis Club - Stadium - Pennant Room - Flooring	Replacement of flaking polyurethane floor finish.	Renewal Planning	20,000	-	-	-	-	20,000
	Table Tennis Club - Stadium - Various	Painting and repairs.	Renewal Planning	5,000	-	-	-	-	5,000
	Warrnambool Multi-Purpose Stadium - Minor Works	General funding for any minor capital works required.	LTFP	30,000	30,675	31,442	32,228	33,034	157,378
	Warrnambool Stadium - Val Bertrand Netball Stadium (ARC) - Flooring	Carpet re-placement.	Renewal Planning	45,000	-	-	-	-	45,000
	Warrnambool Stadium - Val Bertrand Netball Stadium (ARC) - Flooring	Replacement of polyurethane finish on floors.	Renewal Planning	41,000	-	-	-	-	41,000



Asset Management Plan

Warrnambool City Council

Table 4-2 List of Upgrade Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	WS - Basketball (ARC) - Level 1 Grandstand - Seating	Refinish timber seating.	Renewal Planning	23,100	-	-	-	-	23,100
	WS - Basketball (ARC) - Level 1 Grandstand - Stair Nosing	Replacement of stair nosing.	Renewal Planning	6,000	-	-	-	-	6,000
Total				\$2,068,205	\$590,777	\$1,384,547	\$1,388,410	\$322,370	\$5,754,309

4.4 Growth

As outlined in Section 3.3.1, there is expected to be an increase in the future demand for Community Facilities. In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in February 2020. These projects are solely for new buildings or extensions that have been identified as 'wish list' items as part of Council's strategic long term planning. Table 4-3 lists the projects by project name and the estimated annual expenditure. The total estimated expenditure for the growth projects is \$9.9 million. Further details of these projects can be found within the 'Building Growth and Improvement Board – 2020 AMP' board in the SPM Assets Programs application.

Table 4-3 List of Growth Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
Early Years Facilities	Central Warrnambool Childcare Extension	Extension of childcare facilities in Central Warrnambool.	Workshop	-	500,000	-	-	-	500,000
	East Warrnambool Childcare Extension	Extension of childcare facilities in East Warrnambool.	Workshop	-	-	-	500,000	-	500,000
	New Brierly Community Services Hub	Initial cost \$4M split with Recreation.	Workshop	-	-	-	-	8,000,000	8,000,000
	South Warrnambool Childcare Extension	Extension of childcare facilities in South Warrnambool	Workshop	-	-	500,000	-	-	500,000



Asset Management Plan

Warrnambool City Council

Table 4-3 List of Growth Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Upgrade Existing Childcare Centres	\$100K per year - might be more based on Capacity Assessment Report.	Workshop	-	100,000	100,000	100,000	100,000	400,000
Total				\$0	\$600,000	\$600,000	\$600,000	\$8,100,000	\$9,900,000

Asset Management Plan

Warrnambool City Council



4.5 Operations Plan

The operational expenditure budget allows for costs associated with the use of the building such as salaries and wages, cleaning, security, property management, insurance, council rates, water usage and power usage. Council's existing operations budget has not been provided for the purposes of this report. As such, a generic percentage of the total building valuation will be used in the Financial Summary in Section 6.

4.6 Maintenance Plan

The current maintenance policy is mainly reactive alongside the routine maintenance of selected services. Council's existing maintenance budget has not been provided for the purposes of this report. As such, a generic percentage of the total building valuation will be used for both cyclical and reactive maintenance in the Financial Summary in Section 6.

4.7 Disposals

There are currently no plans for any Community Facilities buildings to be disposed.

Asset Management Plan

Warrnambool City Council



5 Risk Management

5.1 Principles

The Standard AS/NZS ISO 31000: 2009 has been referred to in establishing a Risk Matrix to determine the risk associated with the building portfolio. Risks can include financial, environmental, social, operational and health and safety considerations. Typical risks relevant to Council buildings are:

- Asset Management
- Environmental Hazards
- Financial, Funding Fraud
- Customer Services
- Contracting Performance
- Environmental Hazards
- Governance
- Human Resources
- Information Management
- Legislative Compliance
- Planning, Strategy, Growth
- Project / Programme Management
- Public Health & Safety

The following options are available for mitigating risks to reduce the cause, probability or impact of failure:

1. Do nothing - Accept the risk
2. Management Strategies - Implement enhanced strategies for demand management, contingency planning, quality processes, staff training, data analysis and reporting, reduce the desired level of service, etc.
3. Operational Strategies - Actions to reduce peak demand or stresses on the asset, operator training, documentation of operational procedures, etc.
4. Maintenance Strategies - Modify the maintenance regime to make the asset more reliable or to extend its life
5. Asset Renewal Strategies - Rehabilitation or replace assets to maintain service levels
6. Development Strategies - Investment to create a new asset or augment an existing asset
7. Asset Disposal/Rationalisation - Divestment of assets surplus to needs due to a service being determined as a non-core activity or assets can be reconfigured to better meet needs

5.2 Predictive Deterioration Model

The lifecycle replacement model is inherently risk based and therefore can be used as the risk analysis platform. The following factors are considered at a component level:

- Asset naming convention – related to the failure event
- Criticality criteria and building importance (functional weighting) – the consequence of failure
- Base life range – the statistical model that provides a 90% likelihood that the asset will need to be renewed or replaced within the range
- The predictive model – the likelihood of failure
- The unit replacement rate – the cost to mitigate the risk and best aggregated into a project or a procurement

These parameters are used in the following way:

1. To reduce the risk of failures to service delivery

Asset Management Plan

Warrnambool City Council



2. Influences the predicted time of replacement or renewal
3. Smooths the longer-term projections, i.e. with limited budgets, the result will ensure assets that have higher criticality will be considered first
4. Prioritisation of projects, i.e. the aggregation of criticality factors combined with building importance will ensure the more important projects are implemented first

5.3 Council's Risk Management Framework

Council's Risk Management Framework is outlined within the Risk Management Policy 2015. Council's policy is to identify and manage risk in accordance with approved standards and continually improving practices.

Council commits to the following risk management objectives/statements:

- We will apply a coordinated and integrated approach to risk management across Council. Consistent with the principles of AS/NZS ISO Standards
- Council through its Audit and Risk committee shall ensure the establishment, implementation and ongoing review of the Council's risk management framework, internal compliance and control systems
- Risk management will be an integral part of planning and decision-making processes
- We will adopt risk management strategies which promote confidence in the achievement of optimal business & community outcomes
- We will establish a culture of risk consciousness within our organisation and promote risk awareness with our stakeholders
- Communication within the stakeholder community in relation to the identification and management of risk is encouraged
- We will develop and continually improve risk management practices based on established standards and industry practice
- We will apply a coordinated and integrated approach to risk management
- There is accountability assigned to all those with risk management responsibilities
- Council staff will be provided with the necessary training to allow them to undertake their risk management duties

5.4 Current Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. An explanation of how the risk ratings have been calculated can be found in APPENDIX C. Table 5-1 shows the proportion of the Community Facilities components by their GRC and risk score in a risk matrix. The likelihood is shown in the columns of the table with consequence being shown in the rows. The risk matrix, developed by SPM Assets, uses the raw outputs of the SPM Assets database at a component level. It shows that approximately \$137K of components are at extreme risk and \$1.7 million are at high risk.

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -



Asset Management Plan

Warrnambool City Council

Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Major (4)	Medium (4) \$10,229,970	Medium (8) \$1,148,793	High (12) \$178,073	High (16) \$391,340	Extreme (20) \$137,244
Moderate (3)	Low (3) \$37,885,723	Medium (6) \$2,120,666	Medium (9) \$1,034,188	High (12) \$693,298	High (15) \$400,544
Minor (2)	Low (2) \$4,259,054	Medium (4) \$345,491	Medium (6) \$406,951	Medium (8) \$170,553	High (10) \$34,170
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Improvement Action: As part of the Improvement Plan, the components that have been identified as extreme risk may need to be further verified by Council prior to any planning of works as well as a review of the component criticalities.

5.5 Project Prioritisation Based on Risk

The list of priority projects will be considered annually to ensure that decisions are made based on evidence from the AMP rather than judgement.

Asset Management Plan

Warrnambool City Council



6 Financial Summary

6.1 Overview

Where Section 4: Lifecycle Management identified the range of possible expenditure that needs consideration to achieve the Quality Standards and performance shortfall, the Financial Summary section provides the recommended total expenditure budgets for the next 15 years, including both capital expenditure (capex) and operational expenditure (opex).

6.2 Assumptions

As neither the actual nor historical operational expenditure have been received from Council, estimates have been applied using the assumptions stated within Table 6-1. This has been applied to the total Capital Replacement Value of \$86.4 million to provide an estimated annual cost to include in the financial forecast in Section 6.3.

Table 6-1 Operational Expenditure Estimates		
Expenditure Category	Estimated Annual % of CRV	Estimated Annual Expenditure
Operations	3.00%	2,593,474
Cyclical Maintenance	0.40%	345,797
Reactive Maintenance	1.50%	1,296,737
Total	4.90%	\$4,236,007

Improvement Action: The stated assumptions have been included within the following sections 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 15-year budgets.

6.3 Estimated Forecast

Table 6-2 and Figure 6-1 summarise the total 15 year expenditure for the building portfolio considering the renewal expenditure based on lifecycle, planned upgrade projects and the estimated operational and maintenance costs. The growth projects have been excluded from these figures as there has been no budget set aside to implement the projects. A total of \$96.7 million is estimated to be required over the next 15 years, of which \$33.2 million is related to capital expenditure and \$63.5 million to operational expenditure.



Asset Management Plan

Warrnambool City Council

Table 6-2 Financial Forecast for the Assessed Buildings																
Expenditure by Category	Expenditure (\$ Millions)															
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Capital Expenditure (Capex)																
Lifecycle Expenditure	1.0	1.2	1.2	2.0	0.9	1.6	1.7	1.1	2.0	1.0	2.6	1.6	1.9	1.9	3.2	25.2
Calculated Backlog	2.2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2.2
Upgrade Projects	2.1	0.6	1.4	1.4	0.3	-	-	-	-	-	-	-	-	-	-	5.8
Sub-Total Capex	5.3	1.8	2.6	3.4	1.2	1.6	1.7	1.1	2.0	1.0	2.6	1.6	1.9	1.9	3.2	33.2
Operational Expenditure (Opex)																
Estimated Operations	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	38.9
Estimated Cyclical Maintenance	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	5.2
Estimated Reactive Maintenance	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	19.5
Sub-Total Opex	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	63.5
Total Expenditure	9.6	6.1	6.9	7.6	5.4	5.9	5.9	5.4	6.2	5.2	6.9	5.8	6.2	6.2	7.5	96.7

Asset Management Plan

Warrnambool City Council

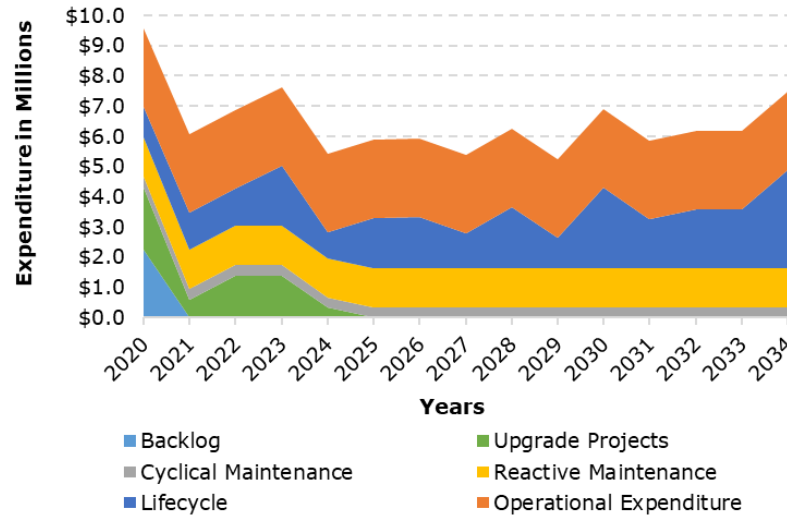


Figure 6-1 Estimated 15 Year Financial Forecast for all Community Facilities Buildings

6.4 Funding Required for Maintaining Current Assets

Table 6-3 shows the results of applying the current budgets to maintain and operate the current buildings while only considering addressing the condition-based shortfalls and the planned upgrade projects. As seen within Table 6-3 and Figure 6-2, over the next 15-year period (between 2020 and 2034) an estimated \$96.7 million is required (\$6.4 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 15 years is \$30.8 million if Council addresses all condition-based shortfalls and completes all upgrade projects an additional \$66.0 million will be required.



Asset Management Plan

Warrnambool City Council

Table 6-3 Current Financial Summary																
Category	Expenditure Year (\$ Millions)															
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Expenditure																
Lifecycle Expenditure	1.0	1.2	1.2	2.0	0.9	1.6	1.7	1.1	2.0	1.0	2.6	1.6	1.9	1.9	3.2	25.2
Calculated Backlog	2.2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2.2
Upgrade Projects	2.1	0.6	1.4	1.4	0.3	-	-	-	-	-	-	-	-	-	-	5.8
Estimated Operations	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	38.9
Estimated Cyclical Maintenance	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.3	0.3	0.3	0.3	0.3	5.2
Estimated Reactive Maintenance	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	19.5
Total Expenditure	9.6	6.1	6.9	7.6	5.4	5.9	5.9	5.4	6.2	5.2	6.9	5.8	6.2	6.2	7.5	96.7
Budget																
Renewals	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	12.8
Maintenance	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	18.0
Total Budget	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	30.1
Annual Surplus/Deficit	-7.5	-4.0	-4.8	-5.6	-3.4	-3.8	-3.9	-3.3	-4.2	-3.2	-4.8	-3.8	-4.1	-4.1	-5.4	-66.0



Asset Management Plan

Warrnambool City Council

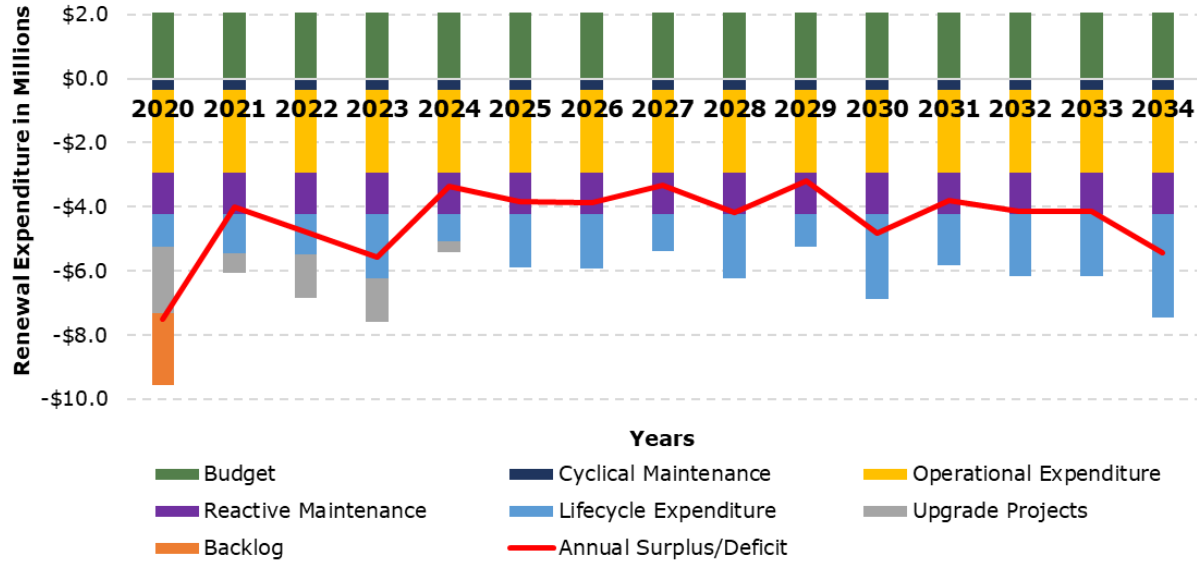


Figure 6-2 Current Financial Summary

Asset Management Plan
Warrnambool City Council



7 Asset Management Practices

7.1 Overview

This section summarises the Asset Management Processes, Systems, Data and People. Figure 7-1, a “Hierarchy of Care” of Asset Management practices, should be considered when developing them:

- **Operating** – Energy and Water Use, Waste Disposal, Insurance and Rates
- **Maintaining Safety** – Compliance, Maintenance and Servicing Schedules
- **Maintaining a Healthy Environment** – Cleaning, Security, Pest Control and Waste Removal
- **Expectations** – Reactive Maintenance
- **Extending the Life** – Planning the Preventative Maintenance
- **Sustainability** – Renewals, Refurbishments and Replacements
- **Adapting to its Environment** – Planning for the Extensions, Upgrades and Reconfigurations



Figure 7-1 Asset Management Hierarchy of Care

7.2 Processes

Warrnambool City Council establishes the roles and responsibilities for all corporate assets (including building assets) as Asset Owner, Asset Maintainer and Service Manager, with the respective responsibilities listed in Table 7-1 below.

Consistent with this model the Community Development & Recreation Culture department is both Asset Owner and Maintainer for all buildings owned and/or managed by Council, with Service Manager’s responsibility distributed throughout the organisation based on the building category.

Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	Service Manager	Maintainer	Asset Owner
Plan for the acquisition, creation, modification and disposal of assets	Support	Support	Lead role
Establish the Level of Service delivery	Lead role	Support	Support
Determine asset utilisation	Lead role	Support	Support
Record/supply the data pertaining to asset use	Lead role	-	-
Maintain the asset to the agreed standard	Support	Lead role	Support

Asset Management Plan

Warrnambool City Council



Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	Service Manager	Maintainer	Asset Owner
Advise of any issues relating to the performance of the asset and any opportunities to improve the efficiency of the asset	Lead role	Support	Support
Record/supply the data pertaining to asset maintenance	Support	Lead role	Support
Develop and implement the Asset Management Plan	Lead role	Support	Support
Establish the Level of Service for the asset	Lead role	Support	Support
Record/supply the data for inventory, valuation & condition	Support	Support	Lead role
Responsible for monitoring and reporting on their specific assets	Support	Support	Lead role
Establish the level of maintenance required to keep the asset at an acceptable standard and availability	Support	Lead role	Support

7.3 Systems

Council uses the following system for long term capital planning and operational management purposes.

- SPM Assets software

The SPM Assets software application has been used to undertake condition assessments of the building portfolio, analyse the resulting data, lifecycle modelling and to produce various reports. The resulting data remains the property of Council.

7.4 Data

Asset management practices associated with the collection, maintenance and use of data will be documented as part of an improvement activity. Council should aim to update 20% of the asset register each year as documented in Section 1.4.2.

Asset Management Plan

Warrnambool City Council



8 Improvement Plan

This AMP is, put simply, a snapshot of asset planning practices and capabilities and a status of current assets at a point in time. An improvement plan is a mechanism used to enhance and develop planning capabilities and processes between editions of AMPs. Often covering a 12-month period between annual AMP updates an effective improvement plan is prioritised with responsibilities for each task specified.

This Improvement Plan primarily addresses issues identified during the development of this AMP.

8.1 Improvement Programme

The improvement tasks detailed in Table 9-1 have been developed throughout the process of documenting this initial AMP. This Improvement Plan and overall AMP document is to be treated as a live document - continuously amended and updated when improvements in asset management planning practices and capabilities are developed. Fundamentally, this Improvement Plan should be reviewed on a quarterly basis and revised annually. All high priority tasks should be completed in the short term if not immediately.

Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
Data				
2.1	Review the property hierarchy and structure in the SPM Assets database to ensure the correct property type has been assigned	Medium	Coordinator Building Services & Strategy	Medium term
2.2.2	Determine which components to include within future iterations of this AMP. Currently the following components have been excluded: <ul style="list-style-type: none"> ➤ Aquatic pool plant and equipment ➤ Loose furniture ➤ Specialised assets including lighting, sound and fly systems at the Light House Theatre 	Medium	Coordinator Strategic Asset Management	Ongoing
2.3.1	Complete valuations for the 10 buildings that currently do not have any valuation information	Medium	Coordinator Strategic Asset Management	Short term
2.3.2 4.2.1	Review and update the current component references and components. In particular: <ul style="list-style-type: none"> ➤ Review components with a quantity of zero ➤ Review criticalities of component references – appearance, consequence and safety 	High	Coordinator Strategic Asset Management	Immediate

Asset Management Plan

Warrnambool City Council



Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
2.4.4	Update the component costs for the Archie Graham Community Centre to reflect today's pricing.	Medium	Coordinator Building Services & Strategy	Short term
2.5.1	Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance	Medium	Coordinator Strategic Asset Management (Service Managers?)	Medium term
5.4	Review the list of components that have been identified as 'extreme risk'	High	Coordinator Building Services & Strategy	Short term
7.4	Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended: <ul style="list-style-type: none"> ➤ Update data form with completed works ➤ Regular staff inspections 	High	Coordinator Building Services & Strategy	Ongoing
7.4	Complete new condition assessments of all buildings to identify the current condition. Buildings could be prioritised based on importance or value to the community.	High	Coordinator Strategic Asset Management	Ongoing
7.4	Continuously update data to provide confidence in long-term planning: <ul style="list-style-type: none"> ➤ Three-year rolling condition surveys - targeting high importance areas 	High	Coordinator Strategic Asset Management	Ongoing
People				
7.2	Identify who is responsible for managing and maintaining the Asset Management Plan	Medium	Manager Facilities & Projects	Short term
7.2	Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers	Medium	Manager Infrastructure Services	Short term
Processes				
3.3.1	Agreeing on a list of primary Level of Service statements will ensure Council focuses on immediate and important needs. The list should consist of approximately 5 statements and up to 10 measures. The process in determining which statements are more important should consider strategic objectives, statutory requirements and public expectations.	High	Manager Facilities & Projects	Short term

Asset Management Plan

Warrnambool City Council



Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
3.4	Establishment of Quality Standard	High	Manager Facilities & Projects	Medium term
5.4	Review the list of components that have been identified as extreme risk in Section 5.4	High	Coordinator Building Services & Strategy	Short term
4.6	Review maintenance planning activities and schedules	Medium	Coordinator Building Services & Strategy	Medium Term
6.2	Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.			
1.4.2	<p>Implement the 80/80/20 asset management objective over the next three (3) years:</p> <ul style="list-style-type: none"> ➤ 80% of work done is planned – moving from a reactive to proactive approach by planning and thinking long term. This recognises that some works may be ad-hoc or reactive. ➤ 80% of the works program is driven from the planning process – projects should be based on Council's annual business plan and other planning documents. Projects should be included in the Building Growth and Improvement board in Programs ➤ 20% of the asset register is updated, maintained, improved and changed every year – train Council staff on how to update data in the SPM Assets database. SPM Assets will also provide Council with a half yearly report which summarises the number of properties surveyed, number of new components and number of updated components 	High	Coordinator Strategic Asset Management	Ongoing
Systems				

Asset Management Plan

Warrnambool City Council



Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
7.3	Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions	Low	Coordinator Strategic Asset Management	Long term

Asset Management Plan

Warrnambool City Council



Report Prepared by _____

Minae Williams
SPM Assets

Report Reviewed by _____

Steve Lyons
SPM Assets

Version	Date	Details	Authorised	
			Name	Position
Draft 1.0	20 March 2020	Version 1.0	Minae Williams	Asset Management Specialist
Draft 1.1	11 May 2020	Version 1.1		
Draft 1.2	16 June 2020	Version 1.2		
Final 1.3	22 June 2020	Version 1.3		

Asset Management Plan

Warrnambool City Council

Appendices

APPENDIX A Glossary

Asset Management Plan	An AMP is a report that summarises the end outcomes of the asset planning process. It documents the current and projected asset status and considers options to achieve strategic objectives through using asset solutions.
Asset Register	A record of asset information including some or all of; inventory, historical, service, financial, condition, construction, technical and financial information about each asset.
Base Life	The physical life of a building component expected considering its local environment. The life is measured from time of installation to time of its anticipated replacement, renewal or disposal.
Building	A permanent structure with walls and a roof. Examples of buildings include shelters, clubrooms, community centres, kiosks, grandstands, residential houses, offices, pavilions, storage facilities. Buildings do not include open spaces such as parks, reserves, playgrounds.
Capital Expenditure (Capex)	Expenditure used to create new assets (through addition or renewal) or to increase the capacity of existing assets beyond their original design capacity or potential. Capex increases the value of asset stock.
Component	The specific asset at the lowest level of detail, i.e. solid door, aluminium window, etc.
Component Group	High level categorisation of a component, i.e. roof, floor coverings, etc.
Component Type	Mid-level categorisation of components that fit under Component Group, i.e. roof drainage, lights, extinguishers, etc.
Component Criticality	This is the measure of the relative importance of a building component by identifying which components are more critical to the building. Criticality factors include likelihood of failure, risk to service delivery, appearance, health and safety impacts.
Condition	The state of an asset or component at a particular time.
Condition Assessment	Periodic inspection, measurement and interpretation of the resultant data of a specific component to determine the need for some preventative or remedial action. Condition is graded from condition grades of 1 (excellent) to 6 (end of life).
Condition Grade Index (CGI)	An overall condition rating of an asset that consider each individual components assessed condition against its identified Gross Replacement Cost (GRC). A CGI figure that is close to 1.0 represents an asset to be in a very good condition overall whilst a CGI of 2.3 means that some of the components have been assessed to be in a poor to very poor condition.

Asset Management Plan

Warrnambool City Council

Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
Capital Replacement Value (CRV)	The cost to replace the structure, which is a combination of the Gross Replacement Cost and the Residual Structural Value. Cost is expressed in today's (2020) dollar value.
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset less an allowance for wear or consumption having regard for the economic life of the existing asset. Cost is expressed in today's (2020) dollar value.
Economic Life	The total useful life of a building component based on its Level of Service. The life is measured from time of installation to time of its expected replacement, renewal or disposal.
Facility Condition Index (FCI)	Facility Condition Index (FCI) is a percentage figure, used as a building condition standard, that identifies the works required for an asset based upon the component currently in a poorer condition and any component that have a remaining life of less than 5 years.
Gross Replacement Cost (GRC)	The identified cost of the assessed assets and components that are to be replaced within the lifespan of the building structure. Cost value does not include the Residual Structural Value (RSV). Cost is expressed in today's (2020) dollar value.
Key Performance Indicators (KPI)	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Level of Service	The defined service quality for a particular activity or service area against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Lifecycle	The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal costs. Cost is expressed in today's (2020) dollar value.
Lifecycle Cost Analysis	Any technique which allows assessment of a given solution, or choice from among alternative solutions, based on all relevant economic consequences over the service life of the asset. Cost is expressed in today's (2020) dollar value.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition but excluding rehabilitation or renewal.
Operation	The active process of using an asset or service that consumes resources such as manpower, energy, chemicals and materials.

Asset Management Plan

Warrnambool City Council

Operational Expenditure	Operational expenditure refers to day-to-day operational costs associated with the site itself to deliver the general services. This specifically refers to the; gas, water, sewerage, and electricity services.
Planned Maintenance	Planned maintenance activities fall into three categories: i) Periodic – necessary to ensure the reliability or to sustain the design life of an asset. ii) Predictive – condition monitoring activities used to predict failure. iii) Preventative – maintenance that can be initiated without routine or continuous checking and is not condition based.
Planned Scheduled Maintenance	Scheduled maintenance tasks are established to prolong the useful life of their associated assets. These related tasks can be daily, weekly, and monthly in occurrence to keep assets operational and at the required standard.
Property Quality Standard (PQS)	A desired level of performance, measured by pre-defined factors, relating to an overall characteristic of a property portfolio.
Reactive Maintenance	Reactive maintenance tasks focus solely on the unknown maintenance that is required for the building and related infrastructure assets which are generally due to unforeseen breakages, damage, and vandalism.
Remaining Life (Assessed)	The remaining life (measured in number of years) of a building component as assessed by a property surveyor, e.g. carpet has an assessed remaining life of 10 years.
Remaining Life (Calculated)	The remaining life (measured in number of years) of a building component as calculated by an analysis considering deterioration, functionality and utilisation.
Renewal	Works to upgrade, refurbish or replace existing assets with assets of equivalent capacity or performance capability using Capex.
Repairs & Maintenance Budget	The repairs and maintenance budget refers to the allocated expenditure that has been set aside for the unexpected/unforeseen maintenance and renewal works that may arise.
Replacement	The complete replacement of an asset that has reached the end of its life.
Residual Structural Value (RSV)	The difference between the CRC and the replacement cost sum of the assessed components (GRC). Refers to components that are not able to be replaced through lifespan of asset, i.e. concrete foundation slab, concrete support columns, etc. Cost is expressed in today's (2020) dollar value.
Risk Management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Service	For building assets, Council divides its assets within three service groups: Community Facilities Corporate and City Growth

Asset Management Plan

Warrnambool City Council

	Infrastructure
Useful Life	<p>Either:</p> <ul style="list-style-type: none">(a) the period over which an asset is expected to be available for use by an entity, or(b) the number of production or similar units expected to be obtained from the asset by the entity. <p>It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the hospital. It is the same as the economic life.</p>



Asset Management Plan
Warrnambool City Council

APPENDIX B Property Quality Standards Results

The following table lists the PQS statements for the Community Facilities by category and result.

PQS Assessment Results						
PQS Category 1	PQS Category 2	PQS Statement	Fail	Pass	Total	Pass %
Risk	Injury/Illness	Are there any conditions that would impede an emergency evacuation?	1	186	187	99.5%
		Are there any conditions/hazards that could cause a slip, trip or fall?	4	183	187	97.9%
		Is there any evidence of inappropriate items being manually handled?	1	186	187	99.5%
		Is there evidence of inadequate ventilation and/or lighting?	0	187	187	100.0%
		Is there evidence of inappropriate storage or use of hazardous materials or dangerous goods?	0	187	187	100.0%
	Risk Exposures	Are there any exposures to fire or arson present?	0	187	187	100.0%
		Are there any exposures to security, theft or vandalism present?	2	185	187	98.9%
		Are there any exposures to water and/or storm water damage?	1	186	187	99.5%
Services	Accessible	Does disability access to and through the premises appear adequate?	13	174	187	93.0%
		Does there appear to be sufficient accessible carparks available?	0	187	187	100.0%
		Is there at least one unisex accessible toilet per occupied building level?	12	175	187	93.6%
		What percentage of carparks are accessible?	9	178	187	95.2%
	Functional	Are Baby Changing & Nappy disposal facilities available?	14	173	187	92.5%
		Are there sharps disposal units provided?	30	157	187	84.0%
		Does the facility have mirrors?	5	182	187	97.3%
		Does the premises have appropriate directional signage?	4	183	187	97.9%
		Does there appear to be adequate power and data points?	3	184	187	98.4%
	Is there a sanitary disposal unit available?	11	176	187	94.1%	
Healthy	Are the toilets and bathrooms adequately ventilated?	1	186	187	99.5%	



Asset Management Plan

Warrnambool City Council

PQS Assessment Results						
PQS Category 1	PQS Category 2	PQS Statement	Fail	Pass	Total	Pass %
		Are the toilets/bathrooms free of nasty odours?	1	186	187	99.5%
		Are walls, ceilings, curtains and cupboards free from dampness or mould/mildew?	0	187	187	100.0%
		Can you wash and dry hands with soap in toilets and kitchen?	4	183	187	97.9%
		Is the building clear of graffiti, inside and out?	4	183	187	97.9%
		Is the building free of evidence of pests/birds that may affect health?	2	185	187	98.9%
		Is there a secure designated rubbish storage area?	7	180	187	96.3%
	Quality	Do change areas and/or showers appear adequate?	4	183	187	97.9%
		Does the storage appear adequate?	7	180	187	96.3%
		Is the building being used for its intended purpose?	5	182	187	97.3%
		Is the interior aesthetically suited to purpose?	5	182	187	97.3%
		Is the structure purpose built or collection of add-ons?	5	182	187	97.3%
		What percentage of the interior requires refurbishment?	35	152	187	81.3%
	Safety	Does the building have adequate lighting to all external access points?	2	185	187	98.9%
	Sustainable	Are there facilities for recycling? (wheelie bin)	10	178	188	94.7%
		Are toilet cisterns dual flush?	5	182	187	97.3%
		Are urinals water efficient?	7	181	188	96.3%
		Are water saving taps installed?	27	161	188	85.6%
		Is the hot water system energy efficient?	0	188	188	100.0%
		Is there modern efficient lighting?	1	187	188	99.5%
		Main switchboard is a modern style with RCD?	2	186	188	98.9%
Total			244	7,055	7,299	96.7%

Asset Management Plan

Warrnambool City Council



APPENDIX C Building Quality Standard Results

As outlined in Section 3.4.1 an indicative building quality standard has been applied to Council's Community Facilities buildings. The table below indicates which buildings meet the CGI target of the building quality standard.

Subcategory	Building Name	Standard	CGI	Result
Community Centres	Archie Graham Community Centre	A	1.16	Pass
	Archie Grahame Shed	D	1.00	Pass
Community Halls	City Band Hall	B	1.11	Pass
	Girl Guide Hall	B	1.96	Pass
	Mechanics Institute Hall	B	1.31	Pass
	Merri View Art Gallery	B	2.06	Fail
	Merri View Art Gallery Shed	D	2.73	Fail
	Merri View Art Gallery Toilet Block	B	2.41	Fail
Cultural Facilities	34 Koroit St (Sports Assembly)	B	1.33	Pass
	34 Koroit St (Sports Assembly) Shed	D	1.23	Pass
	Art Gallery	B	1.26	Pass
	History House	B	1.26	Pass
	Lighthouse Theatre	B	1.27	Pass
Early Years Facilities	Allansford Preschool	B	1.13	Pass
	Beamish Street Preschool	B	1.19	Pass
	Central Preschool	B	1.26	Pass
	Dennington Preschool	B	1.39	Pass
	East Warrnambool Preschool	B	1.22	Pass
	Florence Collins Child Care Centre	B	1.76	Pass
	Lions/Hopkins Preschool	B	1.27	Pass
	Lions/Hopkins Preschool Shed	D	1.31	Pass
	Matron Swinton Child Care Centre	B	1.44	Pass
	Sherwood Park Child Care Centre	B	1.38	Pass
	South Warrnambool Preschool	B	1.77	Pass
	South Warrnambool Preschool Shed	D	1.13	Pass
	Swan Reserve Buildings - Children's Services Centre	B	1.26	Pass
Recreation Assets	A. H. Davidson Oval - Football Shelter (North)	C	1.15	Pass
	A. H. Davidson Oval - Football Shelter (South)	C	1.24	Pass
	A. H. Davidson Oval - Netball Shelter	C	1.46	Pass
	A. H. Davidson Oval - Pavilion	C	1.35	Pass
	A. H. Davidson Oval - Peter Healey Netball Pavilion	C	1.00	Pass

Asset Management Plan

Warrnambool City Council



Subcategory	Building Name	Standard	CGI	Result
	A. H. Davidson Oval - Social Club	C	1.40	Pass
	A. H. Davidson Oval - Store Shed	D	1.50	Pass
	A. H. Davidson Oval - Ticket Box	C	1.07	Pass
	Allansford Angling Club	C	2.24	Fail
	Allansford Netball Pavilion	C	1.05	Pass
	Allansford Recreation Reserve - Football Shelter	C	1.50	Pass
	Allansford Recreation Reserve - Grandstand	C	1.29	Pass
	Allansford Recreation Reserve - Maintenance Shed	D	1.03	Pass
	Allansford Recreation Reserve - Netball Shed (East Oval)	C	1.46	Pass
	Allansford Recreation Reserve - Netball Shelter	C	1.37	Pass
	Allansford Recreation Reserve - Pavilion (East Social Pavilion)	C	1.48	Pass
	Allansford Recreation Reserve - Pavilion (West Oval)	C	1.21	Pass
	Allansford Recreation Reserve - Scoreboard	C	3.00	Fail
	Allansford Recreation Reserve - Ticket Box	C	1.59	Pass
	Aquazone - Indoor Pool and Gyms	B	1.53	Pass
	Aquazone - Pump Building	D	1.75	Pass
	Aquazone - Warrnambool Swimming Club	B	1.51	Pass
	BMX Track Viewing Area	C	1.00	Pass
	Boston Dr (1 - 21)	C	1.00	Pass
	Botanic Gardens - Fernery	C	1.71	Pass
	Botanic Gardens - Glass House 1	C	1.27	Pass
	Botanic Gardens - Misc. Sheds/Garage (gardening club)	D	1.57	Pass
	Botanic Gardens - Mower Shed/Amenities	C	1.41	Pass
	Botanic Gardens - Old Fernery/Shed	D	1.81	Pass
	Botanic Gardens - Residence	B	1.07	Pass
	Botanic Gardens - Residence Shed (metal)	D	2.87	Fail
	Botanic Gardens - Rotunda	C	1.38	Pass
	Botanic Gardens - Store Shed/Glasshouse 2	D	2.37	Pass
	Botanic Gardens - Toilet Block	C	1.86	Pass
	Breakwater - Coastguard Tower	C	1.00	Pass



Asset Management Plan

Warrnambool City Council

Subcategory	Building Name	Standard	CGI	Result
	Breakwater - Foreshore Pavilion	C	1.17	Pass
	Breakwater - Offshore Fishing Club	C	2.21	Fail
	Breakwater - Yacht Club	C	1.15	Pass
	Brierly Recreation Reserve - Cricket Storage Shed (West Oval)	D	1.00	Pass
	Brierly Recreation Reserve - Pavilion	C	2.08	Pass
	Brierly Recreation Reserve - Shelter & Toilets	C	1.14	Pass
	Brierly Recreation Reserve - Tennis Shed (West)	D	4.62	Fail
	Bushfield Recreation Reserve - Community Hall	B	1.38	Pass
	Bushfield Recreation Reserve - Football Shelter (Centre)	C	1.85	Pass
	Bushfield Recreation Reserve - Football Shelter (North)	C	1.24	Pass
	Bushfield Recreation Reserve - Football Shelter (South)	C	1.24	Pass
	Bushfield Recreation Reserve - Grandstand	C	1.18	Pass
	Bushfield Recreation Reserve - Keith E. Fisher Pavilion	C	1.19	Pass
	Bushfield Recreation Reserve - Ken Wines Pavilion	C	1.04	Pass
	Bushfield Recreation Reserve - Netball Shelter (North)	C	2.00	Pass
	Bushfield Recreation Reserve - Netball Shelter (West)	C	1.97	Pass
	Bushfield Recreation Reserve - Scoreboard	C	1.97	Pass
	Bushfield Recreation Reserve - Ticket Box	C	1.00	Pass
	Cannon Hill - Canon Hill Rotunda	C	1.33	Pass
	Croquet Club - Pavilion	C	1.24	Pass
	Croquet Club - Players Shed - East	D	2.50	Pass
	Croquet Club - Players Shed - West	D	2.11	Pass
	D. W. Jones Oval - Football Shelter North	C	1.00	Pass
	D. W. Jones Oval - Football Shelter South	C	1.00	Pass
	D. W. Jones Oval - K. L. Arnel Pavilion	C	1.23	Pass
	D. W. Jones Oval - Shed	D	1.00	Pass
	D. W. Jones Oval - Storeroom	D	1.11	Pass
	Dennington Bowls Club - Bowls Club	C	1.49	Pass

Asset Management Plan

Warrnambool City Council



Subcategory	Building Name	Standard	CGI	Result
	Dennington Bowls Club - Bowls Club Shed	D	2.00	Pass
	Dennington Oval - Football Shelter	C	1.28	Pass
	Dennington Oval - Netball Pavilion (North)	C	1.00	Pass
	Dennington Oval - Netball Shelter (South)	C	1.23	Pass
	Dennington Oval - P. G. Kelson Pavilion	C	1.55	Pass
	Dennington Oval - Public Amenities	C	1.96	Pass
	Dennington Oval - Scoreboard	C	1.66	Pass
	Dennington Oval - Social Club	C	1.44	Pass
	Dennington Oval - South Cricket Shelter	C	1.19	Pass
	Dennington Oval - Ticket Box	C	1.07	Pass
	Friendly Societies - Raynor Pavilion	C	1.93	Pass
	Friendly Societies Recreation Reserve - A. L. Lane Community Centre	B	1.27	Pass
	Friendly Societies Recreation Reserve - Bar	C	1.64	Pass
	Friendly Societies Recreation Reserve - Football Shelter (Centre)	C	1.21	Pass
	Friendly Societies Recreation Reserve - Football Shelter (East)	C	1.22	Pass
	Friendly Societies Recreation Reserve - Football Shelter (Tin)	C	1.00	Pass
	Friendly Societies Recreation Reserve - Football Shelter (West)	C	1.21	Pass
	Friendly Societies Recreation Reserve - Grandstand	C	1.35	Pass
	Friendly Societies Recreation Reserve - Holiday Actors Storage Facility	D	1.01	Pass
	Friendly Societies Recreation Reserve - Judges box	C	1.12	Pass
	Friendly Societies Recreation Reserve - Netball Pavilion	C	1.02	Pass
	Friendly Societies Recreation Reserve - Netball Shelter (North)	C	2.01	Pass
	Friendly Societies Recreation Reserve - Netball Shelter (South)	C	1.00	Pass
	Friendly Societies Recreation Reserve - S.W Club Rooms	C	1.46	Pass
	Friendly Societies Recreation Reserve - Scoreboard	C	1.00	Pass
	Friendly Societies Recreation Reserve - Ticket Box	C	1.00	Pass

Asset Management Plan

Warrnambool City Council



Subcategory	Building Name	Standard	CGI	Result
	Friendly Societies Recreation Reserve - Toilet block	C	1.50	Pass
	Gem Club - Pump House	D	1.10	Pass
	Harris Street Reserve - Dog Obedience Pavilion	C	1.00	Pass
	Harris Street Reserve - H. I. Stephenson Pavilion Building	C	1.09	Pass
	Hockey Club - Pavilion	C	1.09	Pass
	Hopkins River Rowing Club Rooms	C	1.40	Pass
	Hopkins River Ski Club - Club Rooms	C	1.03	Pass
	Hopkins River Ski Club - Shed	D	1.15	Pass
	J. D. E. Walter Oval - Cocks Pavilion	C	1.35	Pass
	J. D. E. Walter Oval - Football Shelter (North)	C	1.07	Pass
	J. D. E. Walter Oval - Football Shelter (South)	C	1.54	Pass
	J. D. E. Walter Oval - Hetherington Pavilion	C	1.48	Pass
	J. D. E. Walter Oval - Netball Pavilion	C	1.46	Pass
	J. D. E. Walter Oval - Pump Shed	D	1.00	Pass
	J. D. E. Walter Oval - Scoreboard	C	1.39	Pass
	J. D. E. Walter Oval - Ticket Box	C	1.00	Pass
	Jetty Flat Pavilion	C	1.29	Pass
	Lake Pertobe - BBQ Shelter (Kiwanas near Slide Hill)	C	1.44	Pass
	Lake Pertobe - BBQ Shelter (Lions near Sandpit)	C	1.52	Pass
	Lake Pertobe - BBQ Shelter (near Flying Fox)	C	1.15	Pass
	Lake Pertobe - BBQ Shelter (near Maze)	C	1.15	Pass
	Lake Pertobe - BBQ Shelter (near West End)	C	1.13	Pass
	Lake Pertobe - BBQ Shelter (Rotary near Boat Hire)	C	1.26	Pass
	Lake Pertobe - Boat Hire Storage Shed (West)	D	1.90	Pass
	Lake Pertobe - Boat Hire Ticket Office (East)	C	1.70	Pass
	Lake Pertobe - East Toilet Block	C	1.02	Pass
	Lake Pertobe - West Toilet Block	C	1.05	Pass
	Merrivale Oval - Football Shelter (coaches)	C	1.26	Pass

Asset Management Plan

Warrnambool City Council



Subcategory	Building Name	Standard	CGI	Result
	Merrivale Oval - Football Shelter Concrete	C	1.31	Pass
	Merrivale Oval - Netball Pavilion	C	1.37	Pass
	Merrivale Oval - North Oval Stairs	C	1.91	Pass
	Merrivale Oval - Scoreboard	C	1.45	Pass
	Merrivale Oval - Shed (Merrivale Dr Entrance)	D	1.00	Pass
	Merrivale Oval - W. A. Fairy Pavilion	C	1.29	Pass
	Merrivale Recreation Reserve: Netball Shelter	C	1.00	Pass
	Payne Reserve - Amenities Block	C	1.04	Pass
	Payne Reserve BBQ Shelter	C	1.00	Pass
	Pertobe Rd (64) - East BBQ Shelter (South Side of Road)	C	1.55	Pass
	Pertobe Rd (64) - West BBQ Shelter (South Side of Road)	C	1.55	Pass
	Pigeon Fanciers Club Rooms	C	1.47	Pass
	Pony Club - L. H. McConnell Pavilion	C	1.51	Pass
	R. W. Mack Oval - Football Shelter (Centre)	C	1.00	Pass
	R. W. Mack Oval - Football Shelter (North)	C	1.00	Pass
	R. W. Mack Oval - Football Shelter (South)	C	1.24	Pass
	R. W. Mack Oval - Netball Shelter	C	1.01	Pass
	R. W. Mack Oval - Pavilion	C	1.22	Pass
	R. W. Mack Oval - Scoreboard/Shelter	C	1.21	Pass
	R. W. Mack Oval - Social Club	C	1.40	Pass
	R. W. Mack Oval - Ticket Box	C	1.00	Pass
	Reid Oval - East Warrnambool Club Rooms	C	1.30	Pass
	Reid Oval - East Warrnambool Club Rooms - Shed	D	1.07	Pass
	Reid Oval - East Warrnambool Club Rooms Kiosk	C	1.06	Pass
	Reid Oval - Football Shelter (Centre)	C	2.45	Fail
	Reid Oval - Football Shelter (North)	C	1.12	Pass
	Reid Oval - Football Shelter South (South)	C	1.00	Pass
	Reid Oval - Grandstand	C	1.77	Pass
	Reid Oval - Henri J. Worland Pavilion	C	1.79	Pass
	Reid Oval - Hogan Pavilion (Umpires Rooms)	C	1.35	Pass



Asset Management Plan

Warrnambool City Council

Subcategory	Building Name	Standard	CGI	Result
	Reid Oval - Maintenance Shed/Gym	D	1.66	Pass
	Reid Oval - Maintenance Shed/Gym - Metal Shed	D	1.04	Pass
	Reid Oval - Netball Shed (1 of 2) North	D	1.00	Pass
	Reid Oval - Ticket Box	C	1.05	Pass
	Reid Oval - Ticket Box (South Entrance)	C	1.00	Pass
	Reid Oval - Toilet Block (Rear of Pavilion (Male))	C	1.76	Pass
	Reid Oval - Toilets (Behind Umpires Rooms (Female))	C	1.03	Pass
	Reid Oval - Warrnambool Club Social Club Rooms	C	1.25	Pass
	Reid Oval Netball Pavilion	C	1.00	Pass
	Scout Hall Tooram	C	1.78	Pass
	Skatepark Shelter	C	1.02	Pass
	Surf Club	C	1.36	Pass
	Surf Club - Observation Tower	C	1.00	Pass
	Table Tennis Club - Stadium	C	1.40	Pass
	Toohey Dr - Shelter 1 (West)	C	1.00	Pass
	Toohey Dr - Shelter 2 (East)	C	1.00	Pass
	Toohey Dr - Shelter 3 (BBQ)	C	1.00	Pass
	Warrnambool Angling Club - Angling Clubrooms	C	1.89	Pass
	Warrnambool Angling Club - Toilet Block	C	1.49	Pass
	Warrnambool Angling Club - Wharf Shed	D	2.58	Fail
	Warrnambool Lawn Tennis Club - Tennis Club	C	1.63	Pass
	Warrnambool Stadium - Basketball (ARC)	C	1.10	Pass
	Warrnambool Stadium - Val Bertrand Netball Stadium (ARC)	C	1.75	Pass



Asset Management Plan

Warrnambool City Council

APPENDIX D Critical Components in a Poor or Very Poor Condition

There are three component criticality criteria established within the SPM Assets Reference library which provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level.

- **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
- **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the building or asset
- **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

- Consequence of Failure of **medium-high to high criticality**
- Occupational Health and Safety of **medium-high to high criticality**
- Appearance of **high criticality**

The condition of a component is the assessed state of a component at a particular time. Condition grades range from C1 (very good) to C5 (very poor).

The table below shows the complete list of properties, number of critical components, the number of critical components in a poor (C4) or very poor condition (C5) and the Gross Replacement Cost (GRC) reported against the standards applied in Section 3.5.

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
Community Centres	Archie Graham Community Centre	966	14	12,391
Community Halls	City Band Hall	53	-	-
	Girl Guide Hall	56	1	83
	Mechanics Institute Hall	149	5	13,707
	Merri View Art Gallery	46	12	21,403



Asset Management Plan

Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Merri View Art Gallery Shed	7	-	-
	Merri View Art Gallery Toilet Block	18	5	5,042
Cultural Facilities	34 Koroit St (Sports Assembly)	78	-	-
	34 Koroit St (Sports Assembly) Shed	7	-	-
	Art Gallery	269	7	8,992
	History House	69	2	112
	Lighthouse Theatre	627	11	9,059
Early Years Facilities	Allansford Preschool	168	4	2,081
	Beamish Street Preschool	89	-	-
	Central Preschool	96	2	2,080
	Dennington Preschool	116	3	751
	East Warrnambool Preschool	146	3	470
	Florence Collins Child Care Centre	258	20	13,754
	Lions/Hopkins Preschool	81	5	2,606
	Lions/Hopkins Preschool Shed	8	1	75
	Matron Swinton Child Care Centre	164	7	3,821
	Sherwood Park Child Care Centre	122	1	3,508
	South Warrnambool Preschool	81	4	6,019
	Swan Reserve Buildings - Childrens Services Centre	198	2	809
Recreation Assets	A. H. Davidson Oval - Football Shelter (North)	3	-	-
	A. H. Davidson Oval - Football Shelter (South)	8	-	-
	A. H. Davidson Oval - Netball Shelter	1	-	-
	A. H. Davidson Oval - Pavilion	97	5	3,979

Asset Management Plan

Warrnambool City Council



Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	A. H. Davidson Oval - Peter Healey Netball Pavilion	68	-	-
	A. H. Davidson Oval - Social Club	103	9	16,371
	A. H. Davidson Oval - Store Shed	5	-	-
	A. H. Davidson Oval - Ticket Box	3	-	-
	Allansford Angling Club	39	4	7,213
	Allansford Netball Pavilion	35	-	-
	Allansford Recreation Reserve - Football Shelter	7	1	450
	Allansford Recreation Reserve - Grandstand	17	3	4,450
	Allansford Recreation Reserve - Maintenance Shed	8	1	358
	Allansford Recreation Reserve - Netball Shed (East Oval)	8	-	-
	Allansford Recreation Reserve - Netball Shelter	1	-	-
	Allansford Recreation Reserve - Pavilion (East Social Pavilion)	85	19	27,694
	Allansford Recreation Reserve - Pavilion (West Oval)	87	2	3,039
	Allansford Recreation Reserve - Scoreboard	5	2	1,375
	Allansford Recreation Reserve - Ticket Box	5	1	822
	Aquazone - Indoor Pool and Gyms	328	15	41,459
	Aquazone - Pump Building	67	1	8,913
	Aquazone - Warrnambool Swimming Club	78	5	1,162
	Barton Ct	2	-	-
	BMX Track Viewing Area	2	-	-
	Boston Dr (1 - 21)	6	-	-
	Botanic Gardens - Fernery	3	-	-
	Botanic Gardens - Glass House 1	5	-	-



Asset Management Plan

Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Botanic Gardens - Misc. Sheds/Garage (gardening club)	10	-	-
	Botanic Gardens - Mower Shed/Amenities	22	-	-
	Botanic Gardens - Old Fernery/Shed	4	1	1,411
	Botanic Gardens - Residence	64	-	-
	Botanic Gardens - Residence Shed (metal)	4	-	-
	Botanic Gardens - Rotunda	15	-	-
	Botanic Gardens - Store Shed/Glasshouse 2	2	1	585
	Botanic Gardens - Toilet Block	15	-	-
	Breakwater - Coastguard Tower	5	-	-
	Breakwater - Foreshore Pavilion	294	4	18,056
	Breakwater - Offshore Fishing Club	6	1	4,844
	Breakwater - Yacht Club	45	2	4,278
	Brierly Recreation Reserve - Cricket Storage Shed (West Oval)	8	-	-
	Brierly Recreation Reserve - Pavilion	54	7	10,492
	Brierly Recreation Reserve - Shelter & Toilets	14	-	-
	Brierly Recreation Reserve - Tennis Shed (West)	4	3	59,975
	Bushfield Recreation Reserve - Community Hall	88	7	12,637
	Bushfield Recreation Reserve - Football Shelter (Centre)	3	-	-
	Bushfield Recreation Reserve - Football Shelter (North)	7	-	-
	Bushfield Recreation Reserve - Football Shelter (South)	7	-	-
	Bushfield Recreation Reserve - Grandstand	3	-	-
	Bushfield Recreation Reserve - Keith E. Fisher Pavilion	100	-	-
	Bushfield Recreation Reserve - Ken Wines Pavilion	67	-	-



Asset Management Plan

Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Bushfield Recreation Reserve - Netball Shelter (North)	1	-	-
	Bushfield Recreation Reserve - Netball Shelter (South)	1	1	-
	Bushfield Recreation Reserve - Netball Shelter (West)	1	-	-
	Bushfield Recreation Reserve - Scoreboard	9	-	-
	Bushfield Recreation Reserve - Ticket Box	2	-	-
	Cannon Hill - Canon Hill Rotunda	4	-	-
	Croquet Club - Pavilion	69	-	-
	Croquet Club - Players Shed - East	1	-	-
	Croquet Club - Players Shed - West	2	-	-
	D. W. Jones Oval - Football Shelter North	2	-	-
	D. W. Jones Oval - Football Shelter South	2	-	-
	D. W. Jones Oval - K. L. Arnel Pavilion	71	-	-
	D. W. Jones Oval - Shed	6	-	-
	D. W. Jones Oval - Storeroom	4	-	-
	Dennington Bowls Club - Bowls Club	114	5	1,000
	Dennington Bowls Club - Bowls Club Shed	6	-	-
	Dennington Oval - Football Shelter	7	-	-
	Dennington Oval - Netball Pavilion (North)	4	-	-
	Dennington Oval - Netball Shelter (South)	4	-	-
	Dennington Oval - P. G. Kelson Pavilion	52	3	2,009
	Dennington Oval - Public Amenities	13	-	-
	Dennington Oval - Scoreboard	13	-	-
	Dennington Oval - Social Club	118	12	6,860



Asset Management Plan

Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Dennington Oval - South Cricket Shelter	4	-	-
	Dennington Oval - Ticket Box	3	-	-
	Friendly Societies - Raynor Pavilion	70	5	2,838
	Friendly Societies Recreation Reserve - A. L. Lane Community Centre	108	1	184
	Friendly Societies Recreation Reserve - Bar	8	-	-
	Friendly Societies Recreation Reserve - Football Shelter (Centre)	2	-	-
	Friendly Societies Recreation Reserve - Football Shelter (East)	2	-	-
	Friendly Societies Recreation Reserve - Football Shelter (Tin)	2	-	-
	Friendly Societies Recreation Reserve - Football Shelter (West)	2	-	-
	Friendly Societies Recreation Reserve - Grandstand	3	-	-
	Friendly Societies Recreation Reserve - Holiday Actors Storage Facility	16	-	-
	Friendly Societies Recreation Reserve - Judges box	21	-	-
	Friendly Societies Recreation Reserve - Netball Pavilion	41	-	-
	Friendly Societies Recreation Reserve - Netball Shelter (North)	1	-	-
	Friendly Societies Recreation Reserve - Netball Shelter (South)	1	-	-
	Friendly Societies Recreation Reserve - S.W Club Rooms	126	14	55,903
	Friendly Societies Recreation Reserve - Ticket Box	4	-	-
	Friendly Societies Recreation Reserve - Toilet block	30	-	-
	Gem Club - Pump House	44	-	-
	Harris Street Reserve - H. I. Stephenson Pavilion Building	92	-	-
	Hockey Club - Pavilion	100	-	-
	Hopkins River Rowing Club Rooms	138	4	5,892
	Hopkins River Ski Club - Club Rooms	71	-	-



Asset Management Plan

Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Hopkins River Ski Club - Shed	7	-	-
	J. D. E. Walter Oval - Cocks Pavilion	58	1	720
	J. D. E. Walter Oval - Football Shelter (North)	2	-	-
	J. D. E. Walter Oval - Football Shelter (South)	2	-	-
	J. D. E. Walter Oval - Hetherington Pavilion	131	5	5,241
	J. D. E. Walter Oval - Netball Pavilion	25	-	-
	J. D. E. Walter Oval - Pump Shed	4	-	-
	J. D. E. Walter Oval - Scoreboard	11	-	-
	J. D. E. Walter Oval - Ticket Box	3	-	-
	Jetty Flat Pavilion	91	2	4,000
	Lake Pertobe - BBQ Shelter (Kiwanas near Slide Hill)	4	-	-
	Lake Pertobe - BBQ Shelter (Lions near Sandpit)	5	-	-
	Lake Pertobe - BBQ Shelter (near Flying Fox)	4	-	-
	Lake Pertobe - BBQ Shelter (near Maze)	4	-	-
	Lake Pertobe - BBQ Shelter (near West End)	5	-	-
	Lake Pertobe - BBQ Shelter (Rotary near Boat Hire)	5	-	-
	Lake Pertobe - Boat Hire Storage Shed (West)	7	-	-
	Lake Pertobe - Boat Hire Ticket Office (East)	8	-	-
	Lake Pertobe - East Toilet Block	64	-	-
	Lake Pertobe - West Toilet Block	59	-	-
	Merrivale Oval - Football Shelter (coaches)	7	-	-
	Merrivale Oval - Football Shelter Concrete	3	-	-
	Merrivale Oval - Netball Pavilion	50	3	3,035

Asset Management Plan

Warrnambool City Council



Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Merrivale Oval - North Oval Stairs	3	-	-
	Merrivale Oval - Scoreboard	9	-	-
	Merrivale Oval - Shed (Merrivale Dr Entrance)	2	-	-
	Merrivale Oval - W. A. Fairy Pavilion	103	2	2,660
	Merrivale Recreation Reserve: Netball Shelter	2	-	-
	Payne Reserve - Amenities Block	55	-	-
	Payne Reserve BBQ Shelter	6	-	-
	Pertobe Rd (64) - East BBQ Shelter (South Side of Road)	5	-	-
	Pertobe Rd (64) - West BBQ Shelter (South Side of Road)	5	-	-
	Pigeon Fanciers Club Rooms	29	1	299
	Pony Club - L. H. McConnell Pavilion	42	1	1,375
	R. W. Mack Oval - Football Shelter (Centre)	2	-	-
	R. W. Mack Oval - Football Shelter (North)	2	-	-
	R. W. Mack Oval - Football Shelter (South)	7	-	-
	R. W. Mack Oval - Netball Shelter	9	-	-
	R. W. Mack Oval - Pavilion	140	-	-
	R. W. Mack Oval - Scoreboard/Shelter	40	-	-
	R. W. Mack Oval - Social Club	83	4	2,045
	R. W. Mack Oval - Ticket Box	4	-	-
	Reid Oval - East Warrnambool Club Rooms	56	-	-
	Reid Oval - East Warrnambool Club Rooms Kiosk	17	-	-
	Reid Oval - East Warrnambool Club Rooms - Shed	4	-	-
	Reid Oval - Football Shelter (Centre)	2	-	-

Asset Management Plan

Warrnambool City Council



Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Reid Oval - Football Shelter (North)	3	-	-
	Reid Oval - Football Shelter South (South)	2	-	-
	Reid Oval - Grandstand	3	-	-
	Reid Oval - Henri J. Worland Pavilion	107	5	17,556
	Reid Oval - Hogan Pavilion (Umpires Rooms)	94	2	141
	Reid Oval - Maintenance Shed/Gym	9	1	822
	Reid Oval - Maintenance Shed/Gym - Metal Shed	1	-	-
	Reid Oval - Netball Shed (1 of 2) North	3	-	-
	Reid Oval - Ticket Box	10	-	-
	Reid Oval - Ticket Box (South Entrance)	4	-	-
	Reid Oval - Toilet Block (Rear of Pavilion (Male))	9	-	-
	Reid Oval - Toilets (Behind Umpires Rooms (Female))	11	-	-
	Reid Oval - Warrnambool Club Social Club Rooms	322	17	6,560
	Reid Oval Netball Pavilion	82	-	-
	Scout Hall Tooram	67	8	15,266
	Skatepark Shelter	1	-	-
	Surf Club	322	23	23,317
	Surf Club - Observation Tower	16	-	-
	Table Tennis Club - Stadium	67	-	-
	Toohey Dr - Shelter 1 (West)	2	-	-
	Toohey Dr - Shelter 2 (East)	2	-	-
	Toohey Dr - Shelter 3 (BBQ)	2	-	-
	Warrnambool Angling Club - Angling Clubrooms	53	9	7,495



Asset Management Plan

Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Warrnambool Angling Club - Toilet Block	15	1	616
	Warrnambool Angling Club - Wharf Shed	9	2	5,232
	Warrnambool Lawn Tennis Club - Tennis Club	29	1	1,000
	Warrnambool Stadium - Basketball (ARC)	299	1	1,300
	Warrnambool Stadium - Val Bertrand Netball Stadium (ARC)	145	2	4,456
Total		10,059	339	\$514,143

Asset Management Plan

Warrnambool City Council



APPENDIX E Risk Matrix - Likelihood and Consequence

The risk matrix included in Section 5.4 has been taken directly from the SPM Assets software which displays the total replacement cost of the components by the risk rating. Replacement cost figures within the matrix correspond to components that are flagged for replacement within the lifecycle expenditure forecast. Therefore, any component due to be replaced within the period of the forecast will be included within the 5 x 5 risk matrix.

The risk rating considers the likelihood of failure and the consequence of failure to produce an overall generic risk rating for each component.

Calculation of Risk

Risk = Likelihood X Consequence

The risk rating is calculated simply by multiplying the likelihood and consequence ratings.

The table below details the resulting risk scores.

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Major (4)	Medium (4)	Medium (8)	High (12)	High (16)	Extreme (20)
Moderate (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Minor (2)	Low (2)	Medium (4)	Medium (6)	Medium (8)	High (10)
Insignificant (1)	Low (1)	Low (2)	Low (3)	Medium (4)	Medium (5)

Calculation of Likelihood

Likelihood of failure is calculated on the proportion of a component's expected life remaining. The parameters used to determine the likelihood of failure are:

- Base life
- Base life upper
- Base life lower
- Assessed remaining life
- Assessed condition
- Construction year
- Survey year
- Consequence of failure criticality
- Health and Safety criticality
- Appearance criticality
- Property importance rating



Asset Management Plan

Warrnambool City Council

- Lifecycle analysis method

The likelihood of failure result is translated into a quantitative score using the table below.

Likelihood of Failure	Quantitative Score	Likelihood
> 95%	5	Almost Certain
80 - 95%	4	Probably
55 - 80%	3	Likely
35 - 55%	2	Possible
< 35%	1	Unlikely

Calculation of Consequence

The consequence rating is determined by the component criticality factors and the property importance factor. The consequence rating is a number from 1 to 25 which is translated into a qualitative score between 1 and 5 as shown in the table below.

Consequence Rating	Qualitative Score	Consequence
1 - 1.99	5	Catastrophic
2 - 4.99	4	Major
5 - 11.99	3	Moderate
12 - 19.99	2	Minor
20 - 25	1	Insignificant

Asset Management Plan

Warrnambool City Council



APPENDIX F **Disclaimer**

All figures and values within this AMP are only accurate at the time of creating the plan. The existing condition data and renewal requirements are based on the information included within the SPM Assets software (including Programs). All renewal projects are revised annually to cater for any changes in budget, risk and service requirements.



WARRNAMBOOL CITY COUNCIL

Asset Management Plan – Infrastructure Buildings



June 2020

Asset Management Plan

Warrnambool City Council



Executive Summary

The Purpose of this Asset Management Plan

The purpose of this Infrastructure Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Infrastructure building assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the building portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

Objectives of the Building Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

Alignment with ISO 55000

Council is considering the following as part of the ISO 55000 alignment:

- To effectively govern an organisation, the governing body needs assurance that their assets are well managed
- Leadership and commitment from all managerial levels is essential to successful asset management
- "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
- Your organisation determines which assets are to be included
- It is good business practice and always think about continuous improvement

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
 - Operational planning and control
 - Supporting activities
 - Control activities
 - Other related processes

SPM Assets' 7 Point Asset Planning Framework – How to be Aligned

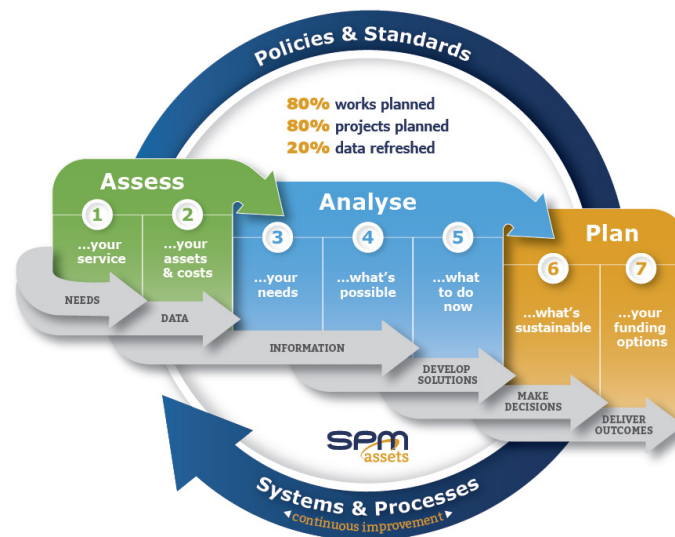


Asset Management Plan

Warrnambool City Council

The below figure illustrates a framework on how to achieve alignment and manage assets efficiently and effectively. In summary:

1. Know your services
2. Know the assets and costs needed to deliver those services
3. Know what you need (both now and into the future)
4. Know what's possible – asset and non-asset solutions
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
7. Make decisions and deliver outcomes



Asset Management Objectives

It is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

- **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.
- **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.
- **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

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Warrnambool City Council

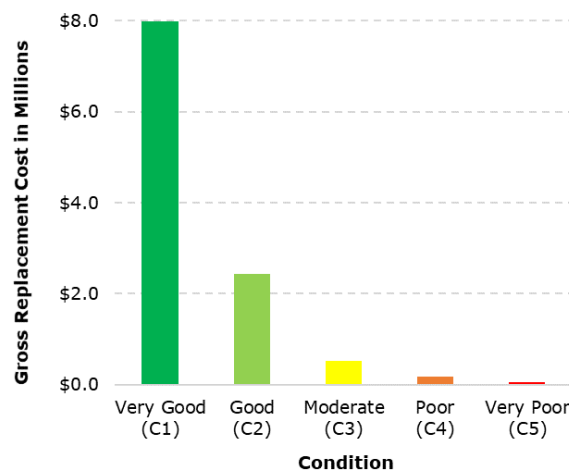


The longer-term value of this solution would be:

- Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works
- Having a more robust planned approach to your works-programme – evidence based using scientific methods
- Better knowing and managing current and future risk
- Having a well-maintained component level asset register with good confidence

Overall Condition

A total of 6,073 components for the Infrastructure buildings were visually identified and assessed with a Gross Replacement Cost (GRC) of \$11.2 million. The overall condition of these components is very good, in which 71% of components in very good condition (by value - \$8.0 million) and 22% of components in good condition (by value - \$2.4 million) as illustrated in the figure below. A further 5% are in moderate condition (by value - \$525K) while 2% of components are in a poor or very poor condition (by value - \$225K). The “residual structure” has been excluded from the data model and analysis.



The \$225K worth of components in poor or very poor condition largely relates to the following component groups:

- Interior Finishes at \$101K
- External Fabric at \$68K
- Exterior & Sundries at \$26K
- Services at \$15K
- Open Space at \$15K

Renewals and Replacements

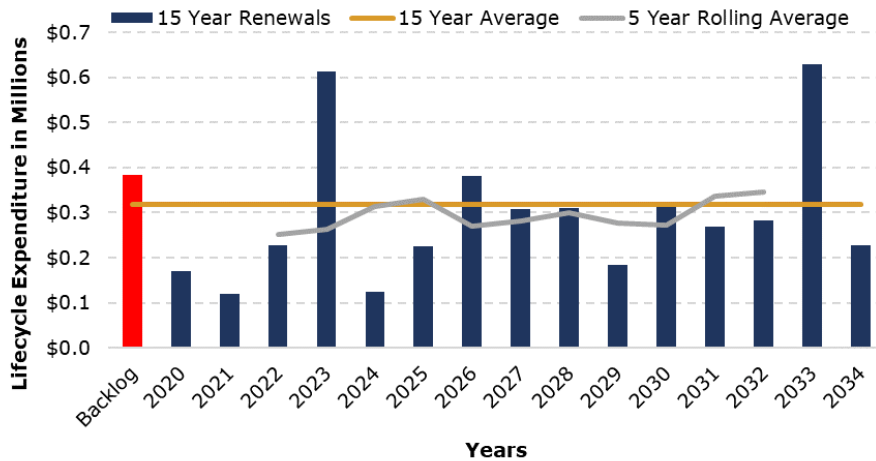
The figure below shows the forecast 15-year renewals expenditure required for all Infrastructure building subcategories, including the possible backlog. It shows that over the next 15 years \$4.8 million is required (an annual average of \$318K) to address both the backlog (a total value of \$384K)

Asset Management Plan

Warrnambool City Council



and annual lifecycle expenditure. The three highest peaks of expenditure are the backlog, 2023 and 2033.



Planned Upgrade Projects

The table below summarises the planned upgrade projects with an estimated expenditure of \$694K over the next five years (2020 – 2024) by source. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan (LTFP) and Council’s renewal planning documents.

Project Information		Expenditure (\$ Millions)					
Program Name	Source	2020	2021	2022	2023	2024	Total
Housing - Community & Residential	Renewal Planning	25,000	-	-	-	-	25,000
	Workshop	-	50,000	50,000	-	-	100,000
Other Buildings	LTFP	125,000	125,000	-	-	-	250,000
	Renewal Planning	23,980	-	-	-	-	23,980
	Workshop	-	10,000	10,000	10,000	10,000	40,000
Public Toilets	Renewal Planning	10,000	-	-	-	-	10,000
	Workshop	-	50,000	-	-	-	50,000
Strategic Property	LTFP	28,729	29,375	30,110	30,863	31,634	150,711
	Renewal Planning	24,482	-	-	-	-	24,482
	Workshop	-	20,000	-	-	-	20,000
Total		\$237,191	\$284,375	\$90,110	\$40,863	\$41,634	\$694,173

Growth Projects

In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in February 2020. These projects are solely for new buildings or extensions that have been identified as ‘wish list’ items as part of Council’s strategic planning. The



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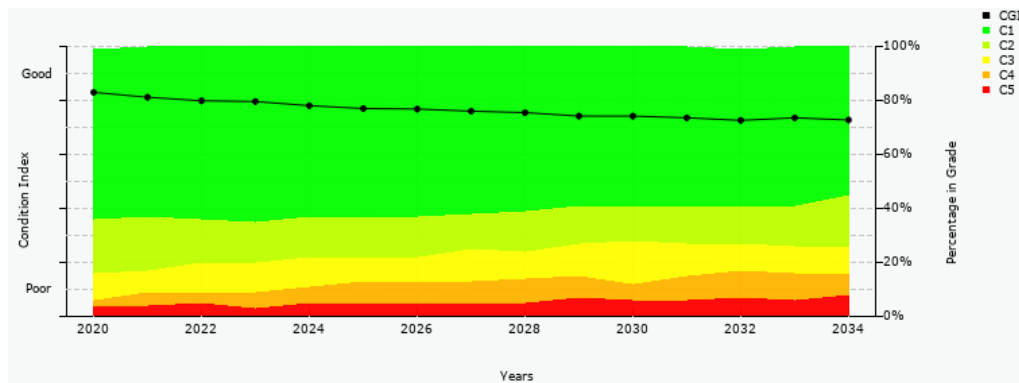
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table below lists the projects by project name and the estimated annual expenditure. The total estimated expenditure for the growth projects is \$1.7 million.

Project Information		Expenditure				
Project Name	Source	2020	2021	2022	2023	Total
Extension Lake Pertobe Public Toilet	Workshop	220,000	-	-	-	220,000
Future McGennans Public Toilet	Workshop	-	-	-	600,000	600,000
New Woodford Public Toilet	Workshop	200,000	-	-	-	200,000
Refurb Albert Park/Crammer St Public Toilet	Workshop	-	350,000	-	-	350,000
Airport Aeroclub Room Upgrade	Workshop	-	-	350,000	-	350,000
Airport - Main Hanger Renewal	Workshop	TBC	TBC	TBC	TBC	TBC
Total		\$420,000	\$350,000	\$350,000	\$600,000	\$1,720,000

Condition Forecasting – Assessed Component

Although knowing the current condition is important, a component is likely to remain in a good to very good condition for the next 10 years. While critical components will be proactively maintained to ensure the condition is kept within a defined standard. The following figure shows the forecasted condition (if the 'deferred' is addressed) over the next 15 years assuming that the components are replaced/renewed when required – the black line indicates the weighted average of condition and replacement cost.



Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. The table below shows the proportion of the Infrastructure components by their GRC and risk score in a risk matrix. It shows that approximately \$4K of components are at extreme risk and \$301K are at high risk.



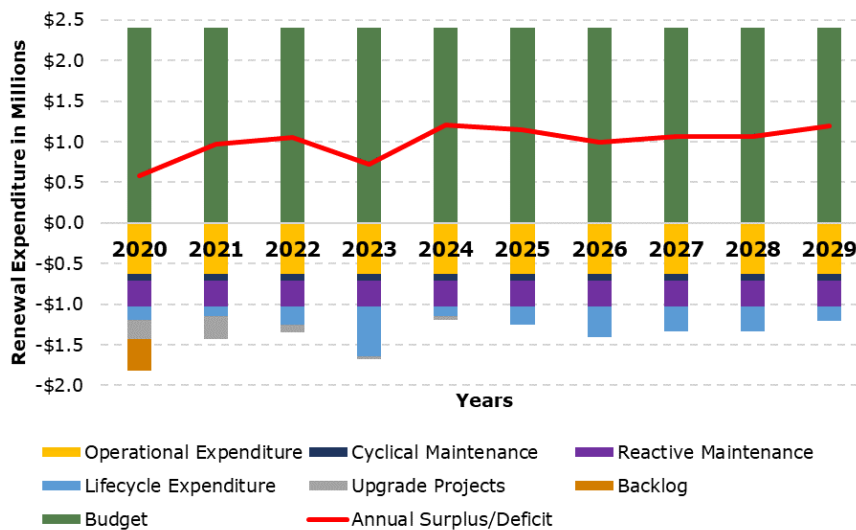
Asset Management Plan

Warrnambool City Council

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -
Major (4)	Medium (4) \$1,581,278	Medium (8) \$192,380	High (12) \$30,727	High (16) \$36,689	Extreme (20) \$3,606
Moderate (3)	Low (3) \$6,837,180	Medium (6) \$403,475	Medium (9) \$259,392	High (12) \$175,872	High (15) \$57,561
Minor (2)	Low (2) \$1,450,643	Medium (4) \$46,205	Medium (6) \$41,022	Medium (8) \$53,177	High (10) -
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Investment Scenario

As seen within the figure below, over the next 10-year period (between 2020 and 2029) an estimated \$14.0 million is required (\$1.4 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 10 years is \$24.0 million, if Council addresses all condition-based shortfalls and completes the upgrade projects there will be a surplus of \$10.0 million.



Improvement Actions

The key actions resulting from this Infrastructure Asset Management Plan are:

Data

1. Review and update the current component references and components. In particular:

Asset Management Plan

Warrnambool City Council



- a. Review criticalities of component references – appearance, consequence and safety
2. Review the list of components that are included within future iterations of the AMP
3. Review the list of components that have been identified as 'extreme risk'
4. Review the property hierarchy and structure in the SPM Assets database to ensure the correct property type has been assigned
5. Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended:
 - a. Update data form with completed works
 - b. Regular staff inspections
 - c. Three-year rolling condition surveys – targeting high importance areas
6. Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance
7. Complete valuations for the 2 buildings that currently do not have any valuation information
8. Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.

People

10. Identify who is responsible for managing and maintaining the Asset Management Plan
11. Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers

Processes

12. Agreeing on a list of primary Level of Service statements will ensure Council focuses on immediate and important needs. The list should consist of approximately 5 statements and up to 10 measures. The process in determining which statements are more important should consider strategic objectives, statutory requirements and public expectations.
13. Establishment of Quality Standard
14. Review the list of components that have been identified as extreme risk
15. Implement the 80/80/20 asset management objective over the next three years
 - a. 80% of the work completed is planned
 - b. 80% of the works program is driven from the planning process
 - c. 20% of the asset register is updated, maintained, improved and changed every year

Systems

16. Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions

Asset Management Plan

Warrnambool City Council



Table of Contents

1	Introduction	10
1.1	Purpose	10
1.2	Background	10
1.3	Alignment with ISO 55000	11
1.4	Asset Management Framework	12
1.5	Relationship with Other Planning Documents	15
1.6	AMP Structure	15
2	Asset Description	17
2.1	Overview	17
2.2	Survey Methodology	17
2.3	Property Level Information	18
2.4	Description of Components	19
2.5	PQS Assessment Results	29
3	Levels of Service	31
3.1	Overview	31
3.2	Alignment with Council's Level of Service Measures	32
3.3	Customer Levels of Service	32
3.4	Technical Levels of Service	34
4	Lifecycle Management	36
4.1	Overview	36
4.2	Renewal and Replacements	36
4.3	Upgrades	45
4.4	Growth	47
4.5	Operations Plan	50
4.6	Maintenance Plan	50
4.7	Disposals	50
5	Risk Management	51
5.1	Principles	51
5.2	Predictive Deterioration Model	51
5.3	Council's Risk Management Framework	52
5.4	Current Component Risk Matrix	52
5.5	Project Prioritisation Based on Risk	53
6	Financial Summary	54

Asset Management Plan

Warrnambool City Council



6.1 Overview	54
6.2 Assumptions.....	54
6.3 Estimated Forecast.....	54
6.4 Funding Required for Maintaining Current Assets.....	55
7 Asset Management Practices	57
7.1 Overview	57
7.2 Processes.....	57
7.3 Systems.....	58
7.4 Data	58
8 Improvement Plan	59
8.1 Improvement Programme	59
Appendices	I
APPENDIX A Glossary	I
APPENDIX B Property Quality Standards Results	I
APPENDIX C Building Quality Standard	III
APPENDIX D Critical Components in a Poor or Very Poor Condition	V
APPENDIX E Risk Matrix - Likelihood and Consequence.....	VIII
APPENDIX F Disclaimer.....	X

Asset Management Plan

Warrnambool City Council



1 Introduction

1.1 Purpose

Warrnambool City Council (Council) engaged SPM Assets Pty Ltd (SPM Assets) in December 2019 to work in a collaborative approach to improve the supporting documentation associated with sound asset management, which includes the preparation of Building Asset Management Plans (AMP) for each of its building categories – Community Facilities, Corporate & City Growth and Infrastructure. This AMP specifically focuses on the buildings managed and owned by Council that are included within the Infrastructure category.

The purpose of this Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Infrastructure building assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the building portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

This AMP demonstrates proactive management of assets, records the current and future quality shortfalls and lists the projects and initiatives required to address the shortfalls in a way that is affordable and delivers the services required by Council. The AMP is used as a tool to provide information that decisions can be based on – this is an evidence-based asset plan. It also addresses compliance with regulatory requirements and communicates forecast shortfalls or surplus in funding used to provide the required levels of service.

Objectives of the Building Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

1.2 Background

Council first licenced the SPM Assets software application in April 2014. Council undertakes cyclic visual condition assessments and manages all building assets using the SPM Assets software application. Since then SPM Assets has been engaged by Council for several projects including completing condition assessments and the development of maintenance plans and 5 year works programmes.

Asset Management Plan

Warrnambool City Council



On 6 February 2020, two workshops were held between SPM Assets and Council representatives from the Community Development and Recreation & Culture teams to discuss the current and future service specific building requirements. The attendees included:

- Manager Infrastructure Services
- Manager Facilities and Projects
- Coordinator Building Strategy & Services
- Director Corporate Strategies

1.3 Alignment with ISO 55000

ISO 55000 is a series of international standards that have been created by the International Standard Organisation (ISO) for the ongoing management of physical assets. These standards have been developed from the previously published PAS 55 standards which were developed in 2002-2004 and edited in 2008.

The ISO 55000 suite includes three standards:

- ISO 55000 – overview, principles and terminology
- ISO 55001 – management system & requirements
- ISO 55002 – guidelines on the application of ISO 55001

Important considerations:

- To effectively govern an organisation, the governing body needs assurance that their assets are well managed
- Leadership and commitment from all managerial levels is essential to successful asset management
- "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
- Your organisation determines which assets are to be included
- It is good business practice and always think about continuous improvement

Figure 1-1 lists some of the elements of an ISO 55000 Asset Management System. Understanding the hierarchy of plans and processes is essential – remembering that the ISO is more about implementing a process rather than writing an AMP – the AMP is the output of the process:

- Know your reason why – what are the services being delivered through the assets
- Policies and objectives signed off by the governing body will make the process work
- Strategic AMP – looking long term and considering capital concepts through to disposal
- AMPs – can also be longer term and more aligned with a specific service being delivered and can focus more on maintenance and renewal

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
 - Operational planning and control
 - Supporting activities
 - Control activities
 - Other related processes

Figure 1-1 Elements of an ISO 55000 Asset Management System

Asset Management Plan

Warrnambool City Council



- Implementation of the AMP and works-programmes – all roads lead to the works programme as this is what you do to make a difference
- Evaluate performance and improve processes, systems and data

Furthermore, section 2.5.3.1 of ISO 55000 states:

"An asset management system impacts the whole organisation, including its stakeholders and external service providers, and can use, link or integrate many of the organisation's activities and functions that would otherwise be managed or operated in isolation. The process of establishing an asset management system requires a thorough understanding of each of its elements and the policies, plans and procedures that integrate them. The asset management system requirements described in ISO 55001 are grouped in a way that is consistent with the fundamentals of asset management:

1. Context of the organisation (ISO 55001:2014, Clause 4)
2. Leadership (ISO 55001:2014, Clause 5)
3. Planning (ISO 55001:2014, Clause 6)
4. Support (ISO 55001:2014, Clause 7)
5. Operation (ISO 55001:2014, Clause 8)
6. Performance evaluation (ISO 55001:2014, Clause 9)
7. Improvement (ISO 55001:2014, Clause 10)

Council follows the 'asset management system' that the ISO 55000 describes. Therefore, this Asset Management Plan (AMP) summarises the outputs resulting from the process and describes the associated key inputs, assumptions, practices and systems.

1.4 Asset Management Framework

1.4.1 Overview

Warrnambool City Council has stated the following vision as outlined in their Council Plan (2017-2021):

A cosmopolitan city by the sea

The following five objectives support Council's vision:

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 advice

1.4.2 Asset Management Objectives

On 2 December 2019, Council adopted the following goals and commitments as part of their Asset Management Policy:

- Asset management will be service driven and will align with the strategic priorities and directions of the Council
- To achieve and sustain a high level of asset management maturity

Asset Management Plan

Warrnambool City Council



- To achieve certification with ISO 55000, International Standards for Asset Management
- Asset management will be integrated into corporate governance including enterprise planning, reporting and risk management frameworks and practices
- Maximise the value of Council's capital, operations and maintenance expenditures within current revenues, to optimise agreed levels of service, service delivery potential and manage related risks and costs over the entire life of infrastructure assets
- Decommission and dispose of assets that are under-utilised and no longer economically, socially or sustainably viable
- Involve and consult with the community and key stakeholders on determining service standards
- Service delivery assets will be created, acquired, maintained and rehabilitated to enable the organisation to meet its strategic service delivery goals efficiently and effectively
- Service/Asset Management Strategies and Plans will include processes which provide accountability to the community
- Allocate appropriate resources to ensure Asset Management practices can be undertaken and the timely maintenance and renewal of those assets so that 'life cycle' costs are optimised
- Accurately report on all aspects of Councils assets in terms of Operations, Maintenance, Renewal, Upgrade, Expansion and New
- Ensure that the roles and responsibilities of all asset owners, managers and users are well defined and understood. Reinforce and support asset management roles and responsibilities across the organisation at a functional level. The various key roles, responsibilities and delegations associated with service delivery and asset management is documented in the Asst Management Strategy
- Invest in appropriate and timely asset management training and development program for staff and Councillors as required
- Council will support the implementation of the Asset Management Strategy and foster a strong asset management culture across Council through a cross functional Asset Management Steering Committee

In addition to the above objectives, it is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

- **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.
- **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.
- **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

The longer-term value of this solution would be:

- Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works

Asset Management Plan

Warrnambool City Council



- Having a more robust planned approach to your works-programme – evidence based using scientific methods
- Better knowing and managing current and future risk
- Having a well-maintained component level asset register with good confidence

1.4.3 SPM Assets' 7 Point Asset Planning Framework

SPM Assets' 7 Point Asset Management Planning Framework involves all areas of business and planning processes and is aligned with ISO55000 and the International Infrastructure Management Manual (IIMM).

Figure 1-2 below illustrates the Framework, which is a service-led planning approach, i.e. it is the service needs that define the quality standards required now and into the future. The framework is founded on the IIMM principles and is structured to proactively minimise shortfalls by implementing appropriate well thought out asset management strategies. The framework is founded on a culture of continual improvement which focuses on determining the degree of criticality of the assets, to minimise the risk of failure and is based on the following:

1. Know your services
A mixture of community and residential housing, public toilets and storage facilities.
2. Know the assets and costs needed to deliver those services
Having a good knowledge of the existing assets provides the planning platform. Realising that the data can have 80% confidence and still be useful, i.e. target the high-quality information management to critical and/or high value assets.
3. Know what you need (both now and into the future)
Recognising the difference between the Levels of Service and building related Quality Standards. It's about knowing the current standards and what they could be in the future and defining and measuring the lowest level.
4. Know what's possible – asset and non-asset solutions
Comparing the current situation with the desired levels of service and quality standards will identify the current and future shortfalls that need to be addressed. Creating a range of 'possible projects' to address the shortfalls moves the process from asset planning to project planning and eventual Capital Asset Management.
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
Knowing which 'possible project' is more important than another, needs to consider its outcomes after completion, its affordability, and the risks it's managing.
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
Allocation of budgets to funded programmes ensures projects are being funded appropriately and that the renewals funding is specifically used to address replacements and renewals, thus avoiding fiscal surprises.
7. Make decisions and deliver outcomes
Decisions are made every day and the right people should be making the right decisions based on information that they can rely on. This is where the real value of capital asset management is realised, i.e. the organisation has the confidence that it is making the right decisions.

Asset Management Plan
Warrnambool City Council

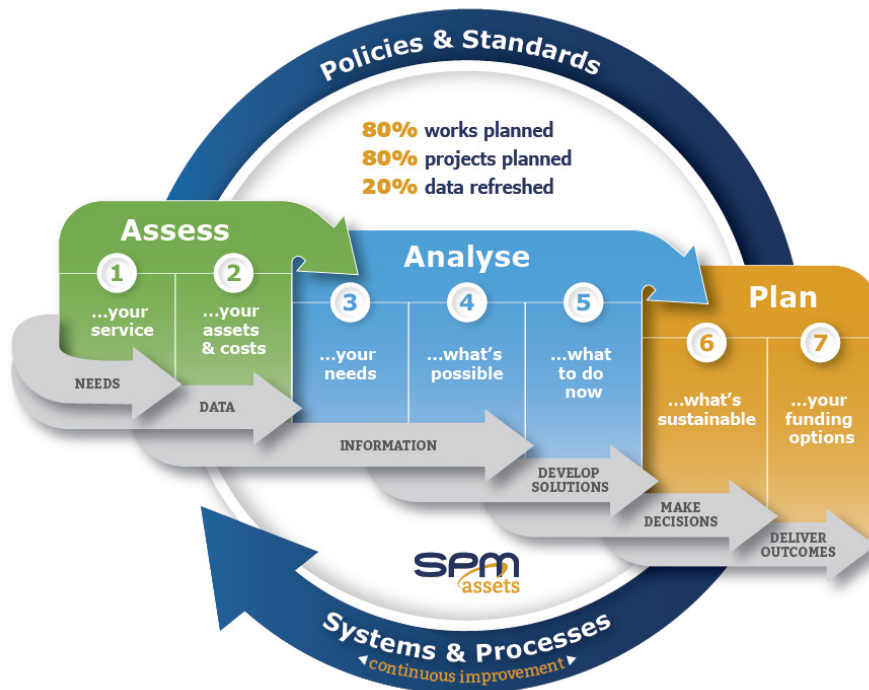


Figure 1-2 SPM Assets' 7 Point Asset Planning Framework

1.5 Relationship with Other Planning Documents

The AMP considers the following documents:

- Council Plan 2017-2021 (2019 revision)
- Asset Management Policy 2019
- Risk Management Policy 2015
- Community Services and Infrastructure Plan 2013 (CSIP)

1.6 AMP Structure

The AMP is the output of the asset management planning process. It documents the associated procedures, objectives, policies, standards, drivers, future renewal projects, lifecycle replacement projections and improvement tasks.

The AMP has been written so that any reader can understand how the assets are being considered and managed. Commentaries on renewal theories and the reasoning of renewal and maintenance policies provide the reader with the context or reason why certain practices have been implemented.

The AMP is a communication document first and foremost. It summarises the vast information held in the supporting computer systems and provides the reasoning of why maintenance and lifecycle expenditure is needed in the future. The 'nuts and bolts' detail is available directly from the management systems if the reader needs further detail of a specific asset or asset group.

Asset Management Plan

Warrnambool City Council



Council's objectives and policies are the primary driver for the asset management process and dictate all aspects of the asset management approach. This document recognises these requirements and uses SPM Assets' 7 Point Planning Framework and software applications as the primary implementation tools. In its simplest form, the asset register is populated, it is analysed, and a program of works is produced based on providing a defined 'level of service'.

Key sections of the AMP are based on the International Infrastructure Management Manual (IIMM) and are summarised as follows:

- Asset Description – summary of assets and current condition
- Levels of Service – specifies the services and levels of service to be provided by Council
- Lifecycle Management – how Council will manage its existing and future assets to provide the required services
- Risk Management – applying a risk-based analysis to the lifecycle results
- Financial Summary – what funds are required to provide the required services
- Asset Management Practices – documenting the practices that are required to maintain best practice in asset management going forward
- Asset Management Improvement Plan – what are the next steps?

Asset Management Plan

Warrnambool City Council



2 Asset Description

2.1 Overview

A total of 6,073 visually assessed building components have been picked up during the onsite building condition assessments of the 48 Infrastructure buildings. The Gross Replacement Cost (GRC) of the assessed components has been identified as \$11.2 million. Table 2-1 summarises the number of sites, properties and components for the Infrastructure category.

Table 2-1 Infrastructure – Overview					
	Building Subcategory				Total
	Housing – Community & Residential	Other Buildings	Public Toilets	Strategic Property	
No. Sites	16	10	7	1	34
No. Buildings	16	17	7	8	48
No. Property Records	177	157	38	41	413
No. Components	2,747	2,242	464	620	6,073
Gross Replacement Cost (GRC)	3,149,732	5,924,515	850,626	1,244,334	\$11,169,207
Capital Replacement Value (CRV)	6,141,282	10,831,512	1,730,200	2,182,026	\$20,885,020

Improvement Action: The total number of buildings (48) includes both buildings and properties. As part of the Improvement Plan, the property type of the Infrastructure buildings may need to be reviewed to distinguish the difference between a 'block' (building) and a property, e.g. some sheds are classified as 'blocks' (buildings) and others are a 'property'.

2.2 Survey Methodology

2.2.1 Site Assessment

A total of 48 Infrastructure building assets have been assessed between 2012 and 2019. The majority of onsite building condition assessments have been completed by experienced SPM Assets surveyors and updated and maintained by Council staff using the Mobile application of the SPM Assets software on a tablet PC device. The assessment approach that was implemented, and the SPM Assets software, have been directly aligned with ISO 55000, IIMM, NAMS Property Manual and IPWEA/NAMS Practice Note 3. The building condition assessments were conducted to identify the current condition of components, update property level information including capturing any space changes and refurbishments and answering Property Quality Standards (PQS).

Asset Management Plan

Warrnambool City Council



2.2.2 Data Model

The data model for Council’s Infrastructure building assets has been broken down into grounds, buildings, floors and room locations (ground, block, floor, and unit) so that components can be assigned to a level that work can be carried out e.g. the refurbishment of the offices on level 1.

It should be noted that the following components have been excluded from this AMP:

- Loose furniture

Improvement Action: These assets will be reviewed and may be included in future iterations of this AMP. Any projects associated with these assets will be included within the relevant board in the SPM Assets Programs application.

2.3 Property Level Information

2.3.1 Building Valuations

Table 2-2 below summarises the valuation figures for the Infrastructure building assets. The Capital Replacement Value (CRV), which is based on the rate per square metres as recommended in the Rawlinsons Australian Construction Handbook, has been calculated as \$20.9 million.

Table 2-2 Capital Replacement Values		
Building Subcategory	No. Buildings	CRV
Housing – Community & Residential	16	6,141,282
Other Buildings	15	10,831,512
Public Toilets	7	1,730,200
Strategic Property	8	2,182,026
Total	46	\$20,885,020

Improvement Action: A total of two buildings have no valuation data. As an improvement activity, a valuation for these buildings should be calculated or completed by an experienced building valuer.

2.3.2 Condition Grade Index by Building

Definition

The Condition Grade Index (CGI) is the average condition grade of assessed components weighted by their Gross Replacement Cost (GRC). A low CGI e.g. 1.5 means that the components have been assessed to be in good to very good condition whereas a high grade such as 2.3 means that the components are mainly in a poor to very poor condition. The overall CGI for Infrastructure buildings is 1.38 which indicates that most of the buildings are in a good or very good condition.

Result

Table 2-3 lists the number of Infrastructure building assets by building subcategory for each of the CGI ranges and suggests that 86% of the building assets are considered to be in either a good or very good condition and there are no Infrastructure building assets with a CGI greater than 2.6.

Asset Management Plan

Warrnambool City Council



Table 2-3 CGI of Infrastructure Buildings						
Building Subcategory	CGI Ranges					Total
	<- Very Good			Very Poor ->		
	1.0-1.4	1.4-1.7	1.7-2.2	2.2-2.6	>2.6	
Housing – Commercial & Residential	7	5	2	2	0	16
Other Buildings	11	3	1	0	0	15
Public Toilets	4	1	1	0	0	6
Strategic Property	7	1	0	0	0	8
Total	29	10	4	2	0	45
<i>Proportion</i>	64%	22%	9%	4%	0%	100%

Improvement Action: The total number of buildings where a CGI has been calculated is 45. While there are 48 buildings included in the Infrastructure, three buildings have been excluded from the CGI calculations as they have no components. It is recommended that these buildings are reassessed to ensure that all relevant components have been captured.

2.4 Description of Components

2.4.1 Component Groups and Types

Table 2-4 provides a breakdown of the number of components by building subcategory for the Infrastructure buildings. A total of 285 unique components have been assessed that identify 6,073 assets, i.e. a component can have multiple assets within a building.

Table 2-4 Building Subcategory Component Breakdown		
Building Subcategory	No. Components	Proportion (%)
Housing – Community & Residential	2,747	45%
Other Buildings	2,242	37%
Public Toilets	464	8%
Strategic Property	620	10%
Total	6,073	100%

The Gross Replacement Cost (GRC) of the assessed components has been identified as \$11.2 million. Table 2-5 and Table 2-6 summarises the GRC by component group and component type respectively. The Interior Finishes and External Fabric components have the highest GRC of \$4.5 million and \$3.8 million respectively while the Clinical Equipment components have the lowest GRC of \$2K.

Table 2-5 GRC by Component Group		
Component Group	No. Components	GRC
Exterior & Sundries	165	464,083

Asset Management Plan

Warrnambool City Council



Table 2-5 GRC by Component Group		
Component Group	No. Components	GRC
External Fabric	1,196	3,819,583
Interior Finishes	2,815	4,530,228
Open Space	123	424,175
Services	1,768	1,922,463
Structure	1	7,075
Clinical Equipment	5	1,600
Total	6,073	\$11,169,207

Table 2-6 GRC By Component Group and Type			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	55	141,215
	Paving	62	194,116
	Sundries	40	77,392
	Tanks	8	51,360
External Fabric	External Stairs	23	168,048
	External Walls	253	1,597,138
	Louvers	1	834
	Roof	523	1,217,160
	Windows & Doors	396	836,403
Interior Finishes	Ceiling Finishes	580	477,130
	Fixtures & Fittings	530	922,706
	Floor Finishes	329	542,418
	Interior Doors	535	436,780
	Interior Walls	137	1,217,334
	Wall Finishes	704	933,860
Open Space	Access	9	35,596
	Electrical	1	19,236
	Exterior Fabric	1	2,280
	Fences & Walls	79	299,346
	Furniture	1	642
	Gates	29	57,702
	Shelters	1	8,014
	Signs	2	1,359
Services	Electrical	1,003	770,914

Asset Management Plan

Warrnambool City Council



Table 2-6 GRC By Component Group and Type			
Component Group	Component Type	No. Components	GRC
	Fire Services	95	62,351
	Lifts / Hoist	1	16,032
	Mechanical	253	574,977
	Sanitary Plumbing	395	478,668
	Special Services	21	19,521
Structure	Structure	1	7,075
Clinical Equipment	First Aid	5	1,600
Total		6,073	\$11,169,207

2.4.2 Condition

Overall the assessed building components of the Infrastructure buildings are in a very good condition, in which 71% of components in very good condition (by value - \$8.0 million) and 22% of components in good condition (by value - \$2.4 million) as illustrated in Figure 2-1. A further 5% are in moderate condition (by value - \$525K) while 2% of components are in a poor or very poor condition (by value - \$225K).

The \$225K of components in poor or very poor condition largely relates to the following component groups:

- Interior Finishes at \$101K
- External Fabric at \$68K
- Exterior & Sundries at \$26K
- Services at \$15K
- Open Space at \$15K

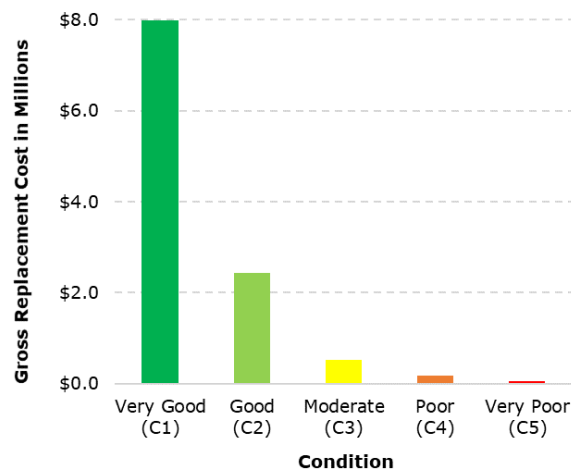


Figure 2-1 Condition Profile of Infrastructure Buildings

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2.4.3 Critical Assets

The component criticality criteria established within the SPM Assets Reference library provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level. It is based on the following criteria:

- **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
- **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the building or asset
- **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

- Consequence of Failure of **medium-high to high criticality**
- Occupational Health and Safety of **medium-high to high criticality**
- Appearance of **high criticality**

In total there are 2,668 components that fit the above criteria with a total GRC of \$6.2 million. Table 2-7 lists the critical assets by component group and type, the number of components and GRC.

Table 2-7 List of Critical Components			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	4	10,807
	Paving	56	174,000
	Sundries	8	32,158
	Tanks	7	47,160
External Fabric	External Stairs	22	167,460
	External Walls	148	1,245,847
	Roof	166	897,557
	Windows & Doors	298	803,457
Interior Finishes	Ceiling Finishes	290	339,394
	Fixtures & Fittings	189	389,111
	Floor Finishes	306	398,103
	Interior Doors	21	54,984
	Interior Walls	7	18,684
	Wall Finishes	6	4,558
Open Space	Access	8	34,496
	Electrical	1	19,236
	Exterior Fabric	1	2,280
	Fences & Walls	14	102,354
	Gates	29	57,702

Asset Management Plan

Warrnambool City Council



Table 2-7 List of Critical Components			
Component Group	Component Type	No. Components	GRC
Services	Electrical	564	527,807
	Fire Services	94	61,343
	Lifts / Hoist	1	16,032
	Mechanical	207	475,550
	Sanitary Plumbing	206	326,260
	Special Services	9	4,063
Structure	Structure	1	7,075
Clinical Equipment	First Aid	5	1,600
Total		2,668	\$6,219,078

2.4.4 Housing – Community & Residential

There are 142 unique components that describe the 2,747 assets associated with the Housing – Community & Residential subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$3.1 million. Table 2-8 details the replacement cost of assets by component group and type.

Table 2-8 GRC By Component Group and Type – Housing – Community & Residential			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	38	93,762
	Paving	37	87,808
	Sundries	23	32,804
	Tanks	1	6,300
External Fabric	External Stairs	7	31,650
	External Walls	99	259,200
	Roof	252	385,252
	Windows & Doors	203	279,495
Interior Finishes	Ceiling Finishes	290	163,326
	Fixtures & Fittings	218	351,599
	Floor Finishes	157	140,873
	Interior Doors	280	235,089
	Interior Walls	6	12,961
	Wall Finishes	341	354,812
Open Space	Access	1	530
	Fences & Walls	49	105,913
	Gates	12	12,145
Services	Electrical	441	237,047
	Fire Services	13	5,577

Asset Management Plan

Warrnambool City Council



Table 2-8 GRC By Component Group and Type – Housing – Community & Residential			
Component Group	Component Type	No. Components	GRC
	Mechanical	99	166,243
	Sanitary Plumbing	175	186,278
	Special Services	5	1,068
Total		2,747	\$3,149,732

Overall the components are in a very good condition with 59% of components in very good condition (by value - \$1.9 million) and 28% of components in good condition (by value - \$879K) as illustrated in Figure 2-2. A further 9% are in moderate condition (by value - \$297K) and 4% in poor or very poor condition (by value - \$116K).

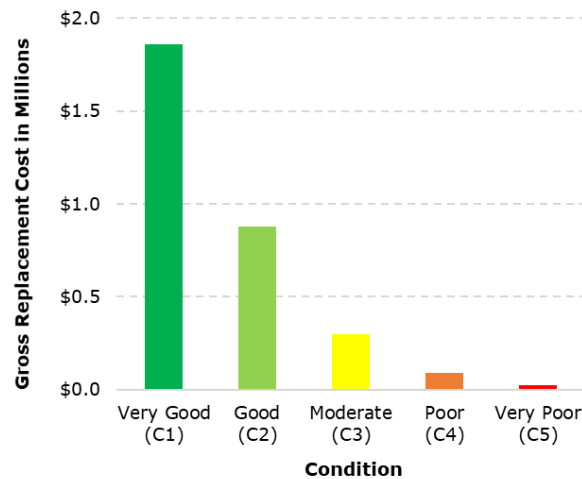


Figure 2-2 Condition Profile of Housing – Community & Residential

The \$116K of components in poor or very poor condition largely relate to the following component groups.

- Interior Finishes - \$48K
 - Comm House Residence – Unit 2/14 Henry St - \$28K
- Exterior & Sundries - \$26K
 - Comm House Residence – Unit 2/14 Henry St - \$8K
 - Comm House Residence – 84 Landmann St - \$7K
- External Fabric - \$23K
 - Residence – 36 Koroit St - \$7K

2.4.5 Other Buildings

There are 226 unique components that describe the 2,242 assets associated with the Other Buildings subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$5.9 million. Table 2-9 details the replacement cost of assets by component group and type.

Asset Management Plan

Warrnambool City Council



Table 2-9 GRC By Component Group and Type – Other Buildings			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	8	33,560
	Paving	15	70,808
	Sundries	13	41,687
	Tanks	2	6,300
External Fabric	External Stairs	15	134,718
	External Walls	87	944,192
	Louvers	1	834
	Roof	139	535,941
	Windows & Doors	120	397,101
Interior Finishes	Ceiling Finishes	210	230,759
	Fixtures & Fittings	190	426,420
	Floor Finishes	119	299,464
	Interior Doors	181	151,782
	Interior Walls	108	1,089,041
	Wall Finishes	262	404,111
Open Space	Access	5	31,806
	Exterior Fabric	1	2,280
	Fences & Walls	21	132,271
	Furniture	1	642
	Gates	13	41,768
	Signs	1	510
Services	Electrical	412	402,880
	Fire Services	70	51,620
	Lifts / Hoist	1	16,032
	Mechanical	108	330,194
	Sanitary Plumbing	121	121,698
	Special Services	14	18,061
Structure	Structure	1	7,075
Clinical Equipment	First Aid	3	960
Total		2,242	\$5,924,515

Overall the components are in a very good condition with 76% of components in very good condition (by value - \$4.5 million) and 20% of components in good condition (by value - \$1.2 million) as illustrated in Figure 2-3. A further 3% are in moderate condition (by value - \$166K) and less than 1% in poor or very poor condition (by value - \$46K).

Asset Management Plan

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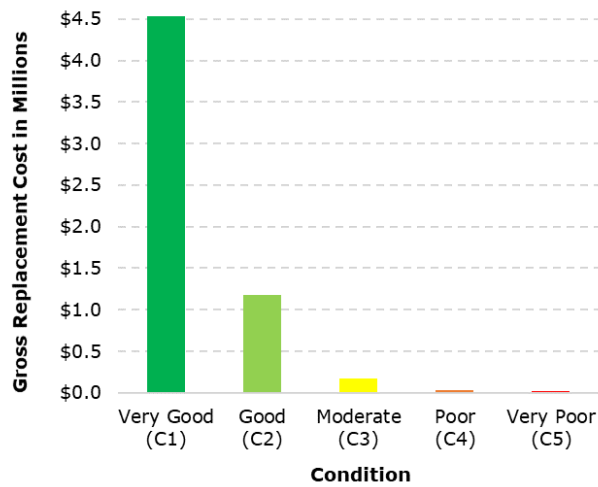


Figure 2-3 Condition Profile of Other Buildings

The \$46K of components in poor or very poor condition largely relate to the following component groups.

- Interior Finishes - \$34K
 - RSPCA – Dog/Cat Runs - \$11K

2.4.6 Public Toilets

There are 109 unique components that describe the 464 assets associated with the Public Toilets subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$851K. Table 2-10 details the replacement cost of assets by component group and type.

Table 2-10 GRC By Component Group and Type – Public Toilets			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	8	13,093
	Paving	3	19,400
	Sundries	4	2,901
	Tanks	3	19,140
External Fabric	External Stairs	1	1,680
	External Walls	29	117,036
	Roof	47	99,374
	Windows & Doors	22	31,316
Interior Finishes	Ceiling Finishes	32	26,198
	Fixtures & Fittings	69	49,543
	Floor Finishes	22	39,296
	Interior Doors	29	23,000

Asset Management Plan

Warrnambool City Council



Table 2-10 GRC By Component Group and Type – Public Toilets			
Component Group	Component Type	No. Components	GRC
	Interior Walls	14	104,510
	Wall Finishes	35	92,279
Open Space	Fences & Walls	1	1,460
	Gates	1	942
	Signs	1	849
Services	Electrical	48	41,051
	Mechanical	20	21,478
	Sanitary Plumbing	75	146,080
Total		464	\$850,626

Overall the components are in a very good condition with 70% of components in very good condition (by value - \$594K) and 25% of components in good condition (by value - \$211K) as illustrated in Figure 2-4. A further 2% are in moderate condition (by value - \$18K) and 1% in a poor or very poor condition (by value - \$28K).

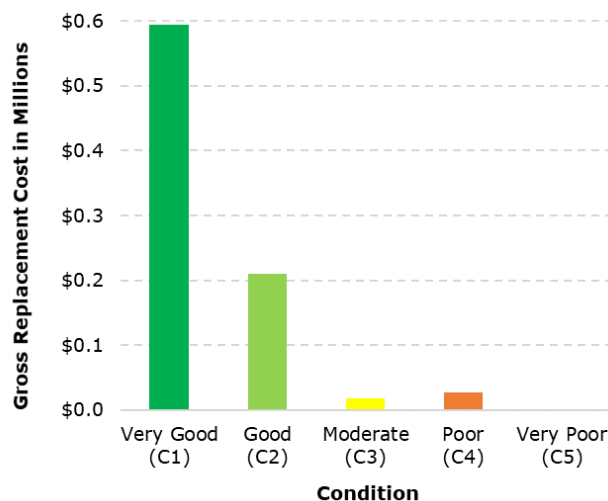


Figure 2-4 Condition Profile of Public Toilets

The \$28K of components in poor or very poor condition largely relate to the following component groups.

- External Fabric - \$23K
 - \$23K – Stingray Bay – Toilet Block

2.4.7 Strategic Property

There are 123 unique components that describe the 620 assets associated with the Strategic Property subcategory. The Gross Replacement Cost (GRC) of the assessed components is \$1.2

Asset Management Plan

Warrnambool City Council



million. Table 2-11 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-11 GRC By Component Group and Type – Strategic Property			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	1	800
	Paving	7	16,100
	Tanks	2	19,620
External Fabric	External Walls	38	276,710
	Roof	85	196,593
	Windows & Doors	51	128,491
Interior Finishes	Ceiling Finishes	48	56,847
	Fixtures & Fittings	53	95,144
	Floor Finishes	31	62,785
	Interior Doors	45	26,909
	Interior Walls	9	10,822
	Wall Finishes	66	82,658
Open Space	Access	3	3,260
	Electrical	1	19,236
	Fences & Walls	8	59,702
	Gates	3	2,847
	Shelters	1	8,014
Services	Electrical	102	89,936
	Fire Services	12	5,154
	Mechanical	26	57,062
	Sanitary Plumbing	24	24,612
	Special Services	2	392
Clinical Equipment	First Aid	2	640
Total		620	\$1,244,334

Overall the components are in a very good condition with 80% of components in very good condition (by value - \$994K) and 14% of components in good condition (\$172K) as illustrated in Figure 2-5. A further 4% are in moderate condition (by value - \$44K) and 3% in a poor or very poor condition (by value - \$35K).

Asset Management Plan

Warrnambool City Council

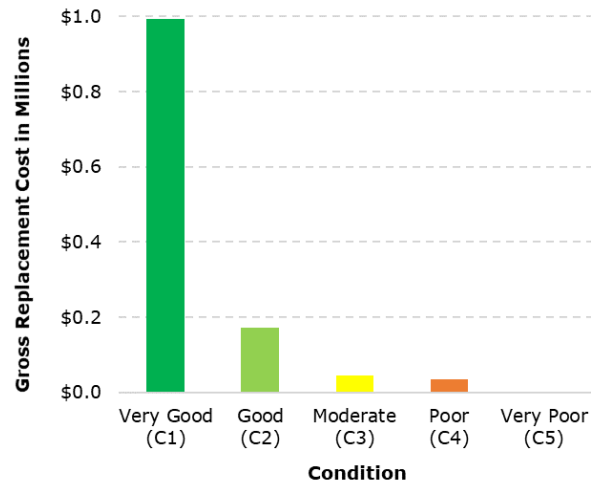


Figure 2-5 Condition Profile of Strategic Property

The \$35K of components in poor or very poor condition largely relate to the following component groups.

- External Fabric – \$19K
 - Airport – Hanger (Leased to Airapply) - \$18K
- Interior Finishes - \$14K
 - Airport – Residence (Rate Payer Warrnambool Aerodrome Committee) - \$13K

2.5 PQS Assessment Results

The functionality and performance of each building asset within Council’s Infrastructure portfolio has been reviewed and measured using the Property Quality Standard (PQS) process, described in IPWEA/NAMS Practice Note #3. Adopting the PQS mechanism enables the measurement of ‘level of service’ statements and identification of backlogs. Future scoped projects would address these backlogs and as such, the PQS mechanism will provide a way to prioritise works.

Each PQS question has an ‘answer definition’ that allows the surveyor to determine the level of service, which will in turn produce a cost if the question fails the standard. This means that the Council can vary the standards so that the cost to achieve a desired standard can easily be modelled. Refer to APPENDIX B for the full list of PQS questions.

Applying PQS to buildings and keeping the data up to date will identify quality shortfalls that will need to be addressed through asset and non-asset initiatives.

For Council’s building assets, the following set list of categories of PQS statements were used to identify potential shortfalls associated with the following categories:

- Risk
 - Injury/Illness
 - Risk Exposures
- Services

Asset Management Plan

Warrnambool City Council



- Accessible
- Functional
- Healthy
- Quality
- Safety
- Sustainability

Note: All PQS statements are aligned to today's standards. Any failures of PQS statements needs to take into consideration that building assets would have been built in accordance with standards at that time.

2.5.1 PQS Assessment Results

A total of 45 Infrastructure buildings underwent the PQS assessment. Table 2-12 summarises the results of by statement category. Overall, the buildings comply with 96.6% of the PQS statements.

Table 2-12 PQS Results by Category					
PQS Category 1	PQS Category 2	Fail	Pass	Total	Pass %
Risk	Injury/Illness	1	209	210	99.5%
	Risk Exposures	1	125	126	99.2%
Services	Accessible	10	158	168	94.0%
	Functional	13	239	252	94.8%
	Healthy	7	287	294	97.6%
	Quality	8	244	252	96.8%
	Safety	1	41	42	97.6%
	Sustainable	14	280	294	95.2%
Total		55	1,583	1,638	96.6%

Improvement Action: It is recommended that PQS assessments are carried out on all Infrastructure buildings to identify potential functionality and performance shortfalls. It also recommended that costs are calculated to rectify any issues identified by the PQS assessments.

Asset Management Plan
Warrnambool City Council



3 Levels of Service

3.1 Overview

Understanding the desired levels of service of a building within a fixed asset portfolio is fundamental in order to match assets to service delivery objectives. These asset related requirements are documented in a 'Level of Service Statement' which should align with the organisation's objectives.

The factors affecting levels of service of any organisation can be broken into three broad categories.

1. **Customer requirements:** The expectations of the customer served by the organisation through the utilisation of the asset.
2. **Legislative requirements:** The mandatory provisions or standards set by local, national or international bodies that govern asset utilisation, particularly in terms of various issues affecting the general public.
3. **Strategic goals:** Broad framework-based management directives consistent with the organisation goals and values stated in policies, objectives, and the user asset management plans

The Level of Service statement is the basis for the assessment of the portfolio and the long-term financial planning of operational and capital expenditure. According to this statement, the asset plan targets expenditure to address immediate shortfalls (deferred renewals/backlog) and future requirements as planned expenditure.

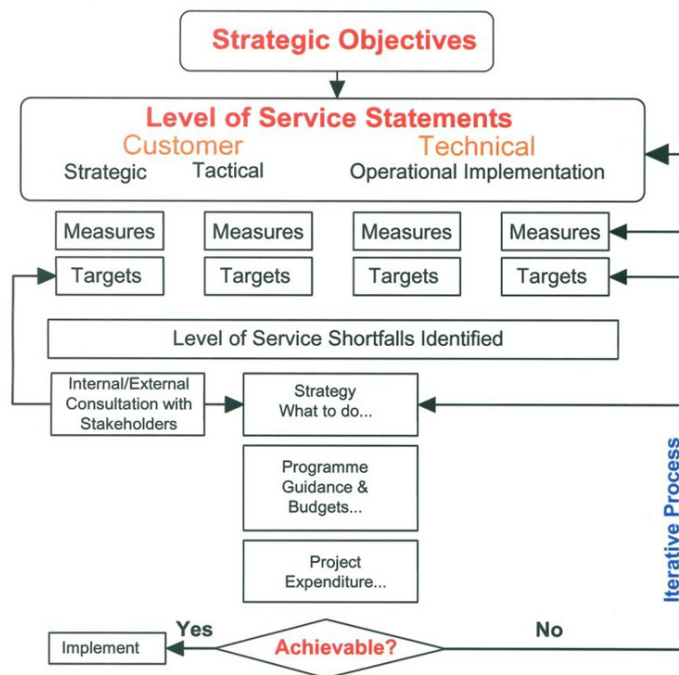


Figure 3-1 Level of Service Process Flow



Asset Management Plan

Warrnambool City Council

The key principles are:

- Clearly defined strategic objectives
- In support of the strategic objectives, an understanding of the difference between technical and customer related objectives
- Defined targets
- Statement of how the performance will be measured against the targets
- Current performance measurement against the level of service to identify the shortfalls

3.2 Alignment with Council’s Level of Service Measures

In the ‘service-led asset planning’ context, the assets are in place to provide for the people that deliver the service. For example, to deliver services to the community, a local government needs operational buildings. This section defines the services being provided by the organisation.

Establishing both customer and technical level of service standards is a challenging process that often takes several years to complete. Council will need to undertake customer surveys to identify the community’s expectations and use this information to establish the ‘customer’ level of service standards for the provision of community services associated with buildings.

The customer level of service standard identifies the type and number of buildings required to deliver community services and achieve strategic objectives, whereas the technical level of service standards identify the quality of the individual buildings considering function, condition and energy efficiency as examples.

3.3 Customer Levels of Service

3.3.1 Current Strategic Levels of Service

Council’s current strategic levels of service are outlined in Table 3-1 below.

Table 3-1 Strategic Levels of Service				
Strategic Goal	Outcomes	Activities	Measures	Benchmark

3.3.2 Future Strategic Levels of Service

As the population of Warrnambool City is expected to grow over the next 16 years, from a forecast of 36,575 in 2020 to 46,210 in 2036 (Source: .id the population experts), there will be greater demand for access to Council’s Infrastructure building assets. Figure 3-2 below illustrates the expected population growth of Warrnambool City over a 20-year period (2016-2036).

Asset Management Plan
Warrnambool City Council

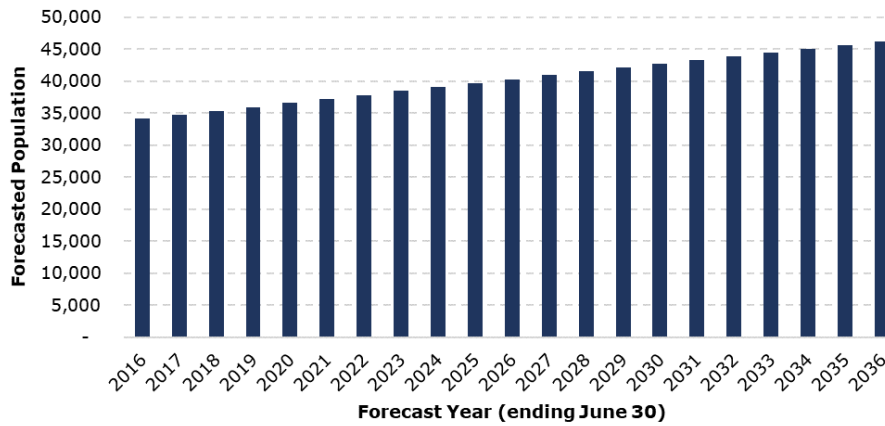


Figure 3-2 Forecasted Population for Warrnambool City (2016- 2036)

As stated in the Community Services and Infrastructure Plan 2013 (CSIP), there is expected to be a 35% increase in the number of people across all age groups. Table 3-1 lists the expected changes in the age groups of Warrnambool City between 2016 and 2036.

Table 3-2 Warrnambool City - Total Persons ¹ between 2016 and 2036								
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
0 to 4	2,085	6.1	2,679	6.6	3,053	6.6	968	46.4
5 to 9	2,196	6.4	2,696	6.7	3,084	6.7	888	40.4
10 to 14	2,080	6.1	2,587	6.4	3,063	6.6	983	47.3
15 to 19	2,286	6.7	2,579	6.4	2,993	6.5	707	30.9
20 to 24	2,355	6.9	2,504	6.2	2,879	6.2	524	22.3
25 to 29	2,315	6.8	2,426	6.0	2,688	5.8	373	16.1
30 to 34	1,984	5.8	2,456	6.1	2,724	5.9	740	37.3
35 to 39	1,939	5.7	2,522	6.3	2,825	6.1	886	45.7
40 to 44	2,069	6.0	2,445	6.1	2,849	6.2	779	37.7
45 to 49	2,251	6.6	2,361	5.9	2,807	6.1	556	24.7
50 to 54	2,207	6.4	2,343	5.8	2,687	5.8	480	21.7
55 to 59	2,182	6.4	2,382	5.9	2,571	5.6	389	17.8
60 to 64	2,032	5.9	2,259	5.6	2,454	5.3	422	20.8
65 to 69	1,893	5.5	2,147	5.3	2,384	5.2	491	25.9
70 to 74	1,451	4.2	1,920	4.8	2,176	4.7	725	50.0
75 to 79	1,098	3.2	1,660	4.1	1,915	4.1	817	74.4
80 to 84	857	2.5	1,181	2.9	1,521	3.3	663	77.4

¹ Source: .id, the population experts

Asset Management Plan

Warrnambool City Council



Table 3-2 Warrnambool City - Total Persons ¹ between 2016 and 2036								
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
85 and over	964	2.8	1,175	2.9	1,537	3.3	573	59.4
Total	34,243	100%	40,323	100%	46,209	100%	11,966	34.9%

In order to meet the increased demand for Infrastructure building assets and access to their related services, Council will need to adopt a customer level of service to increase the number of housing, public toilets and strategic property buildings or update the current buildings to be multi-purpose.

3.4 Technical Levels of Service

3.4.1 Setting a Building Quality Standard

In Table 3-3 below, an indicative building quality standard for Council's 48 Infrastructure building assets has been established. This indicative standard includes both a CGI target and a maintenance target, measured in an annual percentage spend against the Capital Replacement Value (CRV).

Improvement Action: The building standard assigned to the buildings is for the purpose of the analysis of this report. The actual quality standard needs to be reviewed and assigned to each buildings based on Council's policies and standards and the level of service for each of the buildings.

Table 3-3 Building Quality Standard Definition		
Standard	Building Type	Definitions
A	Heritage/Local Significance	CGI < 1.7, Maintenance > 0.5%
		No backlog. Noncritical assets can be in a moderate condition. Regular preventative maintenance.
B	Administration Aquatic Centres Childcare Commercial Community Centres Libraries Public Halls	CGI < 2.0, Maintenance > 0.4%
		No backlog. Noncritical assets can be in a moderate to poor condition. Regular preventative maintenance.
C	Recreational Toilet Blocks	CGI < 2.2, Maintenance > 0.3%
		Some backlog allowed for non-critical assets. Selected assets will undergo reactive maintenance, preventative planned maintenance to be utilised otherwise.
D	Depot Storage Utilities	CGI < 2.5, Maintenance > 0.25
		High backlog allowed for non-critical assets. The majority of assets will undergo reactive maintenance, preventative planned maintenance to be limited.

Table 3-4 lists the two Infrastructure buildings which have not met the building quality standards as outlined in Table 3-3. The results for all Infrastructure buildings have been included in APPENDIX C.

Asset Management Plan

Warrnambool City Council



Table 3-4 Condition of Community Facility Buildings				
Subcategory	Building Name	Standard	CGI	Result
Housing - Community & Residential	Comm House Residence - Unit 2/14 Henry St	B	2.50	Fail
	Residence - 26 Garden St	B	2.45	Fail

3.4.2 Critical Assets in a Poorer Condition

For the purpose of this AMP a further generic quality standard has been applied to all Infrastructure buildings that relates to the condition of critical components. In order to meet the quality standard a building is required to have all critical components in a moderate condition or better. No functional or compliance targets have been included in this AMP. Each building considered has had this Quality Standard applied so that the level of works required to achieve the standard can be determined.

Table 3-3 summarises the results of applying the Quality Standard based on the definition described above. See APPENDIX D for detailed results relating to each Infrastructure building.

All building subcategories have critical components in a poor and very poor condition as shown in Table 3-3 below. A total of 83 critical components have been assessed to be in a poor or very poor condition with a replacement cost of \$135K. The most significant subcategories in terms of critical components identified to be in a poor or very poor condition by replacement cost are the Housing – Community & Residential at \$61K and the Strategic Property at \$31K.

Table 3-5 Result of Quality Standard for Critical Components			
Building Subcategory	No. Critical Components	Critical Components in Poor or Very Poor Condition	
		No.	GRC
Housing – Community & Residential	1,138	55	60,640
Other Buildings	1,021	20	17,510
Public Toilets	218	4	26,112
Strategic Property	291	4	30,673
Total	2,668	83	\$134,936



Asset Management Plan

Warrnambool City Council

4 Lifecycle Management

4.1 Overview

The strategy of lifecycle management is to maintain the assets to a level that meets the quality standards and asset management objectives in a way that minimises risk. Council achieves this through the following traditional lifecycle management process:

- **Renewal and replacements** – informed by the lifecycle analysis reports from the SPM Assets software. The Project-Planning module would be used to apply levels of service standards at each site resulting in planned-projects. Moving from a component level analysis to a project level decision making process. This includes resulting risk ratings to prioritise the timing of future projects.
- **Upgrades** – the resulting projects that have been included within the 'Building Renewal/Replacement Board – 2020' board in the SPM Assets Program application. These projects are based on Council's policies and budgets.
- **Growth** – these are likely to be driven by the 'future demand' analysis and at this stage, and simply list any new buildings or extensions that are identified in current Council planning documents. These projects are included in the 'Building Growth and Improvement Board – 2020 AMP' board within the SPM Assets Program application.
- **Operations** – servicing and inspections of essential services driven by the Building Code of Australia, and annual cost components such as power usage and cleaning.
- **Maintenance** – Council developed preventative maintenance regimes plus reactive maintenance budgets – both balanced with lifecycle renewals to optimise the overall cost of caring for the building.
- **Disposals** – consider implementing a business rule for building disposals plus current Council strategy documents that may identify future strategic disposals. The business rule could be for example – if the calculated renewal costs plus maintenance and operational costs (over 10 years) are more than 30% of the Capital Replacement Value of the building, then consider the building for disposal or major refurbishment.

Section 4.2.1 details the methods in which an asset's lifecycle is calculated within the SPM Assets database.

4.2 Renewal and Replacements

4.2.1 Predictive Deterioration Models Applied

The data collected through the condition survey process has been analysed using 'age', 'condition' and 'condition-age' based analysis to determine the likely remaining life of each component. The analysis considers the parameters illustrated in Figure 4-1 and is largely influenced by the base life range, the KPI score, age and the assessed condition grade. It is important that the analysis theory as detailed below is understood.

- **Age Based:** - Determines the remaining life considering the base life range, criticality and component age. Condition or the assessed remaining life is not considered. This can be the most effective algorithm for plant and equipment style components. The likely replacement year equals the construction year plus calculated base life. For example, a component that was installed in 1998 with a 15-year calculated base life would most likely require replacement in 2013. As it is currently 2020, it would be 7 years overdue

Asset Management Plan
Warrnambool City Council



- for replacement. However, if the component is non-critical, this could be acceptable, and it could be allowed to run to failure.
- **Condition Based:** - An asset has a base life range, i.e. it's expected to be fully renewed or totally replaced at some point within this range. The calculated base life is determined by applying the resulting KPI score to the base life range, i.e. if the asset is critical then the calculated base life is likely to be closer to the lower end of the range whereas if it is non-critical, then it will be closer to the upper end of the range.
 - **Condition-Age Based:** - the remaining life generated by the Condition-Age algorithm is influenced by the age of the component, i.e. if an asset has been assessed to be in a very good condition and is old then the remaining life is calculated from the end of the condition grade 1 band. This significantly influences the remaining life of assets assessed to be in a very good and good condition. This algorithm has been applied to various structural and mechanical services assets.

Of the 6,073 components for the Infrastructure building assets in the SPM Assets database, the following breakdown of deterioration models has been applied:

- 5,972 components use the Condition based model
- 63 components use the Condition-Age based model
- 38 components use the Age based model

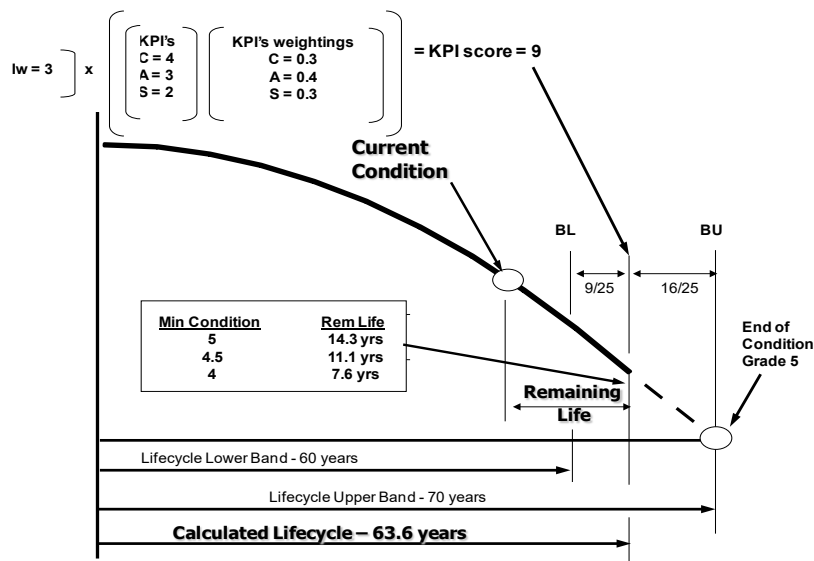


Figure 4-1 Principles of the predictive model

4.2.2 Determining Backlog Renewals

The backlog renewal position has been determined based on any component that has a calculated year of replacement prior to 2020. There are a large number and value of assets that are in a backlog position based on this rule, which is summarised in Table 4-1 by component group and component type. The total calculated backlog for the Infrastructure buildings is \$384K, with the majority being associated with Interior Finishes (\$187K), External Fabric (\$92K) and Services (\$42K). The majority of the assets with a calculated year of replacement prior to 2020 are those that were

Asset Management Plan

Warrnambool City Council



assessed as being in a poor or very poor condition, while some are in good or moderate condition but have a short overall base life.

Table 4-1 Potential Backlog by Component Group and Type			
Component Group	Component Type	No. of Instances	Calculated Backlog
Exterior & Sundries	Misc.	5	13,784
	Paving	2	4,500
	Sundries	6	13,860
External Fabric	External Stairs	1	1,152
	External Walls	19	49,814
	Roof	20	34,522
	Windows & Doors	15	6,814
Interior Finishes	Ceiling Finishes	14	3,536
	Fixtures & Fittings	15	42,365
	Floor Finishes	32	53,113
	Interior Doors	28	6,790
	Interior Walls	1	16,826
	Wall Finishes	66	64,294
Open Space	Access	1	106
	Fences & Walls	6	21,930
	Gates	2	8,007
Services	Electrical	4	918
	Fire Services	3	1,287
	Mechanical	19	24,073
	Sanitary Plumbing	27	15,827
	Special Services	2	356
Total		288	\$383,874

4.2.3 Portfolio Renewal Forecast

Figure 4-2 shows the forecast 15-year renewals expenditure required for all Infrastructure building subcategories, including the possible backlog. It shows that over the next 15 years \$4.8 million is required (an annual average of \$318K) to address both the backlog (a total value of \$384K as detailed in Section 4.5.2), and annual lifecycle expenditure. The three highest peaks of expenditure are the backlog, 2023 and 2033.



Asset Management Plan

Warrnambool City Council

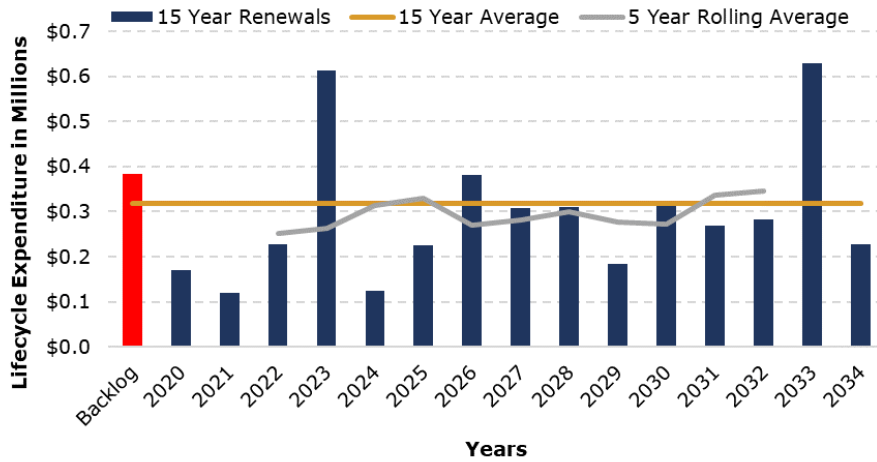


Figure 4-2 Renewal Forecasts over 15 years for all Infrastructure Buildings

It is important to recognise that the lifecycle projections are the raw results from the predictive model in the SPM Assets software and will need to be further modelled to determine pragmatic projects that align with the available funding.

4.2.4 Renewal Forecasts by Building Subcategory

Housing – Community & Residential

Figure 4-3 shows the forecast 15-year renewals expenditure required for the Housing – Community & Residential subcategory, including possible backlog. The forecast renewal expenditure is \$1.7 million over the next 15 years, with an average annual expenditure of \$113K. The backlog for this building subcategory is \$134K. The three highest years of expenditure are 2023, 2026 and 2033.

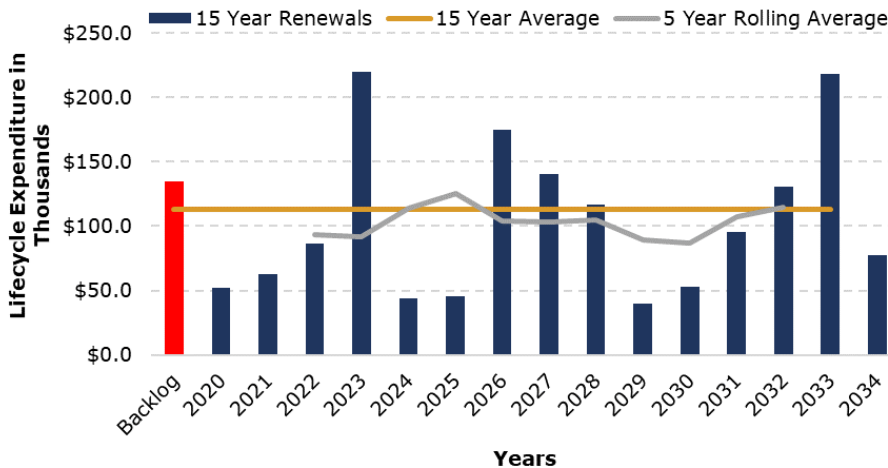


Figure 4-3 Renewal Forecasts for Housing – Community & Residential

Asset Management Plan

Warrnambool City Council



The main contributors to the top three annual peaks in lifecycle expenditure are the following:

- Year 2023:
 - Comm House Residence – Unit 1/14 Henry St
 - The replacement of the ceiling paint - \$6K
 - The replacement of the internal wall paint - \$6K
 - Comm House Residence – 45 Merrivale Dr
 - The replacement of the ceiling paint - \$8K
 - The replacement of the internal wall paint - \$7K
- Year 2026:
 - Residential Property – 36 Koroit St
 - The replacement of the garden/tool shed - \$11K
 - Comm House Residence – 2 Vickers Dr
 - The replacement of the kitchen joinery - \$11K
 - Comm Residence – 8 Henry St
 - The replacement of the sliding wardrobe doors - \$9K
 - Comm House Residence – Unit 1/14 Henry St
 - The replacement of the kitchen joinery - \$10K
 - Comm House Residence – 82 Landmann St
 - The replacement of the kitchen joinery - \$11K
 - Comm House Residence – 137 Morriss Rd
 - The replacement of the kitchen joinery - \$10K
- Year 2033:
 - Comm House Residence – 12 Henry St
 - The replacement of the concrete tile roofing - \$10K
 - Comm House Residence – 15 McKiernan Rd
 - The replacement of the concrete tile roofing - \$11K
 - Comm House Residence – 41 Merrivale Dr
 - The replacement of the concrete tile roofing - \$10K

Other Buildings

Figure 4-4 shows the forecast 15-year renewals expenditure required for the Other Buildings subcategory, including possible backlog. The forecast renewal expenditure is \$2.2 million over the next 15 years, with an average annual expenditure of \$148K. The backlog for this building subcategory is \$195K which is the largest peak of expenditure. The three highest peaks of expenditure occur in 2023, 2030 and 2033.

Asset Management Plan

Warrnambool City Council

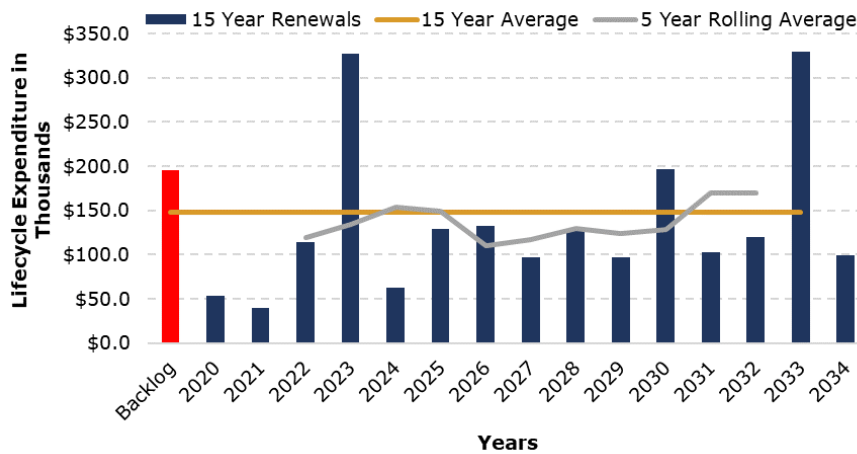


Figure 4-4 Renewal Forecasts for Other Buildings

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

- Year 2023:
 - Alveston
 - The replacement of the boilers - \$117K
 - The replacement of the internal wall paint - \$54K
 - The replacement of the ceiling paint - \$35K
 - The replacement of the vinyl flooring - \$27K
 - RSPCA
 - The replacement of the vinyl flooring - \$9K
 - SES Building
 - The replacement of the internal wall paint - \$15K
- Year 2030:
 - Alveston
 - The replacement of the Colorbond roofing - \$45K
 - SES Building
 - The replacement of the Colorbond roofing - \$45K
 - RSPCA
 - The replacement of the Colorbond roofing - \$13K
 - The replacement of the shelving - \$11K
 - Scott St Depot – Workshop Store Building
 - The replacement of the hoist - \$16K
 - The replacement of the metal roller doors - \$10K
 - Mozart Hall
 - The replacement of the bench seating - \$19K
- Year 2033:
 - Alveston



Asset Management Plan

Warrnambool City Council

- The replacement of the internal wall paint - \$54K
- The replacement of the ceiling paint - \$35K
- RSPCA
 - The replacement of the ducted split air conditioning unit - \$26K
 - The replacement of the chain wire fence - \$22K
 - The replacement of the asphalt/sealed areas - \$15K
- Scott St Depot – Amenities Building
 - The replacement of the vinyl flooring - \$28K
 - The replacement of the card readers - \$14K
- Scott St Depot Parks & Gardens Shed
 - The replacement of the Colorbond Roofing - \$35K
- Lyndoch Jetty Shed
 - The replacement of the balustrade - \$24K
- SES Building
 - The replacement of the internal wall paint - \$15K

Public Toilets

Figure 4-5 shows the forecast 15-year renewals expenditure required for the Public Toilets subcategory, including possible backlog. The forecast renewal expenditure is \$313K over the next 15 years, with an average annual expenditure of \$21K. The backlog for this building subcategory is \$10K. The largest annual peaks for this subcategory are in 2020, 2029 and 2031.

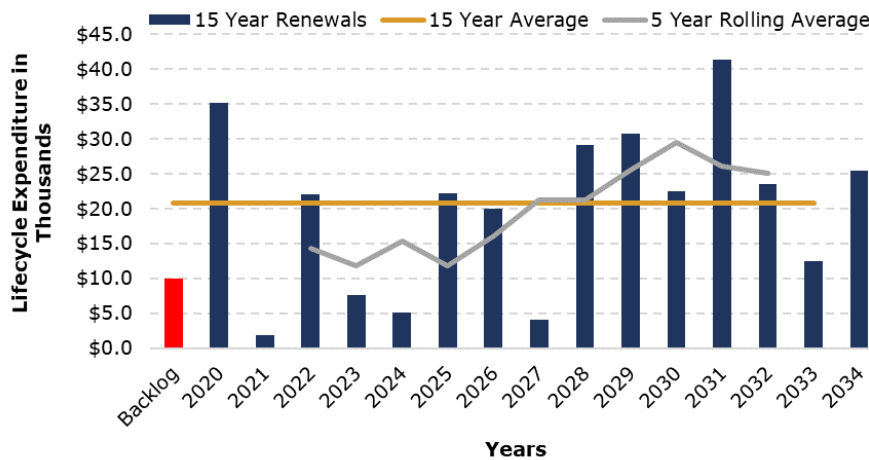


Figure 4-5 Renewal Forecasts for Public Toilets

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

- Year 2020:
 - Toilet Block – Stingray Bay
 - The replacement of the Colorbond roofing - \$22K
- Year 2029:

Asset Management Plan

Warrnambool City Council



- Toilet Block – Stingray Bay
 - The replacement of the stainless steel urinal - \$8K
- Year 2031:
 - Toilet Block – Albert Park
 - The replacement of the stainless steel toilet – \$20K

Strategic Property

Figure 4-6 shows the forecast 15-year renewals expenditure required for the Strategic Property subcategory, including possible backlog. The forecast renewal expenditure is \$546K over the next 15 years, with an average annual expenditure of \$36K. The backlog for this building subcategory is \$44K. The largest annual peaks for this subcategory are in 2023, 2027 and 2033.

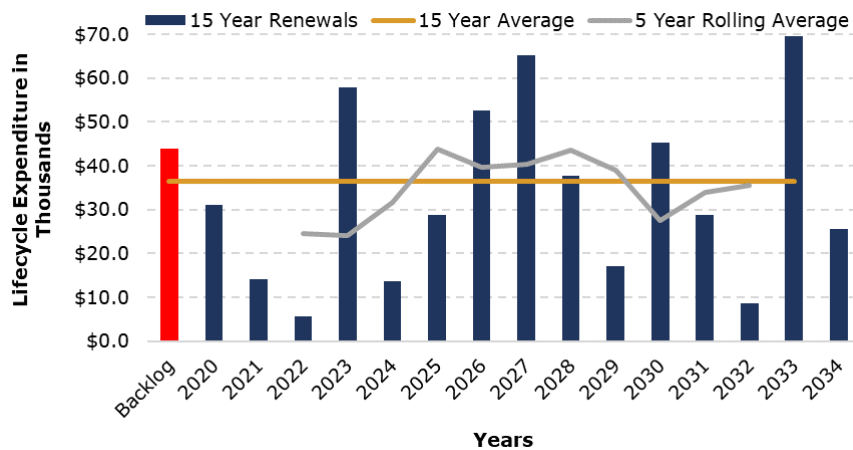


Figure 4-6 Renewal Forecasts for Strategic Property

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

- Year 2023:
 - Airport – Hanger (Leased to Airapply)
 - The replacement of the metal cladding - \$18K
- Year 2027:
 - Airport - Grounds
 - The replacement of the light pole - \$19K
 - The replacement of the automatic opening doors - \$16K
- Year 2033:
 - Airport – Residence (Rate Payer Warrnambool Aerodrome Committee)
 - The replacement of the concrete tile roofing - \$13K
 - The replacement of the block wall - \$10K

Asset Management Plan

Warrnambool City Council



4.2.5 Condition Forecasting

Although the Condition Grade Index (CGI) provides a good measure at the time of survey, the condition grades will change over time as components deteriorate further and are replaced. While critical components will be proactively maintained to ensure the condition is kept within the defined standards, other components have a reactive maintenance requirement meaning that they will be repaired or replaced when they fail.

Figure 4-7 shows the forecasted condition over the next 15 years for the Infrastructure buildings assuming that the components are replaced/renewed when required. It shows that replacing all components at their forecasted renewal date is required to maintain the CGI at the current levels. Figure 4-8 shows a 'worst-case scenario'; the forecasted condition assuming no renewals or replacements of components for the same period of 15 years.

The black line indicates the overall CGI of the assets at that point in time based on the condition, assigned base life, criticality factors and the unit rate of the individual component. The coloured sections from green to red represent the proportion of components in the five condition grades.

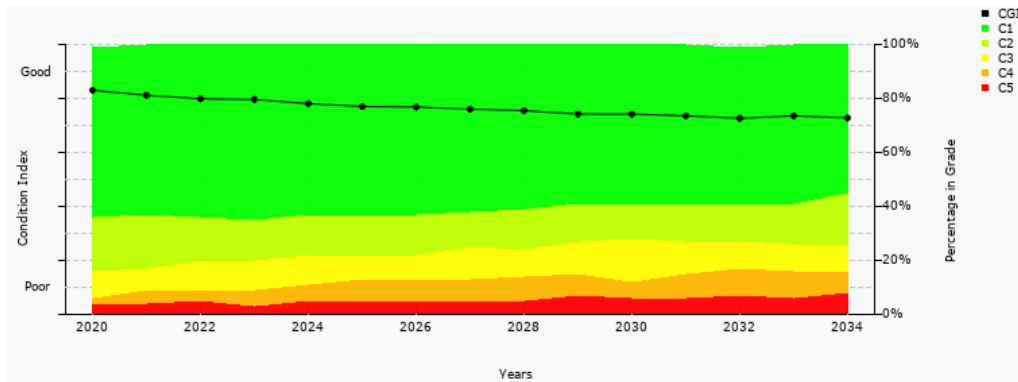


Figure 4-7 Forecasted Condition over the next 15 years assuming components are renewed

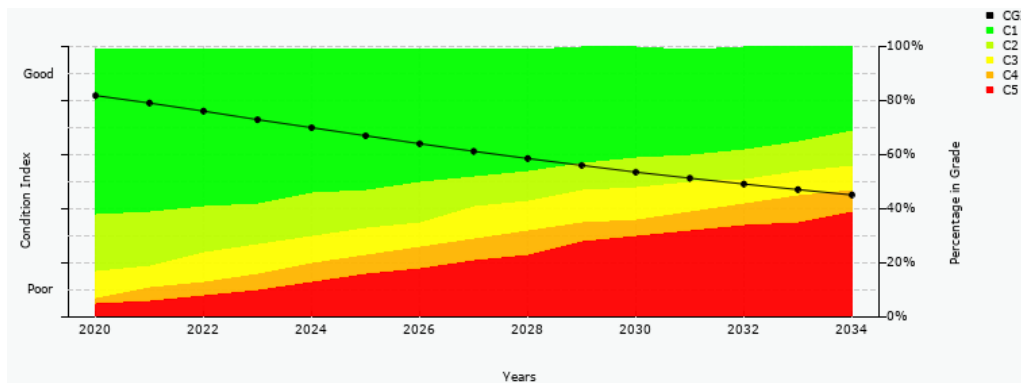


Figure 4-8 Forecasted Condition over the next 15 years assuming no renewal of components

Asset Management Plan

Warrnambool City Council



4.3 Upgrades

Table 4-2 below lists a total of 15 planned upgrade projects with an estimated expenditure of \$694K over the next five years. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan (LTFP) and Council's renewal planning documents. Further details about the projects compiled during the workshops can be found within the 'Building Renewal/Replacement Board – 2020 AMP' in the SPM Assets Programs application. Any new upgrade projects that were not discussed during the workshops are included in Table 4-3 below.

Table 4-2 List of Upgrade Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
Housing - Community & Residential	15 McKiernan Rd - Renovations	Complete internal and external renovations.	Renewal Planning	25,000	-	-	-	-	25,000
	Housing Renewal and Replacement Allowance	Derived from the Lifecycle analysis of assessed components - an annual allowance. Currently \$90k deferred and about \$50k pa lifecycle. Therefore, the \$20k per year allowance would address the critical assets.	Workshop	-	50,000	50,000	-	-	100,000
Other Buildings	Alveston House - Courtyard	Replacement of roof sheeting and painting of courtyard walls.	Renewal Planning	8,000	-	-	-	-	8,000
	Alveston House - Exhaust Fans	Inspect for replacement.	Renewal Planning	9,000	-	-	-	-	9,000
	Other Buildings - Address Backlog	Consider a \$100k budget to address the poorer at risk components within	Workshop	-	10,000	10,000	10,000	10,000	40,000

Asset Management Plan

Warrnambool City Council



Table 4-2 List of Upgrade Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
		RSCPA, Alveston and Depot sites.							
	RSPCA - Cat Adoption - Internal Walls	Repaint internal walls.	Renewal Planning	6,980	-	-	-	-	6,980
	Scott St Depot Redevelopment		LTFP	125,000	125,000	-	-	-	250,000
	McGennens Public Toilet	Replacement of the roofing.	Renewal Planning	10,000	-	-	-	-	10,000
Public Toilets	Toilet Block - Replacement Allowance	The toilet block renewal programme is with the Growth & Improvement Planning Board. Replacements through the lifecycle model is minimal with the \$10k pa allowing for the more minor works.	Workshop	-	50,000	-	-	-	50,000
	Aerodrome - Capital Works	Budget for capital works.	LTFP	28,729	29,375	30,110	30,863	31,634	150,711
	Airport - Demolish Hangar 16	Demolish Hangar 16.	Workshop	TBC	TBC	TBC	TBC	TBC	TBC
	Airport - Residence - Bedroom/Kitchen/Dining	Replacement of kitchen joinery.	Renewal Planning	10,000	-	-	-	-	10,000
Strategic Property	Airport Buildings - Backlog Allowance	Using the asset lifecycle information to address the more at risk components	Workshop	-	20,000	-	-	-	20,000

Asset Management Plan

Warrnambool City Council



Table 4-2 List of Upgrade Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
		of poorer condition - first reassess the more important buildings.							
	Airport Hangar (Leased to Airapply) - Room 1	Replacement of worn floor paint finish.	Renewal Planning	14,482	-	-	-	-	14,482
Total				\$237,191	\$284,375	\$90,110	\$40,863	\$41,634	\$694,173

Table 4-3 Additional Upgrade Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total

4.4 Growth

As outlined in Section 3.3.1, there is expected to be an increase in the future demand for Infrastructure buildings. In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in February 2020. These projects are solely for new buildings or extensions that have been identified as 'wish list' items as part of Council's strategic long term planning. Table 4-4 lists the projects by project name and the estimated annual expenditure while Table 4-5 lists any additional projects that were not discussed during the workshops. The

Asset Management Plan

Warrnambool City Council



total estimated expenditure for the growth projects is \$1.7 million. Further details of these projects can be found within the 'Building Growth and Improvement Board – 2020 AMP' board in the SPM Assets Programs application.

Table 4-4 List of Growth Projects									
Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
Public Toilets	Extension Lake Pertobe Public Toilet	Underway. \$220K this FY. Grant/Disability Fund	Workshop	220,000	-	-	-	-	220,000
	Future McGennans Public Toilet	Construction of public toilet block.	Workshop	-	-	-	600,000	-	600,000
	New Woodford Public Toilet	\$200K this FY. Grant fund and Small Infrastructure Fund	Workshop	200,000	-	-	-	-	200,000
	Refurb Albert Park/Crammer St Public Toilet	\$350K major work. Design this FY. Build 20-21.	Workshop	-	350,000	-	-	-	350,000
Strategic Property	Airport Aeroclub Room Upgrade	Year to be confirmed.	Workshop	-	-	350,000	-	-	350,000
	Airport - Main Hanger Renewal	Cost and year to be confirmed.	Workshop	TBC	TBC	TBC	TBC	TBC	TBC
Total				\$420,000	\$350,000	\$350,000	\$600,000	\$0	\$1,720,000

Table 4-5 List of Growth Projects										
Project Information					Expenditure					
Subcategory	Project Name	Project Description	Source	Status	2020	2021	2022	2023	2024	Total

Asset Management Plan

Warrnambool City Council



Table 4-5 List of Growth Projects										
Project Information					Expenditure					
Subcategory	Project Name	Project Description	Source	Status	2020	2021	2022	2023	2024	Total

Asset Management Plan

Warrnambool City Council



4.5 Operations Plan

The operational expenditure budget allows for costs associated with the use of the building such as salaries and wages, cleaning, security, property management, insurance, council rates, water usage and power usage. Council's existing operations budget has not been provided for the purposes of this report. As such, a generic percentage of the total building valuation will be used in the Financial Summary in Section 6.

4.6 Maintenance Plan

The current maintenance policy is mainly reactive alongside the routine maintenance of selected services. Council's existing maintenance budget has not been provided for the purposes of this report. As such, a generic percentage of the total building valuation will be used for both cyclical and reactive maintenance in the Financial Summary in Section 6.

4.7 Disposals

There are currently no plans for any Infrastructure buildings to be disposed.

Asset Management Plan

Warrnambool City Council



5 Risk Management

5.1 Principles

The Standard AS/NZS ISO 31000: 2009 has been referred to in establishing a Risk Matrix to determine the risk associated with the building portfolio. Risks can include financial, environmental, social, operational and health and safety considerations. Typical risks relevant to Council buildings are:

- Asset Management
- Environmental Hazards
- Financial, Funding Fraud
- Customer Services
- Contracting Performance
- Environmental Hazards
- Governance
- Human Resources
- Information Management
- Legislative Compliance
- Planning, Strategy, Growth
- Project / Programme Management
- Public Health & Safety

The following options are available for mitigating risks to reduce the cause, probability or impact of failure:

1. Do nothing - Accept the risk
2. Management Strategies - Implement enhanced strategies for demand management, contingency planning, quality processes, staff training, data analysis and reporting, reduce the desired level of service, etc.
3. Operational Strategies - Actions to reduce peak demand or stresses on the asset, operator training, documentation of operational procedures, etc.
4. Maintenance Strategies - Modify the maintenance regime to make the asset more reliable or to extend its life
5. Asset Renewal Strategies - Rehabilitation or replace assets to maintain service levels
6. Development Strategies - Investment to create a new asset or augment an existing asset
7. Asset Disposal/Rationalisation - Divestment of assets surplus to needs due to a service being determined as a non-core activity or assets can be reconfigured to better meet needs

5.2 Predictive Deterioration Model

The lifecycle replacement model is inherently risk based and therefore can be used as the risk analysis platform. The following factors are considered at a component level:

- Asset naming convention – related to the failure event
- Criticality criteria and building importance (functional weighting) – the consequence of failure
- Base life range – the statistical model that provides a 90% likelihood that the asset will need to be renewed or replaced within the range
- The predictive model – the likelihood of failure
- The unit replacement rate – the cost to mitigate the risk and best aggregated into a project or a procurement

These parameters are used in the following way:

1. To reduce the risk of failures to service delivery



Asset Management Plan

Warrnambool City Council

2. Influences the predicted time of replacement or renewal
3. Smooths the longer-term projections, i.e. with limited budgets, the result will ensure assets that have higher criticality will be considered first
4. Prioritisation of projects, i.e. the aggregation of criticality factors combined with building importance will ensure the more important projects are implemented first

5.3 Council's Risk Management Framework

Council's Risk Management Framework is outlined within the Risk Management Policy 2015. Council's policy is to identify and manage risk in accordance with approved standards and continually improving practices.

Council commits to the following risk management objectives/statements:

- We will apply a coordinated and integrated approach to risk management across Council. Consistent with the principles of AS/NZS ISO Standards
- Council through its Audit and Risk committee shall ensure the establishment, implementation and ongoing review of the Council's risk management framework, internal compliance and control systems
- Risk management will be an integral part of planning and decision-making processes
- We will adopt risk management strategies which promote confidence in the achievement of optimal business & community outcomes
- We will establish a culture of risk consciousness within our organisation and promote risk awareness with our stakeholders
- Communication within the stakeholder community in relation to the identification and management of risk is encouraged
- We will develop and continually improve risk management practices based on established standards and industry practice
- We will apply a coordinated and integrated approach to risk management
- There is accountability assigned to all those with risk management responsibilities
- Council staff will be provided with the necessary training to allow them to undertake their risk management duties

5.4 Current Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. An explanation of how the risk ratings have been calculated can be found in APPENDIX E. Table 5-1 shows the proportion of the Infrastructure building components by their GRC and risk score in a risk matrix. The likelihood is shown in the columns of the table with consequence being shown in the rows. The risk matrix, developed by SPM Assets, uses the raw outputs of the SPM Assets database at a component level. It shows that approximately \$4K of components are at extreme risk and \$301K are at high risk.

Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -



Asset Management Plan

Warrnambool City Council

Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Major (4)	Medium (4) \$1,581,278	Medium (8) \$192,380	High (12) \$30,727	High (16) \$36,689	Extreme (20) \$3,606
Moderate (3)	Low (3) \$6,837,180	Medium (6) \$403,475	Medium (9) \$259,392	High (12) \$175,872	High (15) \$57,561
Minor (2)	Low (2) \$1,450,643	Medium (4) \$46,205	Medium (6) \$41,022	Medium (8) \$53,177	High (10) -
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Improvement Action: As part of the Improvement Plan, the components that have been identified as extreme risk may need to be further verified by Council prior to any planning of works as well as a review of the component criticalities.

5.5 Project Prioritisation Based on Risk

The list of priority projects will be considered annually to ensure that decisions are made based on evidence from the AMP rather than judgement.

Asset Management Plan

Warrnambool City Council



6 Financial Summary

6.1 Overview

Where Section 4: Lifecycle Management identified the range of possible expenditure that needs consideration to achieve the Quality Standards and performance shortfall, the Financial Summary section provides the recommended total expenditure budgets for the next 10 years, including both capital expenditure (capex) and operational expenditure (opex).

6.2 Assumptions

As neither the actual nor historical operational expenditure have been received from Council, estimates have been applied using the assumptions stated within Table 6-1. This has been applied to the total Capital Replacement Value of \$20.9 million to provide an estimated annual cost to include in the financial forecast in Section 6.3.

Table 6-1 Operational Expenditure Estimates		
Expenditure Category	Estimated Annual % of CRV	Estimated Annual Expenditure
Operations	3.00%	626,551
Cyclical Maintenance	0.40%	83,540
Reactive Maintenance	1.50%	313,275
Total	4.90%	\$1,023,366

Improvement Action: The stated assumptions have been included within the following sections 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.

6.3 Estimated Forecast

Table 6-2 and Figure 6-1 summarise the total 10 year expenditure for the building portfolio considering the renewal expenditure based on lifecycle, planned upgrade projects and the estimated operational and maintenance costs. The growth projects have been excluded from these figures as there is no budget set aside to implement the projects. A total of \$60.5 million is estimated to be required over the next 10 years, of which \$18.1 million is related to capital expenditure and \$42.4 million to operational expenditure.

Table 6-2 Financial Forecast for the Assessed Buildings											
Expenditure by Category	Expenditure (\$ Millions)										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Capital Expenditure (Capex)											
Lifecycle Expenditure	0.2	0.1	0.2	0.6	0.1	0.2	0.4	0.3	0.3	0.2	2.7
Calculated Backlog	0.4	-	-	-	-	-	-	-	-	-	0.4

Asset Management Plan

Warrnambool City Council



Table 6-2 Financial Forecast for the Assessed Buildings											
Expenditure by Category	Expenditure (\$ Millions)										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Upgrade Projects	0.2	0.3	0.1	0.1	0.1	-	-	-	-	-	0.7
Sub-Total Capex	0.8	0.4	0.3	0.7	0.2	0.2	0.4	0.3	0.3	0.2	3.7
Operational Expenditure (Opex)											
Estimated Operations	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	6.3
Estimated Cyclical Maintenance	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.8
Estimated Reactive Maintenance	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	3.1
Sub-Total Opex	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	10.2
Total Expenditure	1.8	1.4	1.3	1.7	1.2	1.2	1.4	1.3	1.3	1.2	14.0

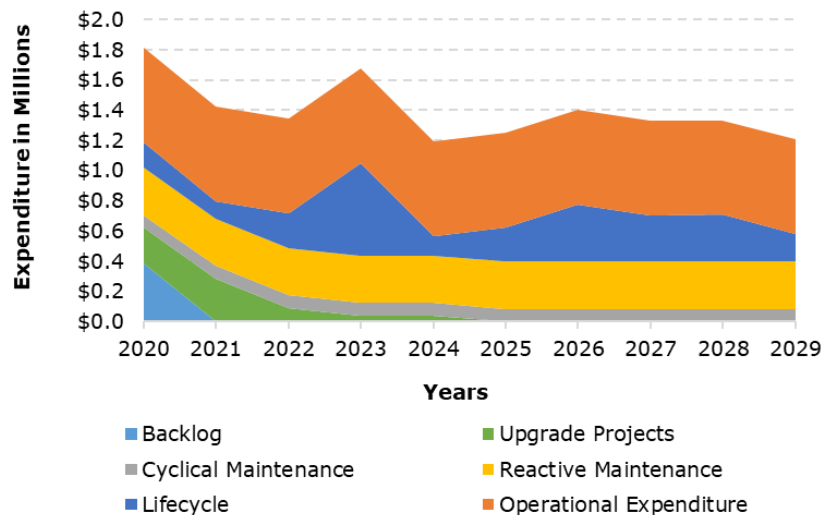


Figure 6-1 Estimated 10 Year Financial Forecast for all Infrastructure Buildings

6.4 Funding Required for Maintaining Current Assets

Table 6-3 shows the results of applying the current budgets to maintain and operate the current buildings while only considering addressing the condition-based shortfalls and the planned upgrade projects. As seen within Table 6-3 and Figure 6-2, over the next 10-year period (between 2020 and 2029) an estimated \$14.0 million is required (\$1.4 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 10 years is \$24.0 million, if Council addresses all condition-based shortfalls and completes the upgrade projects there will be a surplus of \$10.0 million.

Asset Management Plan
Warrnambool City Council



Table 6-3 Current Financial Summary											
Category	Expenditure Year (\$ Millions)										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Expenditure											
Lifecycle Expenditure	0.2	0.1	0.2	0.6	0.1	0.2	0.4	0.3	0.3	0.2	2.7
Backlog	0.4	-	-	-	-	-	-	-	-	-	0.4
Upgrade Projects	0.2	0.3	0.1	0.1	0.1	-	-	-	-	-	0.7
Operational Expenditure	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	6.3
Cyclical Maintenance	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.8
Reactive Maintenance	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	3.1
Total Expenditure	1.8	1.4	1.3	1.7	1.2	1.2	1.4	1.3	1.3	1.2	14.0
Budget											
Renewals	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	8.50
Toilets	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	3.5
Maintenance	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	12.00
Total Budget	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	24.0
Annual Surplus/Deficit	0.6	1.0	1.1	0.7	1.2	1.2	1.0	1.1	1.1	1.2	10.0

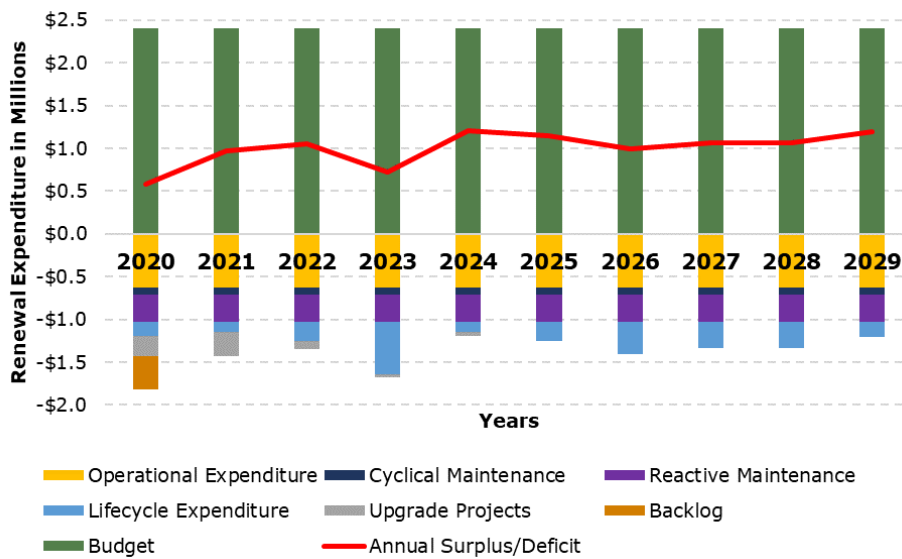


Figure 6-2 Current Financial Summary

Asset Management Plan

Warrnambool City Council



7 Asset Management Practices

7.1 Overview

This section summarises the Asset Management Processes, Systems, Data and People. Figure 7-1, a “Hierarchy of Care” of Asset Management practices, should be considered when developing them:

- **Operating** – Energy and Water Use, Waste Disposal, Insurance and Rates
- **Maintaining Safety** – Compliance, Maintenance and Servicing Schedules
- **Maintaining a Healthy Environment** – Cleaning, Security, Pest Control and Waste Removal
- **Expectations** – Reactive Maintenance
- **Extending the Life** – Planning the Preventative Maintenance
- **Sustainability** – Renewals, Refurbishments and Replacements
- **Adapting to its Environment** – Planning for the Extensions, Upgrades and Reconfigurations



Figure 7-1 Asset Management Hierarchy of Care

7.2 Processes

Warrnambool City Council establishes the roles and responsibilities for all corporate assets (including building assets) as Asset Owner, Asset Maintainer and Service Manager, with the respective responsibilities listed in Table 7-1 below.

Consistent with this model the Community Development & Recreation Culture department is both Asset Owner and Maintainer for all buildings owned and/or managed by Council, with Service Manager’s responsibility distributed throughout the organisation based on the building category.

Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	Service Manager	Maintainer	Asset Owner
Plan for the acquisition, creation, modification and disposal of assets	Support	Support	Lead role
Establish the Level of Service delivery	Lead role	Support	Support
Determine asset utilisation	Lead role	Support	Support
Record/supply the data pertaining to asset use	Lead role	-	-
Maintain the asset to the agreed standard	Support	Lead role	Support

Asset Management Plan

Warrnambool City Council



Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	Service Manager	Maintainer	Asset Owner
Advise of any issues relating to the performance of the asset and any opportunities to improve the efficiency of the asset	Lead role	Support	Support
Record/supply the data pertaining to asset maintenance	Support	Lead role	Support
Develop and implement the Asset Management Plan	Lead role	Support	Support
Establish the Level of Service for the asset	Lead role	Support	Support
Record/supply the data for inventory, valuation & condition	Support	Support	Lead role
Responsible for monitoring and reporting on their specific assets	Support	Support	Lead role
Establish the level of maintenance required to keep the asset at an acceptable standard and availability	Support	Lead role	Support

7.3 Systems

Council uses the following system for long term capital planning and operational management purposes.

- SPM Assets software

The SPM Assets software application has been used to undertake condition assessments of the building portfolio, analyse the resulting data, lifecycle modelling and to produce various reports. The resulting data remains the property of Council.

7.4 Data

Asset management practices associated with the collection, maintenance and use of data will be documented as part of an improvement activity. Council should aim to update 20% of the asset register each year as documented in Section 1.4.2.

Asset Management Plan

Warrnambool City Council



8 Improvement Plan

This AMP is, put simply, a snapshot of asset planning practices and capabilities and a status of current assets at a point in time. An improvement plan is a mechanism used to enhance and develop planning capabilities and processes between editions of AMPs. Often covering a 12-month period between annual AMP updates an effective improvement plan is prioritised with responsibilities for each task specified.

This Improvement Plan primarily addresses issues identified during the development of this AMP.

8.1 Improvement Programme

The improvement tasks detailed in Table 9-1 have been developed throughout the process of documenting this initial AMP. This Improvement Plan and overall AMP document is to be treated as a live document - continuously amended and updated when improvements in asset management planning practices and capabilities are developed. Fundamentally, this Improvement Plan should be reviewed on a quarterly basis and revised annually. All high priority tasks should be completed in the short term if not immediately.

Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
Data				
2.1	Review the property hierarchy and structure in the SPM Assets database to ensure the correct property type has been assigned	Medium	Coordinator Building Services & Strategy	Medium term
2.2.2	Determine which components to include within future iterations of this AMP. Currently the following components have been excluded: <ul style="list-style-type: none"> ➤ Loose furniture 	Medium	Coordinator Strategic Asset Management	Ongoing
2.3.1	Complete valuations for the two buildings that currently do not have any valuation information	Medium	Coordinator Strategic Asset Management	Short term
2.3.2 4.2.1	Review and update the current component references and components. In particular: <ul style="list-style-type: none"> ➤ Review criticalities of component references - appearance, consequence and safety 	High	Coordinator Strategic Asset Management	Immediate
2.5.1	Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance	Medium	Coordinator Strategic Asset Management, Service Managers	Medium term
5.4	Review the list of components that have been identified as 'extreme risk'	High	Coordinator Building Services & Strategy	Short term

Asset Management Plan

Warrnambool City Council



Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
7.4	Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended: <ul style="list-style-type: none"> ➤ Update data form with completed works ➤ Regular staff inspections 	High	Coordinator Building Services & Strategy	Ongoing
7.4	Continuously update data to provide confidence in long-term planning: <ul style="list-style-type: none"> ➤ Three-year rolling condition surveys – targeting high importance areas 	High	Coordinator Strategic Asset Management	Ongoing
7.4	<ul style="list-style-type: none"> ➤ Complete new condition assessments of all buildings to identify the current condition. Buildings could be prioritised based on importance or value to the community. 	High	Coordinator Strategic Asset Management	Ongoing
People				
7.2	Identify who is responsible for managing and maintaining the Asset Management Plan	Medium	Manager Facilities & Projects	Short term
7.2	Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers	Medium	Manager Infrastructure Services	Short term
Processes				
3.3.1	Agreeing on a list of primary Level of Service statements will ensure Council focuses on immediate and important needs. The list should consist of approximately 5 statements and up to 10 measures. The process in determining which statements are more important should consider strategic objectives, statutory requirements and public expectations.	High	Manager Facilities & Projects	Short term
3.4	Establishment of Quality Standard	High	Manager Facilities & Projects	Medium term
4.6	Review maintenance planning activities and schedules	Medium	Coordinator Building Services & Strategy	Medium Term
5.4	Review the list of components that have been identified as extreme risk in Section 5.4	High	Coordinator Building Services & Strategy	Short term

Asset Management Plan

Warrnambool City Council



Table 8-1 Improvement Plan				
Section	Improvement Activity	Priority	Responsible Officer	Review and Timing for Completion
1.4.2	Implement the 80/80/20 asset management objective over the next three (3) years: <ul style="list-style-type: none"> ➤ 80% of work done is planned – moving from a reactive to proactive approach by planning and thinking long term. This recognises that some works may be ad-hoc or reactive. ➤ 80% of the works program is driven from the planning process – projects should be based on Council’s annual business plan and other planning documents. Projects should be included in the Building Growth and Improvement board in Programs ➤ 20% of the asset register is updated, maintained, improved and changed every year – train Council staff on how to update data in the SPM Assets database. SPM Assets will also provide Council with a half yearly report which summarises the number of properties surveyed, number of new components and number of updated components 	High	Coordinator Strategic Asset Management	Ongoing
Systems				
7.3	Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions	Low	Coordinator Strategic Asset Management	Long term

Asset Management Plan

Warrnambool City Council



Report Prepared by _____

Minae Williams
SPM Assets

Report Reviewed by _____

Steve Lyons
SPM Assets

Version	Date	Details	Authorised	
			Name	Position
Draft 1.0	13 May 2020	Version 1.0		
Draft 1.1	16 June 2020	Version 1.1		

Asset Management Plan

Warrnambool City Council

Appendices

APPENDIX A Glossary

Asset Management Plan	An AMP is a report that summarises the end outcomes of the asset planning process. It documents the current and projected asset status and considers options to achieve strategic objectives through using asset solutions.
Asset Register	A record of asset information including some or all of; inventory, historical, service, financial, condition, construction, technical and financial information about each asset.
Base Life	The physical life of a building component expected considering its local environment. The life is measured from time of installation to time of its anticipated replacement, renewal or disposal.
Building	A permanent structure with walls and a roof. Examples of buildings include shelters, clubrooms, community centres, kiosks, grandstands, residential houses, offices, pavilions, storage facilities. Buildings do not include open spaces such as parks, reserves, playgrounds.
Capital Expenditure (Capex)	Expenditure used to create new assets (through addition or renewal) or to increase the capacity of existing assets beyond their original design capacity or potential. Capex increases the value of asset stock.
Component	The specific asset at the lowest level of detail, i.e. solid door, aluminium window, etc.
Component Group	High level categorisation of a component, i.e. roof, floor coverings, etc.
Component Type	Mid-level categorisation of components that fit under Component Group, i.e. roof drainage, lights, extinguishers, etc.
Component Criticality	This is the measure of the relative importance of a building component by identifying which components are more critical to the building. Criticality factors include likelihood of failure, risk to service delivery, appearance, health and safety impacts.
Condition	The state of an asset or component at a particular time.
Condition Assessment	Periodic inspection, measurement and interpretation of the resultant data of a specific component so as to determine the need for some preventative or remedial action. Condition is graded from condition grades of 1 (excellent) to 6 (end of life).
Condition Grade Index (CGI)	An overall condition rating of an asset that take into account each individual components assessed condition against its identified Gross Replacement Cost (GRC). A CGI figure that is close to 1.0 represents an asset to be in a very good condition overall whilst a CGI of 2.3 means that some of the components have been assessed to be in a poor to very poor condition.

Asset Management Plan

Warrnambool City Council

Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
Capital Replacement Value (CRV)	The cost to replace the structure, which is a combination of the Gross Replacement Cost and the Residual Structural Value. Cost is expressed in today's (2020) dollar value.
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset less an allowance for wear or consumption having regard for the economic life of the existing asset. Cost is expressed in today's (2020) dollar value.
Economic Life	The total useful life of a building component based on its Level of Service. The life is measured from time of installation to time of its expected replacement, renewal or disposal.
Facility Condition Index (FCI)	Facility Condition Index (FCI) is a percentage figure, used as a building condition standard, that identifies the works required for an asset based upon the component currently in a poorer condition and any component that have a remaining life of less than 5 years.
Gross Replacement Cost (GRC)	The identified cost of the assessed assets and components that are to be replaced within the lifespan of the building structure. Cost value does not include the Residual Structural Value (RSV). Cost is expressed in today's (2020) dollar value.
Key Performance Indicators (KPI)	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Level of Service	The defined service quality for a particular activity or service area against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Lifecycle	The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal costs. Cost is expressed in today's (2020) dollar value.
Lifecycle Cost Analysis	Any technique which allows assessment of a given solution, or choice from among alternative solutions, on the basis of all relevant economic consequences over the service life of the asset. Cost is expressed in today's (2020) dollar value.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition but excluding rehabilitation or renewal.
Operation	The active process of using an asset or service that consumes resources such as manpower, energy, chemicals and materials.

Asset Management Plan

Warrnambool City Council

Operational Expenditure	Operational expenditure refers to day-to-day operational costs associated with the site itself to deliver the general services. This specifically refers to the; gas, water, sewerage, and electricity services.
Planned Maintenance	Planned maintenance activities fall into three categories: i) Periodic – necessary to ensure the reliability or to sustain the design life of an asset. ii) Predictive – condition monitoring activities used to predict failure. iii) Preventative – maintenance that can be initiated without routine or continuous checking and is not condition based.
Planned Scheduled Maintenance	Scheduled maintenance tasks are established to prolong the useful life of their associated assets. These related tasks can be daily, weekly, and monthly in occurrence to keep assets operational and at the required standard.
Property Quality Standard (PQS)	A desired level of performance, measured by pre-defined factors, relating to an overall characteristic of a property portfolio.
Reactive Maintenance	Reactive maintenance tasks focus solely on the unknown maintenance that is required for the building and related infrastructure assets which are generally due to unforeseen breakages, damage, and vandalism.
Remaining Life (Assessed)	The remaining life (measured in number of years) of a building component as assessed by a property surveyor, e.g. carpet has an assessed remaining life of 10 years.
Remaining Life (Calculated)	The remaining life (measured in number of years) of a building component as calculated by an analysis considering deterioration, functionality and utilisation.
Renewal	Works to upgrade, refurbish or replace existing assets with assets of equivalent capacity or performance capability using Capex.
Repairs & Maintenance Budget	The repairs and maintenance budget refers to the allocated expenditure that has been set aside for the unexpected/unforeseen maintenance and renewal works that may arise.
Replacement	The complete replacement of an asset that has reached the end of its life.
Residual Structural Value (RSV)	The difference between the CRC and the replacement cost sum of the assessed components (GRC). Refers to components that are not able to be replaced through lifespan of asset, i.e. concrete foundation slab, concrete support columns, etc. Cost is expressed in today's (2020) dollar value.
Risk Management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Service	For building assets, Council divides its assets within three service groups: Community Facilities Corporate and City Growth

Asset Management Plan

Warrnambool City Council

	Infrastructure
Useful Life	<p>Either:</p> <ul style="list-style-type: none">(a) the period over which an asset is expected to be available for use by an entity, or(b) the number of production or similar units expected to be obtained from the asset by the entity. <p>It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the hospital. It is the same as the economic life.</p>

Asset Management Plan

Warrnambool City Council



APPENDIX B Property Quality Standards Results

The following table lists the PQS statements for the Infrastructure buildings by category and result.

PQS Assessment Results						
PQS Category 1	PQS Category 2	PQS Statement	Fail	Pass	Total	Pass %
Risk	Injury/Illness	Are there any conditions that would impede an emergency evacuation?	1	41	42	97.6%
		Are there any conditions/hazards that could cause a slip, trip or fall?	0	42	42	100.0%
		Is there any evidence of inappropriate items being manually handled?	0	42	42	100.0%
		Is there evidence of inadequate ventilation and/or lighting?	0	42	42	100.0%
		Is there evidence of inappropriate storage or use of hazardous materials or dangerous goods?	0	42	42	100.0%
	Risk Exposures	Are there any exposures to fire or arson present?	0	42	42	100.0%
		Are there any exposures to security, theft or vandalism present?	1	41	42	97.6%
		Are there any exposures to water and/or storm water damage?	0	42	42	100.0%
Services	Accessible	Does disability access to and through the premises appear adequate?	6	36	42	85.7%
		Does there appear to be sufficient accessible carparks available?	1	41	42	97.6%
		Is there at least one unisex accessible toilet per occupied building level?	2	40	42	95.2%
		What percentage of carparks are accessible?	1	41	42	97.6%
	Functional	Are Baby Changing & Nappy disposal facilities available?	3	39	42	92.9%
		Are there sharps disposal units provided?	4	38	42	90.5%
		Does the facility have mirrors?	1	41	42	97.6%
		Does the premises have appropriate directional signage?	1	41	42	97.6%
		Does there appear to be adequate power and data points?	0	42	42	100.0%
		Is there a sanitary disposal unit available?	4	38	42	90.5%
Healthy	Are the toilets and bathrooms adequately ventilated?	0	42	42	100.0%	



Asset Management Plan

Warrnambool City Council

PQS Assessment Results						
PQS Category 1	PQS Category 2	PQS Statement	Fail	Pass	Total	Pass %
		Are the toilets/bathrooms free of nasty odours?	0	42	42	100.0%
		Are walls, ceilings, curtains and cupboards free from dampness or mould/mildew?	1	41	42	97.6%
		Can you wash and dry hands with soap in toilets and kitchen?	2	40	42	95.2%
		Is the building clear of graffiti, inside and out?	1	41	42	97.6%
		Is the building free of evidence of pests/birds that may affect health?	0	42	42	100.0%
		Is there a secure designated rubbish storage area?	3	39	42	92.9%
	Quality	Do change areas and/or showers appear adequate?	1	41	42	97.6%
		Does the storage appear adequate?	0	42	42	100.0%
		Is the building being used for its intended purpose?	0	42	42	100.0%
		Is the interior aesthetically suited to purpose?	1	41	42	97.6%
		Is the structure purpose built or collection of add-ons?	0	42	42	100.0%
		What percentage of the interior requires refurbishment?	6	36	42	85.7%
	Safety	Does the building have adequate lighting to all external access points?	1	41	42	97.6%
	Sustainable	Are there facilities for recycling? (wheelie bin)	3	39	42	92.9%
		Are toilet cisterns dual flush?	2	40	42	95.2%
		Are urinals water efficient?	2	40	42	95.2%
		Are water saving taps installed?	6	36	42	85.7%
		Is the hot water system energy efficient?	0	42	42	100.0%
		Is there modern efficient lighting?	0	42	42	100.0%
		Main switchboard is a modern style with RCD?	1	41	42	97.6%
	Total			55	1583	1638

Asset Management Plan

Warrnambool City Council



APPENDIX C Building Quality Standard

As outlined in Section 3.4.1 an indicative building quality standard has been applied to Council's Infrastructure buildings. The table below indicates which buildings meet the CGI target of the building quality standard.

Subcategory	Building Name	Standard	CGI	Result
Housing - Community & Residential	Comm House Residence - 8 Henry St	B	1.25	Pass
	Comm House Residence - 2 Granter St	B	1.25	Pass
	Comm House Residence - 82 Landmann St	B	1.28	Pass
	Comm House Residence - 84 Landmann St	B	1.33	Pass
	Comm House Residence - 15 McKiernan Rd	B	1.37	Pass
	Comm House Residence - 41 Merrivale Dr	B	1.39	Pass
	Comm House Residence - 12 Henry St	B	1.41	Pass
	Comm House Residence - 45 Merrivale Dr	B	1.43	Pass
	Comm House Residence - 137 Morriss Rd	B	1.44	Pass
	Comm House Residence - 2 Vickers Dr	B	1.49	Pass
	Comm House Residence - Unit 1/14 Henry St	B	1.49	Pass
	Comm House Residence - 23 McKiernan Rd	B	1.57	Pass
	Residence - 38 Koroit St	B	1.89	Pass
	Residence - 36 Koroit St	B	1.95	Pass
	Residence - 26 Garden St	B	2.45	Fail
	Comm House Residence - Unit 2/14 Henry St	B	2.50	Fail
	Other Buildings	SES Building	B	1.03
Alveston		B	1.21	Pass
RSPCA		B	1.33	Pass
RSPCA - Outside Runs		B	1.35	Pass
RSPCA - Dog/Cat Runs		B	1.57	Pass
Mozart Hall		B	1.59	Pass
Scott St Depot - Amenities Building		C	1.12	Pass
C.W.A. Club Rooms		C	1.37	Pass
Alveston: Garden Shed 1		D	1.00	Pass
Morriss Rd Storm Water Pump Station		D	1.01	Pass
Scott St Depot Parks & Gardens Shed		D	1.02	Pass
Ozone Square Carpark - Storage Shed		D	1.17	Pass
Scott St Depot - Bus Garage		D	1.23	Pass
Scott St Depot - Workshop Store Building		D	1.59	Pass
Lyndoch Jetty Shed		D	1.82	Pass



Asset Management Plan

Warrnambool City Council

Subcategory	Building Name	Standard	CGI	Result
Public Toilets	Blue Hole - Toilet Block	C	1.00	Pass
	Koroit St - Toilets Block	C	1.02	Pass
	Albert Park - Toilet Block (Cramer St)	C	1.33	Pass
	Point Ritchie - Toilet Block	C	1.35	Pass
	Coles Carpark - Toilet Block	C	1.42	Pass
	Stingray Bay - Toilet Block	C	1.89	Pass
Strategic Property	Airport - Office (Rate Payer AIR Warrnambool Office) BUILDING	B	1.27	Pass
	Airport - Residence (Rate Payer Warrnambool Aerodrome Committee)	B	1.57	Pass
	Airport - Aero Club Clubroom	C	1.33	Pass
	Sewer Treatment Plant: Airport Hangers	D	1.00	Pass
	Airport - Terminal Building	D	1.06	Pass
	Airport - Airfield Maintenance Shed	D	1.24	Pass
	Airport - Shed (North East of Residence)	D	1.29	Pass
	Airport - Hanger (Leased to Airapply)	D	1.40	Pass



Asset Management Plan

Warrnambool City Council

APPENDIX D Critical Components in a Poor or Very Poor Condition

There are three component criticality criteria established within the SPM Assets Reference library which provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level.

- **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
- **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the building or asset
- **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

- Consequence of Failure of **medium-high to high criticality**
- Occupational Health and Safety of **medium-high to high criticality**
- Appearance of **high criticality**

The condition of a component is the assessed state of a component at a particular time. Condition grades range from C1 (very good) to C5 (very poor).

The table below shows the complete list of properties, number of critical components, the number of critical components in a poor (C4) or very poor condition (C5) and the Gross Replacement Cost (GRC) reported against the standards applied in Section 3.5.

Building Subcategory	Building Name	No. Critical Components	Critical Components in Poor or Very Poor Condition	
			No.	GRC
Housing - Community & Residential	Comm House Residence - 12 Henry St	59	4	1,653
	Comm House Residence - 137 Morriss Rd	64	2	969
	Comm House Residence - 15 McKiernan Rd	75	4	3,842
	Comm House Residence - 2 Granter St	71	1	1,700
	Comm House Residence - 2 Vickers Dr	63	4	3,009
	Comm House Residence - 23 McKiernan Rd	76	5	4,100

Asset Management Plan

Warrnambool City Council



Building Subcategory	Building Name	No. Critical Components	Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Comm House Residence - 41 Merrivale Dr	76	2	1,932
	Comm House Residence - 45 Merrivale Dr	72	-	-
	Comm House Residence - 8 Henry St	69	-	-
	Comm House Residence - 82 Landmann St	71	-	-
	Comm House Residence - 84 Landmann St	69	3	1,984
	Comm House Residence - Unit 1/14 Henry St	81	3	3,606
	Comm House Residence - Unit 2/14 Henry St	79	10	22,869
	Residence - 26 Garden St	42	8	2,350
	Residence - 36 Koroit St	98	3	6,769
	Residence - 38 Koroit St	73	6	5,858
Other Buildings	Alveston	336	3	5,028
	C.W.A. Club Rooms	72	1	24
	Lyndoch Jetty Shed	9	-	-
	Morriss Rd Storm Water Pump Station	12	-	-
	Mozart Hall	68	9	4,439
	Ozone Square Carpark - Storage Shed	9	-	-
	RSPCA	105	2	1,024
	RSPCA - Dog/Cat Runs	31	-	-
	RSPCA - Grounds	14	-	-
	RSPCA - Outside Runs	5	1	2,826
	Scott St Depot - Amenities Building	125	-	-
	Scott St Depot - Bus Garage	18	2	1,514
Scott St Depot - Grounds	1	-	-	



Asset Management Plan

Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Scott St Depot - Workshop Store Building	81	1	1,176
	Scott St Depot Parks & Gardens Shed	25	-	-
	SES Building	110	1	1,479
Public Toilets	Albert Park - Toilet Block (Cramer St)	13	-	-
	Blue Hole - Toilet Block	73	-	-
	Coles Carpark - Toilet Block	46	1	2,461
	Koroit St - Toilets Block	39	-	-
	Point Ritchie - Toilet Block	18	-	-
	Stingray Bay - Toilet Block	29	3	23,651
Strategic Property	Airport - Aero Club Clubroom	31	1	888
	Airport - Airfield Maintenance Shed	7	-	-
	Airport - Grounds	16	-	-
	Airport - Hanger (Leased to Airapply)	15	1	18,163
	Airport - Office (Rate Payer AIR Warrnambool Office) BUILDING	47	-	-
	Airport - Residence (Rate Payer Warrnambool Aerodrome Committee)	89	1	10,800
	Airport - Shed (North East of Residence)	14	1	822
	Airport - Terminal Building	72	-	-
Total		2,668	83	\$134,936



Asset Management Plan
Warrnambool City Council

APPENDIX E Risk Matrix - Likelihood and Consequence

The risk matrix included in Section 5.4 has been taken directly from the SPM Assets software which displays the total replacement cost of the components by the risk rating. Replacement cost figures within the matrix correspond to components that are flagged for replacement within the lifecycle expenditure forecast. Therefore, any component due to be replaced within the period of the forecast will be included within the 5 x 5 risk matrix.

The risk rating considers the likelihood of failure and the consequence of failure to produce an overall generic risk rating for each component.

Calculation of Risk

Risk = Likelihood X Consequence

The risk rating is calculated simply by multiplying the likelihood and consequence ratings.

The table below details the resulting risk scores.

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Major (4)	Medium (4)	Medium (8)	High (12)	High (16)	Extreme (20)
Moderate (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Minor (2)	Low (2)	Medium (4)	Medium (6)	Medium (8)	High (10)
Insignificant (1)	Low (1)	Low (2)	Low (3)	Medium (4)	Medium (5)

Calculation of Likelihood

Likelihood of failure is calculated on the proportion of a component's expected life remaining. The parameters used to determine the likelihood of failure are:

- > Base life
- > Base life upper
- > Base life lower
- > Assessed remaining life
- > Assessed condition
- > Construction year
- > Survey year
- > Consequence of failure criticality
- > Health and Safety criticality
- > Appearance criticality
- > Property importance rating



Asset Management Plan

Warrnambool City Council

- Lifecycle analysis method

The likelihood of failure result is translated into a quantitative score using the table below.

Likelihood of Failure	Quantitative Score	Likelihood
> 95%	5	Almost Certain
80 - 95%	4	Probably
55 - 80%	3	Likely
35 - 55%	2	Possible
< 35%	1	Unlikely

Calculation of Consequence

The consequence rating is determined by the component criticality factors and the property importance factor. The consequence rating is a number from 1 to 25 which is translated into a qualitative score between 1 and 5 as shown in the table below.

Consequence Rating	Qualitative Score	Consequence
1 - 1.99	5	Catastrophic
2 - 4.99	4	Major
5 - 11.99	3	Moderate
12 - 19.99	2	Minor
20 - 25	1	Insignificant

Asset Management Plan

Warrnambool City Council



APPENDIX F **Disclaimer**

All figures and values within this AMP are only accurate at the time of creating the plan. The existing condition data and renewal requirements are based on the information included within the SPM Assets software (including Programs). All renewal projects are revised annually to cater for any changes in budget, risk and service requirements.

5.7. ASSET MANAGEMENT STRATEGY 2020 - POST COMMUNITY CONSULTATION

PURPOSE:

To adopt a key document relating to asset management within Council, being the draft Asset Management Strategy 2020.

EXECUTIVE SUMMARY

- At its 4 May 2020 Ordinary Meeting Council resolved to release the draft Asset Management Strategy for public consultation.
- The strategy was advertised on Council's website from 7 May to 8 June, and in The Standard on the 9th, 16th, 23rd, 30th May.
- No submissions have been received in relation to the draft Asset Management Strategy.

MOVED: CR. ROBERT ANDERSON

SECONDED: CR. SUE CASSIDY

That Council adopt the Asset Management Strategy.

CARRIED - 7:0

BACKGROUND

At its 4 May 2020 Ordinary Meeting Council resolved that it:

- 1. Agrees to advertise the draft Asset Management Strategy 2020 for public comment for a period of not less than 28 days.*
- 2. Receives a future report to adopt the draft strategy which summarises any submissions and amendment made to the document, following the consultation period.*

ISSUES

The purpose of the Asset Management (AM) Strategy is to establish guiding principles and to provide a sound basis for decisions on the procurement, management, utilisation and disposal of assets in accordance with our business needs and in line with our strategic and operational plans.

The AM Strategy intends to deliver sustainability by integrating service planning, asset planning, and financial planning.

The AM Strategy is an important document which supports our Asset Management Policy and outlines:

- Our current position in relation to our asset management practices and maturity;
- Our current capacity to manage our assets;
- The actions we will implement to help us improve upon our asset management practices which are consistent with our Council Plan and budget objectives; and
- Our performance monitoring processes to ensure that we are accountable.

This strategy applies to all infrastructure assets owned or controlled by Council and is supported by a 5-year improvement road map. The AM Strategy has been developed with the long-term goal of aligning with ISO:55000 certification when Council is ready to take the next step.

FINANCIAL IMPACT

The Action Plan, which is a key element of the strategy, sets out the priority, resource impacts, implementation costs and timeframes for each action. The Action Plan was established by identifying the opportunity areas to improve Council's core competency in asset management based on the NAMAFA (National Asset Management Assessment Framework) guidelines.

In total, the action plan calls for an investment in Strategic Asset Management of \$435,000, as the Strategy is identified to be reviewed within a five (5) year time frame, this equates to an investment need of more than \$87,000 per year for Council to establish core competency.

The financial investment required would be new budget allocations, as Council's current budget allocations and investment in strategic asset management does not enable reallocation of existing funding to target these requirements.

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

3.3 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

5.1 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement

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

Formal reporting against the strategy will commence upon adoption by Council. Council officers are continuing to undertake works in line with the action plan. For example, the actions relating to the Policy and Strategy (Section 4 and 5) are nearly completed and will be largely achieved following the final adoption of the Policy and Strategy by Council.

COMMUNITY IMPACT/CONSULTATION

The Asset Management Strategy has been advertised for community comment and no submissions were received.

LEGAL RISK/IMPACT

A comprehensive review of the Asset Management Strategy should be carried out prior to December 2024, as the strategy is identified to be reviewed within a five (5) year time frame.

It is considered beneficial to intermediary reviews from time to time as improvements are implemented and to make sure that it retains consistency with our strategic goals and objectives, following the development (and review) of the Council Plan and Asset Management Policy.

OFFICERS' DECLARATION OF INTEREST

No officer involved in the preparation of the strategy has declared any conflict.

CONCLUSION

Council should now adopt the Asset Management Strategy.

ATTACHMENTS

1. Asset Management Strategy 2019 - Draft [**5.7.1** - 35 pages]
2. Asset Management - Roles and Responsibilities Matrix [**5.7.2** - 4 pages]

Warrnambool City Council

Asset Management Strategy



WARRNAMBOOL
CITY COUNCIL

March 2020

DOCUMENT CONTROL

CT Management Group P/L PO Box 1374 GEELONG VIC 3220 Phone: (03) 5221 2566 Email: admin@ctman.com.au Web: www.ctman.com.au	Document : Warrnambool City Council - Asset Management Strategy - Draft
	Project Manager: Malcolm McKenzie
	Author: Adam Lehmann
	Date: October 2019
	Synopsis: Strategy outlining the implementation of the Asset Management Framework

DISTRIBUTION SCHEDULE

Version No.	Date	Distribution	Reference
1.0	March 2020	Warrnambool City Council	AM Strategy

SCHEDULE OF ADOPTION

Version No.	Date	Comment	Reference

This Asset Management Strategy is owned and managed by:

Warrnambool City Council
 25 Liebig Street
 Warrnambool VIC 3280

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Table of Contents

1	INTRODUCTION	1
1.1	What is Asset Management?	1
1.2	Why is Asset Management Important?	1
1.3	What is the Purpose of the Asset Management Strategy?	1
1.4	Scope	2
1.5	Outcomes	2
2	Asset Management Framework	3
2.1	Scope of the Asset Management Framework	3
2.2	Service Planning	7
3	Organisational Context	9
3.1	Relationship with Organisational Strategic Objectives	9
3.2	The Regulatory Framework	9
3.3	Other Strategies	10
3.4	Stakeholder Requirements	10
3.5	Stakeholder Engagement	11
4	Asset Management Information System	12
4.1	Our Systems Environment	12
4.2	AMIS Objectives	12
4.3	Asset Data	13
4.4	Future Strategies for AMIS	13
5	Organisational Roles and Responsibilities	14
5.1	Organisational Structure	14
5.2	Roles and Responsibilities	14
5.3	Service Driven Asset Planning	15
5.4	Leadership and Culture	16
5.5	Training and Developing our People	16
6	Risk Management	17
6.1	Risk Management Procedure	17
6.2	Operational Risk Management	17
6.3	Asset Condition and Risk	18
7	Future Demand	19
7.1	Investment Forecasts	21
8	Lifecycle Strategies	23
8.1	Lifecycle Approach	23
8.2	Lifecycle Strategies	23
9	Performance monitoring and evaluation	25
9.1	Asset Management Maturity	25
9.2	Assessment Findings	25
9.3	Our Desired Asset Management Future	25
9.4	Performance Monitoring and Reporting	26
9.5	Review	26
	Appendix 1: National Asset Management Assessment Framework	27
	Appendix 2: Asset Management Improvement Program	28

1 INTRODUCTION

1.1 What is Asset Management?

In its simplest terms, asset management is about the way in which we look after our assets, both on a day-to-day basis (i.e. maintenance and operations) and in the medium to long term (i.e. strategic and forward planning).

1.2 Why is Asset Management Important?

Council has over **\$830 million** in assets under its management. This includes buildings, our network of roads, footpaths, pits and pipes associated with stormwater drainage, playground equipment and other park furniture, and other assets which have been built up progressively over many years.

We budget approximately **\$19 million** per year for renewing, improving and growing our assets. We also budget around **\$12 million** each year to operate and maintain assets. These costs include staff, security, cleaning, utilities, insurance and general repairs and maintenance.

Combined, around **34 per cent** of our total annual expenditure is asset related.

These assets are predominantly used to provide services and amenity to our community. The standard to which we maintain our assets, and the extent of expansion and improvement, are key considerations in setting and delivering our Council Plan.

Given this sizeable investment and the importance of these assets to achieving community outcomes, it is vital that we are good asset managers.

1.3 What is the Purpose of the Asset Management Strategy?

The purpose of the Asset Management Strategy is to establish guiding principles and to provide a sound basis for decisions on the procurement, management, utilisation and disposal of assets in accordance with our business needs and in line with our strategic and operational plans.

The Asset Management (AM) Strategy intends to deliver sustainability by integrating service planning, asset planning, and financial planning.

The AM Strategy is an important document which supports our Asset Management Policy and outlines:

- Our current position in relation to our asset management practices;
- Our desired future asset management State;
- Our current capacity to manage our assets;
- The actions we will implement to help us improve upon our asset management practices which are consistent with our Council Plan and budget objectives; and
- Our performance monitoring processes to ensure that we are accountable.

This strategy applies to all infrastructure assets owned or controlled by Council and is supported by a **5 year** improvement road map. The AM Strategy has been developed with the view to being ready for ISO:55000 certification when we are ready to achieve this.

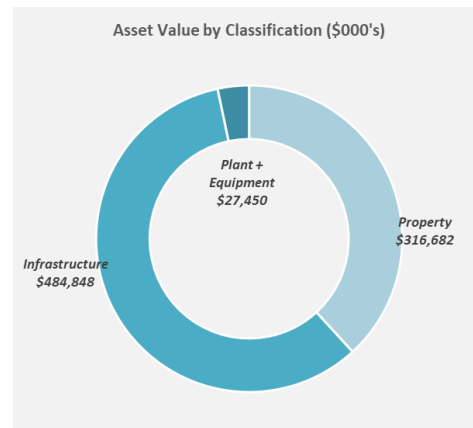


Figure 1 - Asset Value by Type

1.4 Scope

This Asset Management Strategy includes the physical assets, systems, and processes that are required for the provision of the wide range of services that we provide to our community.

This Asset Management Strategy is focused on enhancing asset management capability and has been developed in line with the Asset Management Policy. It applies to all physical assets, systems, and processes that support the delivery of services to our stakeholders and the community in accordance with the direction set in the Council Plan.

1.5 Outcomes

Strategic asset management underpins all activities related to managing our assets for optimal outcomes.

This document will provide an effective and integrated strategic and operational framework for all classes of our assets leveraging their inherent capabilities to assist us to achieve our strategic objectives and service priorities.

For this to occur, we must develop and implement strategies that match the quality, quantity, and type of assets with the defined service requirements, and a vertical perspective that ensures the decisions taken about each asset or group of assets are supported with structured methodologies and decision making tools that take into account the total life of the asset.

2 ASSET MANAGEMENT FRAMEWORK

Strategic asset management provides a framework for better practice in the planning, provision, management, and eventual disposal or adaptation of assets for a new use.

Council's asset management framework is being developed to follow the principles of the *ISO:55000* series of asset management standards with the aim of achieving the following benefits:

- Lower asset management costs over the long term;
- Alignment of strategic initiatives across the asset management framework;
- Increased engagement of our people, including leadership, communications and cross-disciplinary teamwork;
- Alignment of processes, resources, and functional contributions;
- Better understanding and use of data and information to provide consistent and informed decisions;
- Consistent, prioritised and auditable risk management; and
- Improved asset management planning.

Our asset management framework is presented in Figure 2. This framework has been developed following good practice principles and in particular the relationship between the key elements of an *ISO:55000* asset management system.

The asset management framework aims to ensure that a systematic approach to asset management delivers prudent and efficient outcomes that meet both corporate and asset management objectives.

Our asset management framework allows the organisation to develop strategies that match the quality, quantity and type of assets with the defined service need, while also making sure that decisions that are made about assets are supported with structured methodologies and decision making tools that take into account the total lifecycle of the asset.

2.1 Scope of the Asset Management Framework

Key elements of Councils Asset Management Framework include the following:

- Asset Management Leadership and Governance;
- Asset Management Policy and other related policies;
- Asset Management Strategy;
- Asset Management Plans; and
- Roles and Responsibilities.

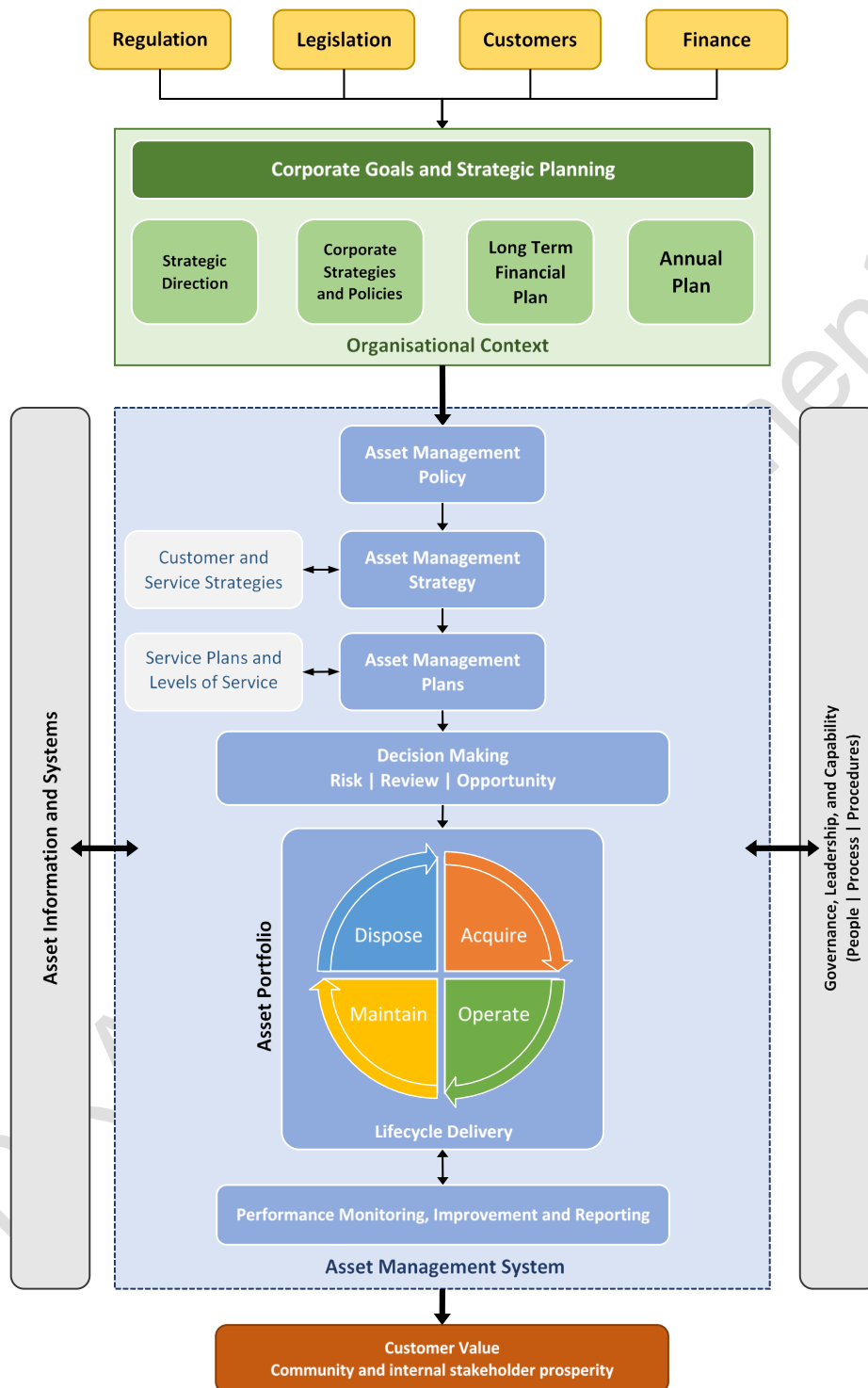


Figure 2 - Asset Management Framework

2.1.1 Leadership and Governance

The Council and executive officers are collectively responsible for leading the planning, implementation, operation and continuous improvement of asset management, including the systems and culture.

Council recognises the importance of effective integration with various stakeholders (both internal and external to Council). In doing so, it is important that all parties understand each other's expectations.

2.1.2 Asset Management Policy

To aid alignment of our asset management activities to our strategic goals, Council has adopted an Asset Management (AM) policy.

The AM policy applies to all of our assets and associated activities and is the overarching document that guides our asset management framework.

The AM policy provides a critical platform for us to deliver our vision to be a thriving organisation known for inspiring, motivating and equipping people for success.

Key aspects of the AM policy are that it:

- Is consistent with Council's vision and strategic objectives;
- Applies to all assets owned or managed by Council;
- Applies to all stages of the asset lifecycle (i.e. planning, design, construction, operation, maintenance, renewal, and disposal); and
- Is dependent on demonstrated leadership from our staff.

The AM policy and the framework that supports it will ensure that:

- We understand the services that we deliver, and the assets required to meet these services;
- All our assets are adequately documented;
- Service and asset related risks are identified and managed appropriately;
- We strive for the sustainable management of assets;
- Roles and responsibilities of Council and our staff are clearly defined;
- We comply with our legislative and regulatory requirements; and
- We give consideration to environmental impacts, including climate change when making decisions about our assets.

2.1.3 Asset Management Strategy

This AM Strategy outlines how we will deliver our asset management policy intentions.

It does so by establishing the direction and actions necessary for improvement of relevant asset management practices to achieve the Council's vision and organisational objectives.

2.1.3.1 Asset Management Vision

Our vision for asset management is:

Council will provide assets that are responsive and adaptable to demand and service needs in a manner that minimises risk and optimises value to our community.

The AM Policy establishes the core principles to achieve our asset management vision and to guide our practices.

These principles will be achieved through the following strategies that span the life cycle of our assets:

Asset Management Strategies	Objectives
<i>To provide for the service needs of our community</i>	<p>We will achieve this by:</p> <ul style="list-style-type: none"> ▪ Ascertaining service level needs through a community consultation process ▪ Focussing on outputs and outcomes with a view to continuously improving the match between service requirements and service delivery ▪ Ensuring our assets are appropriately used and maintained
<i>To optimise the service potential of our assets</i>	<p>We will achieve this through:</p> <ul style="list-style-type: none"> ▪ Effective management of our existing assets ▪ Flexibility of our asset base ▪ Rigorous planning, evaluation and budgetary processes ▪ Using economies of scale to deliver cost effective services
<i>To maximise value for money</i>	<p>We will achieve this by:</p> <ul style="list-style-type: none"> ▪ Taking account of the full costs of holding, using and disposing of assets throughout their life cycles ▪ Ensuring asset management decisions are responsive to performance measurement and monitoring ▪ Producing costed options for the delivery of asset services.
<i>To contribute to economic growth</i>	<p>We will achieve this by:</p> <ul style="list-style-type: none"> ▪ Appropriate matching of assets to meet service delivery demands ▪ Ensuring that all asset management decisions are made within the context of council's overall resource allocation and management framework
<i>To assign responsibility and accountability</i>	<p>We will achieve this by:</p> <ul style="list-style-type: none"> ▪ Clearly defining ownership and control of assets through asset information systems that meet both government and management decision making requirements ▪ Determining and communicating accountability and reporting responsibilities throughout each step of the integrated approach to asset management
<i>To promote balance between development and sustainability</i>	<p>We will achieve this by:</p> <ul style="list-style-type: none"> ▪ Balancing the demand for new assets through the use of non-asset service delivery alternatives where appropriate ▪ Making asset decisions that consider and protect the needs of future generations having regard to natural environment ▪ Considering alternative asset renewal and rehabilitation options wherever feasible

Asset Management Strategies	Objectives
<p><i>To minimise risks to the community and to Council's financial viability</i></p>	<p>We will achieve this through:</p> <ul style="list-style-type: none"> ▪ The application of risk assessment and reduction strategies ▪ Regular condition audits consistent with the criticality of the various asset categories ▪ Delivery of appropriate asset maintenance and renewal programs

Table 1 - Asset Management Strategies

2.1.4 Asset Management Plans

The majority of our asset management activities are managed at an asset category level. It is our intention to prepare AM Plans for each major asset category to assist in the management of our assets over their lifecycle and will cover a period of no less than **15 years**.

Our Asset Management Plans will demonstrate alignment with the Council Plan, the Long Term Financial Plan, Annual Budget, and our Asset Management Policy.

They will identify the performance issues and risks presented by each asset type within the category and define specific actions that must be undertaken to sustain asset performance.

The AM Plans will also summarise the asset operating and capital expenditure requirements for each asset category.

The AM Plans will be supported by detailed condition assessments and maintenance standards to ensure that our assets are appropriately maintained and the detailed condition, and associated risk, of selected assets is well defined and understood.

AM Plans are a central pillar to our asset management framework and will cover the following asset classes:

- Roads;
- Bridges;
- Footpaths and Cycle ways;
- Buildings (inclusive of major facilities (e.g. Aqua Zone, Flagstaff Hill, Aerodrome), fixtures and fittings)
- Stormwater drainage;
- Open space (includes water way infrastructure, active recreation areas);
- Ports
- Plant and Fleet;
- ICT Equipment;
- Art, Heritage, Collections and Monuments,
- Significant Trees,
- Waste Management, and
- Land

2.2 Service Planning

Delivery of our extensive range of services occurs in an increasingly dynamic environment, with ever changing community expectations, mandatory obligations, increasing costs, and ageing infrastructure.

We are committed to ongoing financial sustainability and providing services that are accessible, safe, outcome focussed, and meet the needs of the community by making efficient and effective use of our limited resources.

To do this we need to work in partnership with our community to ensure the services we provide are important to them and meet their needs, and that they are satisfied with the quality of our services.

With collaboration from the community we aim to establish levels of service which will inform our long-term asset and financial planning. This will enable us to develop, integrate, and deliver services which are affordable and sustainable.

DRAFT - For Comment

3 ORGANISATIONAL CONTEXT

The needs of our community, local business, and industry all place demands on us for better services, higher quality infrastructure, value for money services, and innovative solutions. The challenge for us is to balance expectations with the best use of our limited resources.

Our capacity to respond to the demands for services depends largely on our financial resources. As part of our budget processes, resources are allocated to achieve the objectives and priorities according to our strategic priorities that are set in response to these demands.

Strategic asset management is the concept of aligning our assets with service delivery needs and guides decision-making processes over the entire life of the asset.

The challenge for us is to balance expectations with the best use of our limited resources while considering growth and changing service delivery models and needs.

3.1 Relationship with Organisational Strategic Objectives

Our Council Plan 2017 - 2021 defines the overarching goals and specific targets to direct organisational focus and resources towards the broad objectives that we wish to see achieved for the city.

In order to effectively contribute to these outcomes, our assets must meet the current and future needs of the wider communities with which we engage.

This Asset Management Strategy has been prepared under the direction of Council's vision and strategic objectives.

Council's Vision:

'A cosmopolitan city by the sea'

Council's Strategic Objectives:

The objectives that support achieving Council's vision are:

- Sustain and enhance the natural environment
- Foster a healthy city that is socially and culturally rich
- Maintain and improve the physical fabric of the city
- Develop a modern economy with diverse and sustainable employment
- Practice good governance through openness and accountability

3.2 The Regulatory Framework

The principal legislation in Victoria governing the establishment and operation of councils is the *Local Government Act 1989*, along with various Regulations made under that Act. This defines the purposes and functions of local government as well as providing the legal framework for establishing and administering Councils.

As well as the general powers and responsibilities given under the Local Government Act, local councils are responsible for a wide range of services and functions under various other Act of Parliament. In fact we have responsibilities under more than 120 different Victorian pieces of legislation.

Examples of Victorian Acts and Regulations which our operations are subject to include (without limitation):

- *Local Government Act 1989*
- *Local Government (General) Regulations 2015*
- *Local Government (Planning and Reporting) Regulations 2014*
- *Planning and Environment Act 1987*
- *Public Health and Wellbeing Act 2008*
- *Occupational Health and Safety Act 2004*
- *Public Records Act 1973*
- *Victorian Charter of Human Rights and Responsibilities Act 2006*
- *Freedom of Information Act 1982*
- *Building Act 1993*
- *Disability Act 2006*

3.3 Other Strategies

Other strategies and plans which we rely upon to help inform future asset planning and community expectations through their implementation include:

- Warrnambool 2040;
- Open Space Strategy;
- City Wide Housing Strategy;
- Various Growth Area Structure Plans;
- Eastern Activity Precinct Structure Plan;
- Strategic Framework Plans;
- Municipal Strategic Statement;
- City Centre Structure Plan; and
- Development / Infrastructure Contributions Plan(s).

3.4 Stakeholder Requirements

Key stakeholders with respect to managing our assets to ensure sustainable service delivery are summarised in Table 2.

Key Stakeholder	Expectation/Requirements
State Government	The State expects Council to: <ul style="list-style-type: none"> ▪ Comply with legislative and regulatory responsibilities; ▪ Maintain public assets as a reliable and sustainable system; ▪ Be cost effective with capital delivery (that facilitates community growth); ▪ Performance – demonstrate that we meet the needs of our community; and ▪ Be honest and open in our dealings.
Community	The Community expects that Council will: <ul style="list-style-type: none"> ▪ Be a cost effective service provider; ▪ Make prudent decisions and be financially responsible; ▪ Be transparent and provide information on Councils activities and outcomes; and ▪ Provide safe, reliable and responsible services (measured by a community that has confidence in us).

Key Stakeholder	Expectation/Requirements
<p>Business and Developers</p>	<p>Business and Developers expect Council to:</p> <ul style="list-style-type: none"> ▪ Be responsive and timely in providing advice; ▪ Be transparent and provide information on Councils activities and outcomes; ▪ Be timely with capital delivery (that facilitates growth and development); and ▪ Provide safe, reliable and responsible services.

Table 2 - Stakeholder Summary

To achieve stakeholder requirements, we have developed the following strategic goals:

- Understand our customers by making them central to all we do;
- Enable our people to deliver value;
- Care for our assets, delivering safe and reliable services; and
- Deliver sustainable outcomes.

3.5 Stakeholder Engagement

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

We work with our stakeholders to:

- Understand the issues we face;
- Help to identify options to address these issues;
- Influence what changes we make to our assets, facilities and service delivery;
- Help to clarify the decisions we must make; and
- Gain support for the decisions that we make.

We have a broad group of stakeholders who have many different contact points across our organisation. We have yet to define customer levels of service for our assets and facilities, although we have acknowledged that we need to define these so that we are able to reflect demand and to balance asset standards with the expectations of our stakeholders and financial resources.

Our Community Engagement Policy provides the framework when we talk to and involve our stakeholders in guiding our decision making.

4 ASSET MANAGEMENT INFORMATION SYSTEM

Our Asset Management Information System (AMIS) is a combination of people, processes, information, and the technology applied to provide the essential outputs for effective asset management.

These outputs include; reduced risk; enhanced performance; enhanced compliance; effective knowledge management; effective resource utilisation; and optimum infrastructure investment.

AMIS is a tool that interlinks asset management processes through the entire asset lifecycle (refer Figure 7).

4.1 Our Systems Environment

Table 3 provides an overview of the various applications and solutions which we use in the strategic, tactical, and operational management of Council's assets.

Component	Supporting System
Customer request	Open Office
Financial/Accounting	TechnologyOne - Finance1
Records management	TechnologyOne – ECM
Mapping (GIS)	<ul style="list-style-type: none"> ▪ Exponare (corporate) ▪ MapInfo and QGIS (business unit analytics)
Asset register	<ul style="list-style-type: none"> ▪ Conquest (Infrastructure) ▪ TechOne Assets (Fleet)
Strategic asset management	<ul style="list-style-type: none"> ▪ SPM Assets (Buildings) ▪ Assetic MyPredictor (Roads)
Mobile solutions	Fulcrum and inhouse produced mobile app (Trassetto)
Maintenance management	<ul style="list-style-type: none"> ▪ Conquest ▪ Fulcrum ▪ Trassetto

Table 3 - Asset Management Information System

4.2 AMIS Objectives

The key objectives of the AMIS are to assist us in sustaining and improving, where needed, overall performance of our asset portfolio, in order that our organisational and asset management objectives are achieved, by undertaking the following activities:

- Ensuring holistic asset information is collected, maintained and readily accessible to support evidence-based asset management decision making;
- Enhancing the visibility of, accessibility to, and trust in asset information across the organisation; and
- Developing effective AMIS improvement practices that support the life cycle asset management business functions in accordance with *ISO:55000* and the *International Infrastructure Management Manual*.

Subsequently, addressing these is expected to result in significant improvements across the following aspects:

- Enhance asset performance;
- Reduce asset related risk;
- Improve asset knowledge management;
- Enhance regulatory compliance;
- Optimise resource use; and
- Optimise infrastructure investment.

Successfully achieving these objectives will enable compliance with the requirements of the Council Plan and Asset Management Policy by significantly improving the quality, completeness, integrity and consistency of asset information, systems and processes at all levels.

4.3 Asset Data

One of the underpinning principles of good asset management is the creation, maintenance and analysis of accurate asset data.

Good quality asset data will enhance evidence-based asset management planning and decision making but even if data is not fully accurate or complete it still contributes to the planning process.

Asset data is stored in a number of systems including Conquest (infrastructure) and TechOne Assets (plant and fleet).

We are committed to continuously improving the accuracy and completeness of asset data to support the achievement of our corporate and asset management objectives.

4.4 Future Strategies for AMIS

Future strategies to manage the AMIS include, but are not limited to:

- Developing a road map for improving our current systems, tools, applications and processes to enable our transition to greater asset management maturity and capability;
- Develop asset information management and analysis capabilities across the organisation to enable effective evidence-based decision making;
- Identifying the system and process improvements that are required to realise the full functionality of Conquest to generate future works programs and cash flows;
- Continue to work closely with the organisation to understand emerging and future asset management requirements and ensuring sound governance over AMIS development and utilisation; and
- Developing a data management strategy to ensure that our asset information supports the achievement of our business objectives.

5 ORGANISATIONAL ROLES AND RESPONSIBILITIES

This chapter discusses the organisational management structure and their roles and responsibilities.

5.1 Organisational Structure

Figure 3 shows our organisational management structure.



Figure 3 - Organisational Structure

5.2 Roles and Responsibilities

Asset management requires a whole-of-organisation approach. The roles and responsibilities of the key stakeholders involved in managing assets are shown in Table 4.

Group	Roles and Responsibilities
Councillors	<ul style="list-style-type: none"> Act as stewards for infrastructure assets on behalf of the community. To ensure appropriate resources and funding for asset management activities are made available to integrate policies, strategies and plans into the Council governance framework. Provide consistent and transparent decision making based on adopted criteria.
Executive Management Team (Chief Executive and Directors)	<ul style="list-style-type: none"> To continually promote AM across the organisation and with Council and the community. To validate and challenge proposals to ensure they meet the Council Plan objectives. To adequately budget funding of asset renewal in accordance with the Policy
All Directorates	<ul style="list-style-type: none"> Develop and implement strategies and plans that deliver the outcomes required by Council; Deliver safe, reliable, responsive and affordable services to the community; and Support the community

Group	Roles and Responsibilities
All Employees	<ul style="list-style-type: none"> ▪ To provide the correct technical and professional advice to Council so that they may make the best decisions. ▪ Implementation of the Strategy and AMP. ▪ Continually seek innovative ways of meeting service needs. ▪ Identify "levels of service" for implementation. ▪ To develop and implement maintenance and refurbishment capital works programs in accordance with AMP. ▪ Ensure the asset database is maintained and updated. ▪ Provide reports to Council. ▪ Promote and raise awareness of asset management to Council and staff.

Table 4 - Organisational Responsibilities

5.2.1 Asset Management Steering Committee

We have established an Asset Management Steering Committee (AMSC) to ensure that there is a coordinated and integrated approach to asset management across the organisation. The AMSC is also responsible for promoting an understanding of asset management issues across the organisation and to make sure that investment into physical infrastructure supports Council's strategic planning objectives.

The AMSC will also take responsibility for the development and implementation of the Asset Management Improvement Plan.

The AMSC will monitor and report on the progress of the asset management improvement actions to the Executive Management Team as set out in the AMSC Terms of Reference.

5.3 Service Driven Asset Planning

We are striving to realise greater integration between the way we plan our services and assets which underpin them.

To create a stronger nexus, and to provide clarity within our organisation, we have established a *Services and Assets Relationship Framework* as described in Figure 4. This assists us to clearly define the parts of our organisation that are responsible for determining levels of service and for managing the assets through the delivery lifecycle.

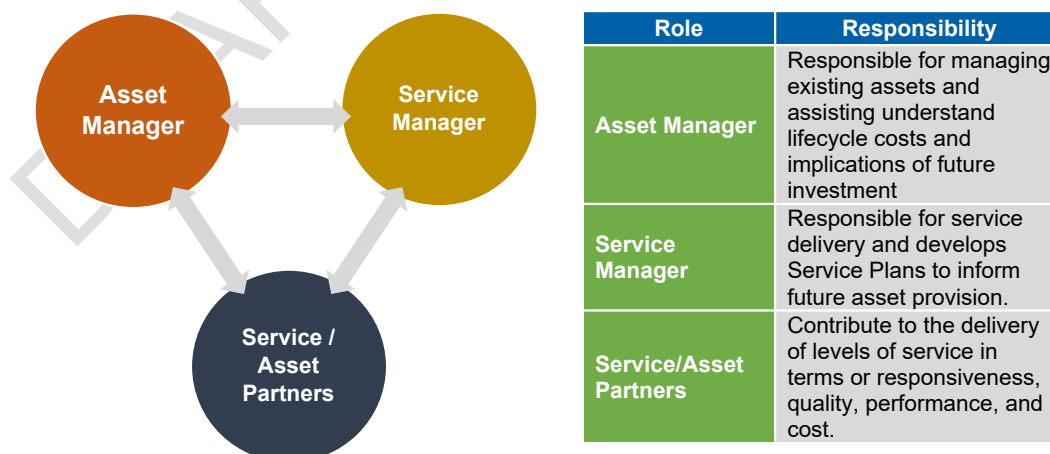


Figure 4 - Services and Assets Relationship Framework

5.4 Leadership and Culture

Building a high-performance culture and high levels of employee engagement is essential to supporting the achievement of our strategic objectives and to enable us to be sustainable.

To drive our culture, we invest in the development of our people at all levels to build self-awareness and leadership capability, focusing on communication, teamwork, business improvement, and change.

We offer professional development through our *Staff Learning and Development Policy*.

Our capacity to implement the AM Strategy and framework will rely on the continued leadership, commitment, and involvement of our management and staff. Leadership will form the major influence in the development and application of this AM Strategy together with strategic and operational continuous improvement plans.

To ensure success and a positive change in our asset management practices, leadership will be paramount across the entire organisation.

The CEO, management team, and all leaders aim to champion our ongoing commitment to sustainable asset management in their actions and messages to our staff, as well as effective mentoring.

5.5 Training and Developing our People

To ensure that Council's asset management capabilities are best appropriate practice, we are committed to:

- Clearly defining asset management roles, and continuously recruit staff accordingly;
- Continuously encourage innovation to improve the way we manage our assets;
- Reviewing skills and development needs in asset management related areas as part of employee performance planning and providing appropriate development opportunities;
- Providing relevant staff with appropriate briefings in relevant asset and financial management principles, practices, and processes; and
- Providing and allocating resources for training to support asset management across the organisation.

6 RISK MANAGEMENT

The effective management of risk is central to the core business and efficient management of Council.

Our approach to risk management involves managing to achieve an appropriate balance between realising opportunities for gains while minimising adverse impacts. Risk management is viewed as an integral part of good management practice and an essential element of good corporate governance.

An integral part of how we operate is the identification and treatment of risk, so our stakeholders prosper. Our ability to deliver quality assets and services is significantly influenced by the effectiveness of our management of risk. We aim for risk management to become part an integral part of culture, embedded into our operating philosophy, business practices and processes.

Our *Risk Management Policy* is the overarching document that provides guidance on risk management practices. It is a high-level document that clearly establishes expectations in relation to risk management.

6.1 Risk Management Procedure

The responsibilities, structures and processes established to ensure we achieve our risk management objectives are detailed within our *Risk Management Procedure*. This provides us with the principles and processes to make sure we consistently apply good risk management practice to our assets.

The risk management framework sets out our management of the effects that uncertainty has on achieving our vision and strategic objectives. The framework also facilitates compliance with legislation, rules, codes, guidelines and various industry standards.

6.2 Operational Risk Management

In accordance with *AS/NZS ISO:31000 Risk Management – Principles and Guidelines*, Figure 5 shows the operational process we undertake when managing risk.

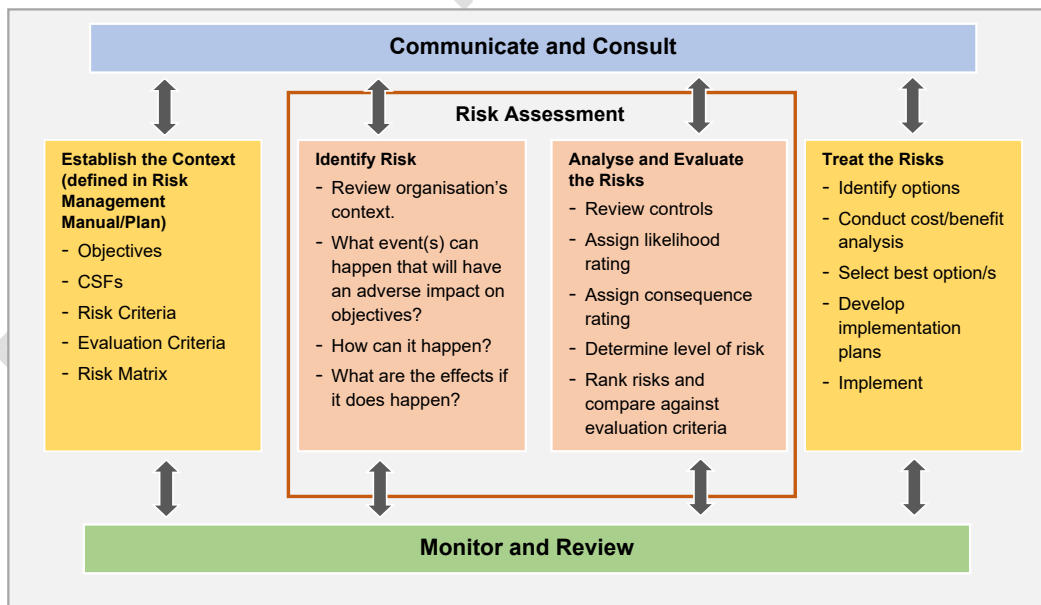


Figure 5 - Risk Management Operational Process

6.3 Asset Condition and Risk

Our assets are ageing and are at various stages of their lifecycle. A key focus for us is to manage the associated asset risk due to poor condition effectively to achieve our asset management, service, and cost performance objectives.

Regarding asset condition and risk, we will continue to set service-based targets for assets to balance the risk of asset failure and the associated reliability impacts with cost. We are also pursuing strategies to:

1. Implement the use of condition-based risk management across key asset categories; and
2. Develop and implement processes for capturing, registering, assessing, and tracking asset related risks and associated risk controls and treatments to better match service performance with our stakeholder requirements.

7 FUTURE DEMAND

We face a number of challenges and opportunities that have the potential to significantly impact service delivery and asset management.

Challenge	What does this mean for asset management?
<p>Population Change</p> <p>Population will change at different rates across Victoria over the coming decades. Population growth will be minimal for small shire councils and is forecast to decline in many of the local government areas in Victoria's west. These councils will face challenges in maintaining revenue raising capacity in the future.</p>	<p>Convergence of populations to regional centres such as Warrnambool increases pressure on our assets and service provision.</p> <p>Warrnambool continues to provide services to the broader areas, many of which are experiencing population decline.</p>
<p>Diminishing Own Source Income</p> <p>We are experiencing a significant reduction of our own source revenue. This had previously contributed to the consolidated revenue of Council and was able to be utilised for the cross-subsidy of other services or had minimised the impact of the net cost to the community.</p>	<p>Loss of own source income due to commercial competition and changed patterns of use has materially affected Council's financial sustainability. This will impact the manner in which we invest in our assets and services in the future.</p>
<p>Ageing Infrastructure</p> <p>One of the biggest financial challenges facing us is the cost of renewing our ageing infrastructure. Council's assets have been built and developed in the past. Many years on, this period of development has created a large peak in the need to invest in asset maintenance and renewal.</p>	<p>There is a critical need to introduce systems and processes to ensure that our spending on our existing assets is optimised.</p> <p>As our assets continue to age, more investment in maintenance and renewal expenditure will be required to ensure that the current levels of service enjoyed by the community continue to be delivered.</p>

Challenge	What does this mean for asset management?
<p>Climate Change</p> <p>We are already experiencing the impacts of climate change. In the future, we can expect; increased flooding of coastal properties and public facilities; storm damage to infrastructure; beach erosion; decreased water quality and security of water supply; reduced summer outdoor activities; and hotter urban spaces.</p>	<p>Ageing infrastructure that is not designed for climate extremes, and higher density urban environments, are especially vulnerable to increasing natural strains. This will have an impact on Council services and assets.</p>
<p>Rapid Technological Change</p> <p>The world is becoming more connected. People, businesses and governments are increasingly moving online to connect, deliver and access services, obtain information and to perform day to day activities. These changes will affect how we deliver services and how we manage our assets.</p>	<p>We will also have the capability to share our data on our assets to others enabling them to interact with our services digitally. We will also be able to enable a more mobile workforce.</p>
<p>Legislative and Policy Influence</p> <p>We operate in a complex legislative and policy environment that directly influences the way we do business:</p> <ul style="list-style-type: none"> ▪ There is an expectation that Council will continue to deliver services, even when State and Federal government funding is withdrawn ▪ The cap on rate increases means our ability to control revenue is constrained ▪ Compliance and reporting requirements are increasing 	<p>We need to meet our statutory obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to be made to manage competing funding demands across a broad range of projects, programs, and services.</p>

Table 5 - Future Challenges

DRAFT

7.1 Investment Forecasts

Current projections indicate that Council has an asset renewal gap of over **\$19 million**.

Many major assets are reaching the end of their useful life and no longer meet the needs of a growing and aspirational Regional City.

Our Long Term Financial Plan indicates that without assistance, our asset renewal shortfall will grow from the current figure to be in excess of **\$40 million** over the coming decade.

Our imperative is to reduce this renewal backlog and to sustainably fund the renewal of our assets in the future. This is to reduce the impact to our community of the costs of unsustainable asset provision by proactively renewing and maintaining our assets.

The growing asset renewal gap facing us was the major driver behind us applying to the Essential Services Commission for a variation to the current council rate cap. Our application was approved in part.

The higher rate cap variation will slow the growth of the renewal gap and see it halt in around 10 years' time, increasing funding further will see this happen sooner and begin to close the renewal gap so that our assets remain safe and are able to support the delivery of quality services.

Asset Renewal Gap

In simple terms, this is the difference between the current level of actual expenditure on replacing existing assets and the level of funding necessary to maintain our assets to meet minimum levels of service.

Council Rate Cap

The Minister for Local Government sets local council rate caps. The cap is the maximum amount a council can increase its general rates and municipal charges within a financial year. The current rate cap is 2.5%

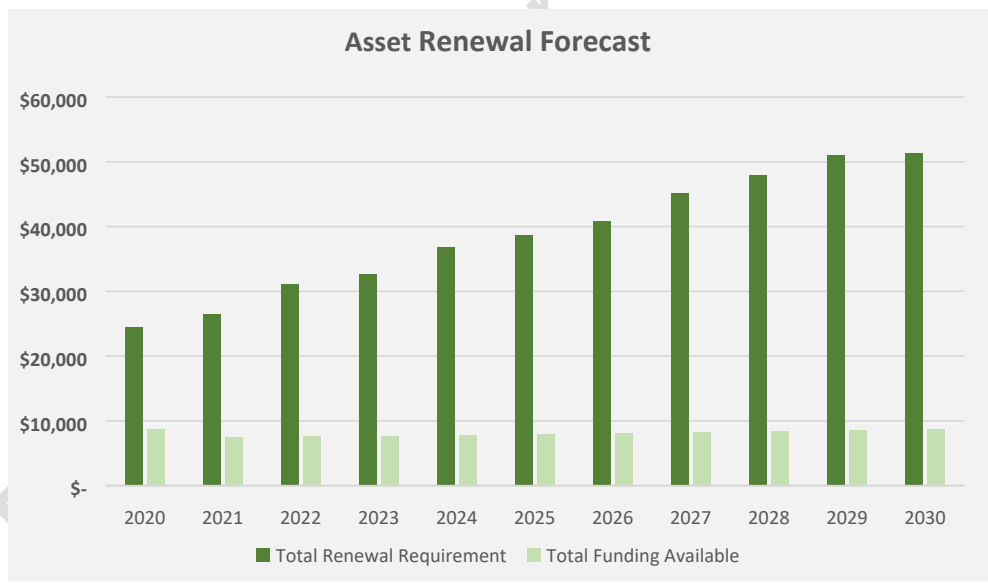


Figure 6 - Asset Renewal Forecasts (includes backlog).

7.1 Investment Evaluation

As an organisation which relies on assets to deliver our services, we have developed a *Capital Evaluation Framework* that:

- Ensures that capital investment for infrastructure assets aids in the achievement of our strategic objectives;
- Aids the development of a service needs directed long-term capital works program, to better inform Council's Long-Term Financial Plan;
- Ensures capital investment delivers best value;
- Ensures that capital investment is financially sustainable, and in accordance with asset management principles for the whole life cycle costs of our infrastructure;
- Builds a robust capital infrastructure asset investment system, that is impartial and priority-based for allocating Council resources; and
- Enhances transparency and public confidence in our capital investment decision-making process.

7.2 Timing and Deliverability of Works Program

We attempt to optimise our proposed works program in terms of capital and maintenance tasks.

In particular, the optimisation of the timing and sequencing of asset renewal projects considers a number of factors, including the costs and benefits of aligning asset renewal with improvement projects or with maintenance activities. Where possible, we try to coordinate our works to:

- Take full advantage of our asset investment;
- Ensure the achievement of our strategic goals;
- Maintain performance, safety, and compliance of our assets;
- Ensure an acceptable risk profile across all assets; and
- Ensure delivery of the works program.

Timely delivery of the capital works program is essential to minimising the likelihood of additional operating expenditure to sustain our assets beyond their expected service lives where run-to-failure is not employed.

8 LIFECYCLE STRATEGIES

This section discusses our lifecycle approach to asset management and the resulting key asset strategies aimed at achieving our asset management objectives and corresponding corporate goals.

8.1 Lifecycle Approach

The goal of asset management is to meet a required level of service in the most cost-effective manner, through the prudent and efficient management of assets for present and future customers.

The key elements of infrastructure asset management are:

- Adopting a life-cycle approach;
- Developing cost-effective management strategies for the long term;
- Providing defined and agreed levels of service;
- Monitoring performance;
- Understanding and meeting the impact of changing service needs through demand management and infrastructure investment;
- Managing risk associated with asset failures;
- Sustainably using physical resources; and
- Continually improving asset management processes and practices.

Ageing and potentially unreliable assets are managed as part of our overall asset management planning. The focus of this planning is to ensure that replacement of assets is determined on asset condition and risk rather than age alone.

In developing strategies in relation to potentially unreliable assets we take a holistic approach to asset renewals, improvements, and disposal across our asset portfolio. We aim ensure that our asset management plans align with our service plans to drive the most efficient outcome with a balance between cost, risk, and performance.

A formal approach to the management of assets is essential to providing our services in the most cost-effective manner. This enhances our ability to demonstrate our approach to asset management to our stakeholders

Our approach to asset management is centred on asset lifecycle management. There are five stages in the asset lifecycle as shown in Figure 7.

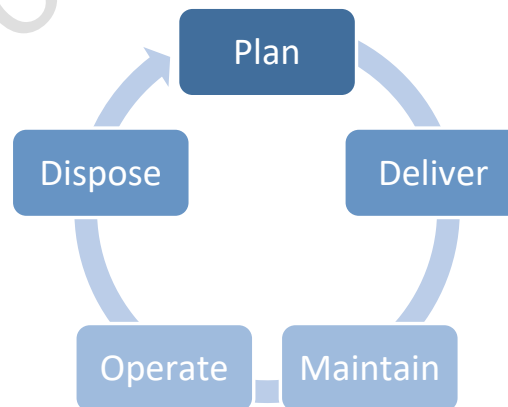


Figure 7 - Asset Management Lifecycle

8.2 Lifecycle Strategies

Each phase of the lifecycle has a corresponding lifecycle strategy, which describes our approach to the particular activities in that stage, objectives relevant to that stage, and strategies for providing performance to required levels.

The five lifecycle strategies (Planning, Delivery, Maintenance, Operations, and Disposal) are summarised in Table 6.

Lifecycle Phase	Strategy Description
Planning	Covers CAPEX planning, from need identification, evaluation and approval, through to handover to delivery for implementation.
Delivery	Covers implementing capital works (including detailed design, procurement, installation, and commissioning) and the dismantling and disposal of assets.
Maintenance	Covers our approach to maintaining assets, including the types of maintenance employed and a discussion of how the work is managed.
Operations	Covers operation of the assets, including operational control, situational awareness, and contingency planning.
Disposal	Covers activities relating to the disposal and divestment of assets and the disposal of waste material.

Table 6 - Asset Management Lifecycle Strategies

DRAFT - For Comment

9 PERFORMANCE MONITORING AND EVALUATION

A key element of this AM Strategy is to review the current status of asset management practices in order to identify key gaps and opportunities for improvement.

9.1 Asset Management Maturity

We use the National Asset Management Assessment Framework (NAMAF) to measure our asset management maturity.

The framework is a self-assessment against 11 elements (refer to Appendix 1). This benchmark is used to evaluate our current practices and to understand the improvements that we need to make.

The objective of the maturity assessment was to determine the current level of our asset management process and system sophistication.

9.2 Assessment Findings

The assessment enabled a baseline competency level to be established for our organisational approach to our asset management functions.

Our current level of maturity is approaching 'Core' capability, with a score of **744**.

Figure 8 shows how we score on each of the maturity elements. 'Core' maturity is recognised as having a score of 1,100 as assessed under the NAMAF.

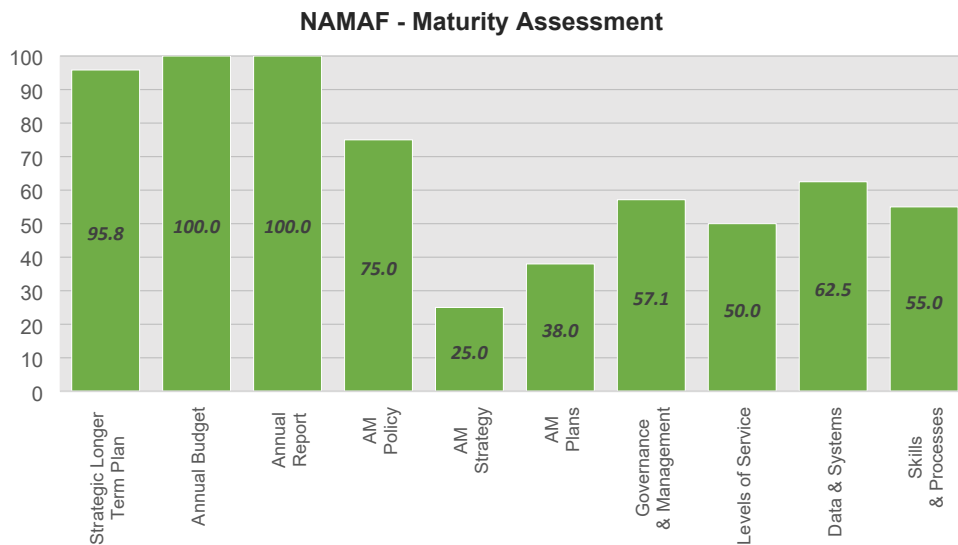


Figure 8 - Asset Management Maturity

9.3 Our Desired Asset Management Future

In moving forward, we desire greater consistency and improved skills with respect to our asset management practices. Our particular areas of focus will be to:

- Further develop a whole of organisational approach to asset management by integrating asset management workflows across the business.

- Preparing our asset management practices, systems, tools, and processes to achieve certification under *ISO:55000*.
- Making asset management service driven using asset information to support the optimisation of activities and programs to meet agreed service levels.
- Implementing systems to enhance capability and to support asset and service management related decisions.
- Document and implement supporting asset management processes.
- Comply with external drivers.
- Facilitate a strong connection between this strategy and operational activity.

9.3.1 Asset Management Improvement Program

The asset management improvement program elements and activities have been structured to ensure alignment with the NAMAf and using ISO:55000 as good practice guidance.

In moving forward, we desire greater consistency and improved skills with respect to our asset management practices.

Our goal is to reach 'Core' maturity by **December 2024**.

We will assess our maturity each year to track and report on the progress we are making towards achieving our goal.

Reaching a 'Core' level of asset management maturity will mean that quality systems, processes, and data will support the development of long-term cash flow predictions and will drive our decision making.

9.4 Performance Monitoring and Reporting

Implementation of actions under this strategy will be monitored by the AMSC and reported back to the Management Executive Group on an annual basis.

9.5 Review

A comprehensive review of this AM Strategy should be completed no later than December 2024.

Intermediary reviews of the strategy may be undertaken from to time as improvements are implemented and to make sure that it retains consistency with our strategic goals and objectives.

APPENDIX 1: NATIONAL ASSET MANAGEMENT ASSESSMENT FRAMEWORK

There are eleven core elements of asset management under the National Asset Management Assessment Framework (NAMAF). These elements are defined as:

Strategic Planning	Council's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy; including its capital and people.
Annual Budget	Council's budget prepared for a 12-month period. The Annual Budget outlines both the income and expenditures that are expected to be received and paid over the coming year.
Annual Report	A comprehensive report on Council's activities throughout the preceding year. Local Government annual reports are intended to give ratepayers and other interested parties information about the Council's activities and financial performance.
Asset Management Policy	A high-level document that describes how Council intends to approach asset management within the organisation.
Asset Management Strategy	A strategy for the implementation and documentation of asset management practices, plans, processes and procedures within an organisation.
Asset Management Plans	Plans developed for the management of one or more infrastructure asset classes with a view to operating, maintaining and renewing the class in most cost-effective manner possible, whilst providing a specific level of service
Governance and Management	A set of rules and policies designed to ensure that responsibilities within an organisation are well defined, and that the business runs smoothly. While Management are the staff in charge of authorising and delivering such rules. It is very important that Asset Management is intertwined into this framework.
Levels of Service	Defined as the service quality for a given activity. Levels of Service are often documented as a commitment to carry out a given action or actions within a specified time, or the provision of infrastructure to meet a desired level.
Data and Systems	Asset Data is qualitative and/or quantitative information used to identify and describe an asset group or group of assets. The Systems are the framework in which the data is processed and stored.
Skills and Processes	The level of skill and knowledge within the organisation in regards to Asset Management, along with a set of interrelated tasks that endeavour to increase awareness and learning.
Evaluation	How Council internally evaluates and monitors its performance in Asset Management.

Table 7 - NAMAF Assessment Elements

APPENDIX 2: ASSET MANAGEMENT IMPROVEMENT PROGRAM

Ref.	Improvement Opportunities	Priority	By Whom	Resource Implications	By When	Cost (\$)
1	Strategic Long Term Plan					
1.05	<p>To enhance the future funding projections in Council's Long Term Financial Plan it must:</p> <ul style="list-style-type: none"> Complete the development of Asset Management Plans for all key asset classes Develop service plans which identify future costs that are based on agreed service levels Ensure that future Strategic Plans include costed and prioritised initiatives for direct input Incorporate whole of life costs that are associated with approved capital works projects and gifted assets. 	High	EMT	Existing with external support	December 2024	Costs included in various other actions below
4	Asset Management Policy					
4.01	Include linkage to Council Plan and LTFF in updated AM Policy	High	MIS	Existing	In progress June 2020	\$7,000
4.02	Include adoption of AM Plans which are informed by community consultation as a statement within AM Policy	High	MIS	Existing	In progress June 2020	Included in above
4.03	Review and update roles and responsibilities to reflect current business practices and incorporate into AM Policy	High	MIS	Existing	In progress June 2020	Included in above
4.04	Include Council commitment to training and professional development in financial and asset management practices as a statement within AM Policy	High	MIS	Existing	In progress June 2020	Included in above
4.05	Include linkage to Council Plan and LTFF in updated AM Policy	High	MIS	Existing	In progress June 2020	Included in above
5	Asset Management Strategy					
5.01	Prepare new AM Strategy with organisational vision for AM, current status, desired future state, and improvement plan	High	MIS	External	In progress June 2020	\$16,000
5.02	Include linkage to AM Policy and Council Plan in new AM Strategy	High	MIS	External	In progress June 2020	Included in above
5.03	Document current organisational systems, processes, and practices in new AM Strategy	High	MIS	External	In progress June 2020	Included in above
6	Asset Management Plans					

Ref.	Improvement Opportunities	Priority	By Whom	Resource Implications	By When	Cost (\$)
6.01	Document Asset Management Plans for all significant asset categories following a good practice approach and to meet NAMAF requirements	High	MIS	Existing with external support	December 2022	\$150,000
7	Governance and Management					
7.01	Prepare a communication framework which outlines AM reporting and organisational engagement requirements	High	MIS AMSC	Existing	December 2020	
7.02	Document roles and responsibilities for asset management and service planning	High	AMSC	Existing	In progress June 2020	
7.03	Review current PDs for asset management functions and update accordingly to articulate responsibility for asset management.	Medium	MOD	Existing	June 2021	
7.05	Continue to promote the importance and benefits of good asset management, service, and financial planning practices as opportunities arise	High	EMT AMSC	Existing	Ongoing	
7.06	<ul style="list-style-type: none"> Re-establish the Asset Management Steering Committee including Terms of Reference Ensure suitable meeting frequency is defined and adhered to 	Very High	MIS	Existing	Complete	
7.07	Prepare and implement communication strategy to raise corporate awareness of the fundamentals and importance of good asset management.	Medium	MIS AMSC	Existing	Dec 2021	
8	Levels of Service					
8.01	<ul style="list-style-type: none"> Document and confirm the list of services provided by Council. 	High	EMT	Existing with external support	June 2023	\$100,000
	<ul style="list-style-type: none"> Develop service plans to document present levels of service based on existing Council plans, strategies, etc to facilitate further engagement with the community 	High	EMT	Existing with external support	June 2023	Included in above
8.02	Include review process within service plans to define, quantify and document current community levels of service and technical levels of service, and costs of providing the current levels of service.	Medium	EMT	Existing with external support	June 2023	Included in above
8.03	Include community and technical levels of service within relevant AMPs	High	MIS	Existing	Dec 2024	

Ref.	Improvement Opportunities	Priority	By Whom	Resource Implications	By When	Cost (\$)
8.04	Technical levels of service, once developed, to be embedded into service agreements and other relevant asset management planning procedures.	High	EMT	Existing	Dec 2024	
9	Data and Systems					
9.01	<ul style="list-style-type: none"> Document standard operating procedures for data maintenance activities 	Medium	MIS	Existing	June 2023	
	<ul style="list-style-type: none"> Complete a comprehensive data health check to measure the accuracy and completeness of Council's existing asset data and develop strategy to improve any identified gaps. 	Medium	MIS	Existing with external support	Dec 2020	\$10,000
	<ul style="list-style-type: none"> Develop and implement asset management system training for key Council staff to leverage greater benefit from Council's AM data and to ensure data is maintained and improved ongoing. 	Medium	MIS	Existing with external support	June 2020	\$25,000
9.02	<ul style="list-style-type: none"> Review asset data structure in Conquest to align with the asset hierarchies documented in Council's Asset Management Plans 	Medium	MIS	Existing	Dec 2020	
	<ul style="list-style-type: none"> Establish and document business rules for asset data entry to preserve the accuracy of Council's asset information. This should include using system controls where possible to promote greater consistency in data entry. 	Medium	MIS	Existing	Dec 2021	
	<ul style="list-style-type: none"> Consider undertaking a comprehensive review of both the asset hierarchies and General Ledger to identify opportunities for greater alignment to improve analysis and reporting of asset costs. 	Medium	MIS	Existing	Dec 2024	
9.03	Formalise condition inspection methodologies in AMPs. Where relevant, make reference to IPWEA Practice Notes or relevant documents which are used for condition assessments for specific asset classes.	High	MIS	Existing	June 2022	
9.04	Establish asset handover process to ensure that asset disposals are captured and reflected in the asset register	High	MFP	Existing	Dec 2020	
9.05	Review AM benchmarking requirements against business needs and best practice	High	MIS	Existing	June 2023	

Ref.	Improvement Opportunities	Priority	By Whom	Resource Implications	By When	Cost (\$)
9.06	▪ Clarify roles and responsibilities for developing capital works program	High	EMT	Existing	March 2020	
	▪ Improve information flow between assets, works, and engineering units in relation to capital works projects and planning to promote greater transparency in decision making	High	DCI	Existing	March 2020	
	▪ Formalise prioritisation process for renewal programs	High	MIS	Existing	October 2020	
	▪ Identify system and process improvements required to realise full functionality of Conquest to generate future works programs and cash flows	Medium	MIS	Existing	June 2021	
9.07	Include relevant renewal costs in Conquest for capital works planning	Medium	MIS/MF	Existing	June 2021	
9.08	Define and document process for CAPEX and OPEX planning in Asset Management Plans	High	MIS	Existing	In line with AMP development	
10	Skills and Processes					
10.01	Include statement within the AM Strategy which explains the document review process and frequency	High	MIS	External	In progress June 2020	Included in action 5.01
10.02	▪ Prepare (or update) AMP's for all other asset classes (e.g. minor asset classes) and present to Council	Medium	MIS	Existing with external support	Dec 2024	\$150,000
	▪ Ensure timeframes, reporting requirements and responsibilities are included in AMP's	High	MIS	Existing	In line with AMP development	
10.03	Provide linkage from AMP's, strategies and policies to the corporate risk register where required.	High	MRG	Existing	March 2021	
10.04	Document the process for the review and update of asset financial forecasts for input into the Long Term Financial Plan.	Medium	MF	Existing	October 2020	
10.05	▪ Complete a capability assessment to determine current organisational skills and competencies to perform key asset management functions.	Medium	AMSC	Existing	March 2022	
	▪ Develop a staff training and development program	Medium	AMSC	Existing	March 2022	
	▪ Seek adequate budget for training needs across the organisation	Medium	AMSC	Existing	March 2022	

Ref.	Improvement Opportunities	Priority	By Whom	Resource Implications	By When	Cost (\$)
10.07	Reinforce project handover process across Council staff responsible for managing capital works projects	High	MIS	Existing	June 2020	
10.08	Develop and implement a process for the handover of assets to asset custodians	High	MIS	Existing	June 2020	
10.09	Explore opportunities to communicate State of the Assets report to a broader audience	High	DCI	Existing	October 2020	
10.10	Develop a formalised plan or ongoing program to promote good asset management practices across the organisation.	Medium	AMSC	March	2022	
11	Evaluation					
11.01	Develop prioritisation, monitoring and reporting framework for asset management improvement initiatives and incorporate into new AM Strategy.	High	MIS	Existing with external support	In progress June 2020	Included in action 5.01
11.02	Develop levels of service monitoring and reporting framework.	Medium	EMT	Existing with external support	June 2023	Included in action 8.01

Table 8 - Asset Improvement Program

DRAFT - FOR

Warrnambool City Council - Roles and Responsibilities Matrix

			Service Management	Asset Planning			Financial Management		Service / Asset Partner	
Asset Group	Asset Category	Related Service Plan	Service Planning The Service Manager is responsible for: - Demand Analysis - Community Engagement / Consultation - Service Plans (short and long term) - Asset Management Plans - Determination of community levels of service - Management of tenants / User groups (if app) - Utilisation management - Identification of surplus assets - Design criteria	Asset Planning - Engage internal support from the assets and project management teams - Asset management system implementation - Establishment and maintenance of physical asset registers - Data capture and maintenance of asset related spatial data - Asset condition audits and data collection - Analysis of asset condition data - Renewal planning and long-term capital works priorities - Input to service planning - Asset performance reporting to Council - Input into identification of surplus assets	Asset Design Engage internal project management and procurement support for the following as required: - Concept, Functional and Detailed design - Technical design standards - Manage design consultants - Develop project budget estimates - Liaise with Service Partners on conceptual design	Asset Construction / Acquisition Engage internal project management, assets and procurement support for the following: - Asset procurement - Asset construction management - Asset construction standards - Procurement and Contractor management - Asset commissioning, as built drawings and hand over - Project handover	Asset Accounting - Determination of asset unit rates - Analysis and determination of asset lives - Asset valuations - Capitalisation - Management of fixed asset register	Financial Planning and Reporting - Preparation and administration of Asset Accounting Policy - Establishing depreciation methodology - Development of Long term Financial Plan, Strategic Resource Plan, and annual budget - Prepare Financial reports on assets based on accounting standards and Financial reporting regulations	Asset Operations - Develop and monitor operating budgets - Cleaning (Council occupied) - Utilities (Council occupied) - Input into service standards	Asset Maintenance - Reactive maintenance - Scheduled and routine maintenance and inspections - Maintenance service standards - Develop maintenance plans and budgets - Maintenance performance reporting
Roads	Sealed roads		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Unsealed roads		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Kerb and channel		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Traffic management devices		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Signs		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Street furniture		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Retaining walls		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Street lighting		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Bridges and Major Drainage Structures	On road and off road car parks		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Road bridges & Major culverts		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities and Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Footpaths and Cycleways	Foot bridges & Major culverts		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities and Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Footpaths		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Shared paths		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Open space paths		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Buildings (includes swimming pools, saleyards, aerodrome, fixtures and fittings)	Board walks		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Community facilities		Manager Capacity, Access and Inclusion	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Capacity, Access and Inclusion	Coordinator Building Strategy & Services
	Public toilets		Manager Facilities & Projects	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Coordinator Building Strategy & Services
	Commercial properties		Manager Revenue & Property	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Revenue & Property	Coordinator Building Strategy & Services
	Recreation facilities		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Building Strategy & Services	Coordinator Building Strategy & Services
	Family services facilities		Manager Children's and Family Services	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Children's and Family Services	Coordinator Building Strategy & Services
	Immunisation facilities		Manager City Amenity	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager City Amenity	Coordinator Building Strategy & Services
	Tourism		Manager Tourism Services	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Coordinator Building Strategy & Services
	Municipal facilities		Manager Facilities & Projects	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Coordinator Building Strategy & Services
Open space paths	Non habitable structures with service connection		Manager Facilities & Projects	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Coordinator Building Strategy & Services
	Open space furniture		Manager Recreation and Culture	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Open space lighting		Manager Recreation and Culture	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Playgrounds		Manager Recreation and Culture	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Fences and gates		Manager Recreation and Culture	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	hard landscaping		Manager Recreation and Culture	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Soft landscaping		Manager Recreation and Culture	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Beach access		Manager Infrastructure Services	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Jetties		Manager Facilities & Projects	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities and Projects	

Asset Group	Asset Category	Related Service Plan	Service Management	Asset Planning			Financial Management		Service / Asset Partner	
			Service Planning The Service Manager is responsible for: - Demand Analysis - Community Engagement / Consultation - Service Plans (short and long term) - Asset Management Plans - Determination of community levels of service - Management of tenants / User groups (if app) - Utilisation management - Identification of surplus assets - Design criteria	Asset Planning - Engage internal support from the assets and project management teams - Asset management system implementation - Establishment and maintenance of physical asset registers - Data capture and maintenance of asset related spatial data - Asset condition audits and data collection - Analysis of asset condition data - Renewal planning and long-term capital works priorities - Input to service planning - Asset performance reporting to Council - Input into identification of surplus assets	Asset Design Engage internal project management and procurement support for the following as required: - Concept, Functional and Detailed design - Technical design standards - Manage design consultants - Develop project budget estimates - Liaise with Service Partners on conceptual design	Asset Construction / Acquisition Engage internal project management, assets and procurement support for the following: - Asset procurement - Asset construction management - Asset construction standards - Procurement and Contractor management - Asset commissioning, as built drawings and hand over - Project handover	Asset Accounting - Determination of asset unit rates - Analysis and determination of asset lives - Asset valuations - Capitalisation - Management of fixed asset register	Financial Planning and Reporting - Preparation and administration of Asset Accounting Policy - Establishing depreciation methodology - Development of Long term Financial Plan, Strategic Resource Plan, and annual budget - Prepare Financial reports on assets based on accounting standards and Financial reporting regulations	Asset Operations - Develop and monitor operating budgets - Cleaning (Council occupied) - Utilities (Council occupied) - Input into service standards	Asset Maintenance - Reactive maintenance - Scheduled and routine maintenance and inspections - Maintenance service standards - Develop maintenance plans and budgets - Maintenance performance reporting
Open Space (exc)	Boat ramps		Manager Facilities & Projects	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities and Projects
	Access stairs		Manager Infrastructure Services	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Coordinator Municipal Operations
	Coastal protection		Manager Infrastructure Services	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Coordinator Municipal Operations
	Non habitable structures		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities and Projects
	Irrigation		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Trees that are on Council's tree register		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Active Recreation	Field of play (natural and synthetic)		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Boundary fencing		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Infrastructure Services	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Field of play lighting		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities and Projects
	Irrigation		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Drainage		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Field of play furniture		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Open space furniture		Manager Recreation and Culture	Coordinator Strategic Assets	Manager Infrastructure Services	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Trees	Street and open space trees that are included on the tree register		Manager Infrastructure Services	Manager Infrastructure Services	Coordinator Municipal Operations	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Stormwater Drainage	Pits		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Pipes		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Retarding basins		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	GPTs		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Soakage pits		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	WSUDs		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Tunnels		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Pumps		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Retention systems		Manager Infrastructure Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
ICT Equipment	Client IT infrastructure		Manager Information Services	Manager Information Services	Manager Information Services	Manager Information Services	Coordinator Strategic Assets	Manager Finance	Manager Information Services	Manager Information Services
	Network infrastructure		Manager Information Services	Manager Information Services	Manager Information Services	Manager Information Services	Coordinator Strategic Assets	Manager Finance	Manager Information Services	Manager Information Services
	Software		Manager Information Services	Manager Information Services	Manager Information Services	Manager Information Services	Coordinator Strategic Assets	Manager Finance	Manager Information Services	Manager Information Services
	Specialist installations (e.g. Flagstaff Hill lighting)		Manager Tourism Services	Manager Information Services	Manager Information Services	Manager Information Services	Coordinator Strategic Assets	Manager Finance	Manager Information Services	Manager Information Services
	Public area CCTV		Manager City Amenity	Manager City Amenity	Manager City Amenity	Manager City Amenity	Coordinator Strategic Assets	Manager Finance	Manager City Amenity	Manager City Amenity
	PAPPI		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Runway lighting		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Navigation aids		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects

			Service Management	Asset Planning			Financial Management		Service / Asset Partner	
Asset Group	Asset Category	Related Service Plan	Service Planning The Service Manager is responsible for: - Demand Analysis - Community Engagement / Consultation - Service Plans (short and long term) - Asset Management Plans - Determination of community levels of service - Management of tenants / User groups (if app) - Utilisation management - Identification of surplus assets - Design criteria	Asset Planning - Engage internal support from the assets and project management teams - Asset management system implementation - Establishment and maintenance of physical asset registers - Data capture and maintenance of asset related spatial data - Asset condition audits and data collection - Analysis of asset condition data - Renewal planning and long-term capital works priorities - Input to service planning - Asset performance reporting to Council - Input into identification of surplus assets	Asset Design Engage internal project management and procurement support for the following as required: - Concept, Functional and Detailed design - Technical design standards - Manage design consultants - Develop project budget estimates - Liaise with Service Partners on conceptual design	Asset Construction / Acquisition Engage internal project management, assets and procurement support for the following: - Asset procurement - Asset construction management - Asset construction standards - Procurement and Contractor management - Asset commissioning, as built drawings and hand over - Project handover	Asset Accounting - Determination of asset unit rates - Analysis and determination of asset lives - Asset valuations - Capitalisation - Management of fixed asset register	Financial Planning and Reporting - Preparation and administration of Asset Accounting Policy - Establishing depreciation methodology - Development of Long term Financial Plan, Strategic Resource Plan, and annual budget - Prepare Financial reports on assets based on accounting standards and Financial reporting regulations	Asset Operations - Develop and monitor operating budgets - Cleaning (Council occupied) - Utilities (Council occupied) - Input into service standards	Asset Maintenance - Reactive maintenance - Scheduled and routine maintenance and inspections - Maintenance service standards - Develop maintenance plans and budgets - Maintenance performance reporting
Land	Council freehold land (vacant)		Manager City Strategy	Manager City Strategy	Manager City Strategy	Manager Revenue & Property	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Crown land		Manager City Strategy	Manager City Strategy	Manager City Strategy	Manager Revenue & Property	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Plant, Fleet and Equipment	Light vehicles		Manager Infrastructure Services	Coordinator Municipal Operations	Coordinator Municipal Operations	Coordinator Municipal Operations	Manager Finance	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Heavy vehicles		Manager Infrastructure Services	Coordinator Municipal Operations	Coordinator Municipal Operations	Coordinator Municipal Operations	Manager Finance	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Registered or motorised equipment		Manager Infrastructure Services	Coordinator Municipal Operations	Coordinator Municipal Operations	Coordinator Municipal Operations	Manager Finance	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Portable equipment		Manager Infrastructure Services	Coordinator Municipal Operations	Coordinator Municipal Operations	Coordinator Municipal Operations	Manager Finance	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Kerbside collection bins		Manager City Amenity	Manager City Amenity	Manager City Amenity	Manager City Amenity	Manager Finance	Manager Finance	Manager City Amenity	Manager City Amenity
Port Facilities	Buildings		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Slipway and boat ramps		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Wharves and jetties		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Plant and equipment		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Walls and groynes		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
Art, Heritage, Collections and Monuments.	Library collections		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Finance	Manager Finance	Manager Recreation and Culture	Manager Recreation and Culture
	Artwork		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Manager Recreation and Culture
	Museum artefacts		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Manager Recreation and Culture
	Public art		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Manager Recreation and Culture
	Memorial		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Coordinator Building Strategy & Services	Coordinator Building Strategy & Services
Heritage and cultural items		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Coordinator Building Strategy & Services	Coordinator Building Strategy & Services	
Major Facilities										
Aqua Zone	Building		Manager Recreation and Culture	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Coordinator Building Strategy & Services
	Building services		Manager Recreation and Culture	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Pool plant		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Manager Recreation and Culture
	Mechanical services		Manager Recreation and Culture	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Pool shells		Manager Recreation and Culture	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Coordinator Building Strategy & Services
	Gym equipment		Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Manager Recreation and Culture
	Grounds and landscaping		Manager Recreation and Culture	Manager Infrastructure Services	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Manager Recreation and Culture	Coordinator Municipal Operations
	Roads and car parks		Manager Recreation and Culture	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
Paths		Manager Recreation and Culture	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations	
Flagstaff Hill	Buildings		Manager Tourism Services	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Coordinator Building Strategy & Services
	Roads and car parks		Manager Tourism Services	Coordinator Infrastructure Management	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Internal paths and roads		Manager Tourism Services	Manager Tourism Services	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Manager Tourism Services
	Paths		Manager Tourism Services	Coordinator Strategic Assets	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Jetties		Manager Tourism Services	Manager Tourism Services	Manager Tourism Services	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Manager Tourism Services
	Grounds and landscaping		Manager Tourism Services	Manager Tourism Services	Manager Tourism Services	Manager Tourism Services	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Manager Tourism Services

Asset Group	Asset Category	Related Service Plan	Service Management	Asset Planning			Financial Management		Service / Asset Partner	
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	Sound and light equipment		Manager Tourism Services	Manager Information Services	Manager Information Services	Manager Information Services	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Manager Tourism Services
	Monuments and museum artefacts		Manager Tourism Services	Manager Recreation and Culture	Manager Recreation and Culture	Manager Recreation and Culture	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Manager Recreation and Culture
Caravan Parks	Buildings		Manager Tourism Services	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Coordinator Building Strategy & Services
	Building services		Manager Tourism Services	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Coordinator Building Strategy & Services
	Roads and car parks		Manager Tourism Services	Manager Infrastructure Services	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Coordinator Municipal Operations
	Paths		Manager Tourism Services	Manager Infrastructure Services	Coordinator Infrastructure Management	Manager Infrastructure Services	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Coordinator Municipal Operations
	Grounds and landscaping		Manager Tourism Services	Manager Tourism Services	Manager Tourism Services	Manager Tourism Services	Coordinator Strategic Assets	Manager Finance	Manager Tourism Services	Manager Tourism Services
Aerodromes	Buildings		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Runways		Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Taxiways		Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Runway lighting		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects
	Roads and car parks		Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Infrastructure Management	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Coordinator Municipal Operations	Coordinator Municipal Operations
	Grounds and landscaping		Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Manager Facilities & Projects	Coordinator Strategic Assets	Manager Finance	Manager Facilities & Projects	Manager Facilities & Projects

5.8. ITINERANT TRADING POLICY REVIEW

PURPOSE:

This report seeks Council approval to update the Itinerant Trading Policy without change and to extend the review date to 2023.

EXECUTIVE SUMMARY

- Council adopted the Itinerant Trading Policy in July 2019. The basis for adoption was that the Policy would be trialed for 1 year. Policies are usually reviewed every 4 years.
- As the Policy is due for review in July 2020, this process is following Council's usual review procedure.
- The Policy has been in place for 12 months. During that time there have been 9 itinerant traders registered.
- The Policy has worked well and there has been no reason to amend the Policy content.
- Council adopts the Itinerant Trading Policy without changes and extends the review date to July 2023.

MOVED: CR. MICHAEL NEOH
SECONDED: CR. KYLIE GASTON

That Council adopts the Itinerant Trading Policy without change, with a revised review date of July 2023.

CARRIED - 7:0

BACKGROUND

Council adopted the Itinerant Trading Policy in July 2019. The basis for adoption was that the Policy would be trialed for 1 year. Policies are usually reviewed every 4 years.

As the Policy is due for review in July 2020, this process is following Council's usual review procedure.

The policy was developed to allow Council to respond to requests from itinerant traders for trading approval. The policy provides for a balance that recognises the needs and interests of both fixed and itinerant traders.

ISSUES

The Policy has been in place for 12 months. During that time there have been 9 itinerant traders registered.

Local Laws Officers in their patrols will approach itinerant traders to check that a permit has been issued, and if no itinerant trading permit has been issued, they provide an application form and direct that a permit be obtained.

The Policy has worked well and there has been no reason to amend the Policy content.

FINANCIAL IMPACT

The cost of reviewing the Policy are covered within the budget of City Amenity.

The income received from itinerant trading for the 2019/2020 financial year is \$2,600.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report responds to the following Council Plan initiatives:

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

The review date for the Policy is July 2020.

COMMUNITY IMPACT / CONSULTATION

There is no requirement to consult the community as part of this review as there are no changes to the Policy. The original Policy was consulted widely before adoption by Council for an initial period of 12 months.

LEGAL RISK / IMPACT

There are no perceived risks associated with this process.

OFFICERS' DECLARATION OF INTEREST

No conflicts of interest were declared.

CONCLUSION

Council adopts the Itinerant Trading Policy without changes and extends the review date to July 2023.

ATTACHMENTS

1. Attachment 1_Itinerant Trading Policy 2019 [5.8.1 - 5 pages]



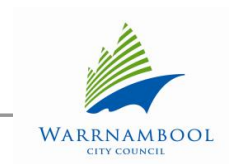
WARRNAMBOOL
CITY COUNCIL

Itinerant Trading Policy

APPROVAL DATE: JULY 2019

REVIEW DATE: JULY 2020

ITINERANT TRADING POLICY



DOCUMENT CONTROL

Document Title:	<i>Itinerant Trading Policy 2019</i>
Policy Type:	<i>Council</i>
Responsible Branch:	<i>City Infrastructure, City Amenity</i>
Responsible Officer:	<i>Director of City Infrastructure</i>
Document Status:	<i>Adopted</i>
Approved By:	<i>Council</i>
Adopted Date:	<i>July 1st 2019</i>
Review Date:	<i>July 2020</i>



ITINERANT TRADING POLICY

1. INTRODUCTION

1.1 Purpose

To provide a clear, equitable and consistent process for the operation of itinerant trading within the Municipality.

1.2 Scope

This Policy applies to all mobile trading on Council owned and managed land within the Municipality. The Policy does not cover events, free community services, promotional activities and trading under a Council Lease or Licence.

1.3 Definitions

Term	Definition
“Events”	One off or temporary events involving the sale of goods, services and or activities, as determined by Council.
“Free Community Services”	Delivery of information or services free of charge, conducted on public land.
“Fundraising”	Raising money with all profits for the benefit of a registered charity.
“Itinerant Trading”	Itinerant trading is defined as the mobile and temporary use of public land for the sale and delivery of goods and services.
“Market Organiser”	The organiser of a market with multiple stallholders within a designated location.
“Market Stallholders”	A trader operating within the confines of an organised, Council approved market.
“Seasonal Markets”	Held for a limited period of time at a specified time of year.
“One Off Markets”	A market on a single occasion.
“Ongoing Markets”	A market held on multiple occasions throughout the year.

1.4 References

Acts	<ul style="list-style-type: none"> • Planning & Environment Act 1987 • Road Management Act 2004 • Local Government Act 1989 • Food Act 2001 and Food Safety Standards
Regulations	<ul style="list-style-type: none"> • Warrnambool City Council Local Laws
Related Policies/Procedures	<ul style="list-style-type: none"> • Footpath Trading Policy 2018 • Warrnambool City Council Community Engagement Policy • Lake Pertobe Masterplan 2019



ITINERANT TRADING POLICY

2. POLICY

2.1 Policy Objectives

- To allow for the operation of itinerant trading activities in a manner that does not interfere or conflict with the City's established fixed retail and services.
- To ensure that the operation of itinerant trading activities are appropriate for the area and do not cause unreasonable nuisance to the surrounding residents or businesses.
- To ensure the amenity of the area is protected whilst enhancing the area's vibrancy and encouraging patrons to the area.
- The proposed itinerant trading provides a net benefit to the community.
- To ensure itinerant traders and licensees contribute to the cost of maintaining open space, Council assets and extra Council services required as a result of itinerant trading in a designated area.

2.2 Policy Principles

- Itinerant trading cannot occur in any public place until a permit has been issued by Council. The issue of a permit is not as of right and the issue of a permit will be at Councils discretion subject to application which will be assessed on its merits.
- In assessing applications for itinerant trading Council will consider:
 - a. Location;
 - b. The impact upon permanent retail and service traders;
 - c. Benefit to the community;
 - d. Ambience created by the trader;
 - e. Safety;
 - f. Amenity;
 - g. The impact upon existing infrastructure and facilities.
 - h. The number of other itinerant traders operating in the surrounding precinct.
- No permanently fixed infrastructure, tables, chairs or excessive amplified sound are permitted.
- All advertising must be fixed to the itinerant trading vehicles unless otherwise approved by Council.
- The itinerant trading area must be maintained at a high level of cleanliness.
- Where Council has to undertake any additional cleaning or tidying of the area, the itinerant trader will be liable to reimburse the Council for costs incurred.
- The permit holder takes full responsibility for the cleanliness, care, appearance, maintenance and operation of their activity area and is responsible for abiding by all legislative requirements and Local Laws relating to the activity.
- Council will monitor the itinerant trading to ensure the amenity, and character of the area is protected and permit conditions are adhered to.
- Itinerant traders must maintain public liability insurance of \$20M.



ITINERANT TRADING POLICY

- All itinerant food traders must comply with all health and food safety aspects as contained within the Food Act 2001 and Food Safety Standards. All itinerant food traders must be registered and be registered on the “Streatrader” website and will also be subject to an inspection from the Environmental Health team.
- Safety of the public must be the primary consideration. Itinerant traders must not compromise the safety of pedestrians or any other road users or any other users of the space.
- Council will encourage itinerant trading to utilise sustainable energy and use of resources.
- Council may refuse, modify or revoke an itinerant trading permit as required.
- The itinerant trading permit is to be carried at all times while trading and produced upon request by an authorised Council representative or Police Officer.
- Applicants for itinerant trading will be required to nominate the trading locations through the application process. The application form is available on Councils website.
- A fee will be charged to conduct itinerant trading as prescribed in Councils fees and charges.
- All applications will be assessed on their merits for consistency with this Policy.
- This Policy does not apply to private property, fundraising for registered charities and market stall holders as part of a Council approved market.
- Market organisers who operate regular ongoing or seasonal markets are required to enter into a licence or lease with Council and pay a licence fee based on patronage and turnover.
- Market organisers of one off markets are required to obtain Council consent and are exempt from itinerant trading fees.

3. GOVERNANCE

3.1 Owner

The Director of City Infrastructure is responsible for monitoring the relevance and currency of this policy and for updating it when required.

3.2 Review

The Director of City Infrastructure will review the policy for any necessary amendments no later than three years after its adoption 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).

5.9. CYCLING REFERENCE GROUP - APPOINTMENT OF COMMUNITY MEMBERS

PURPOSE:

This report presents the new members of the Cycling Reference Group.

EXECUTIVE SUMMARY

- A Cycling Reference Group (CRG) was established in early 2016, with the CRG confirmed as a formal Council reference group at the 28 November 2016 Ordinary Council meeting.
- Membership of the CRG and the Terms of Reference were confirmed and endorsed by Council at the 5 June 2017 Ordinary Council meeting.
- A revised Terms of reference was endorsed by Council at the 2 December 2019 Ordinary Council meeting.
- There were 14 people apply for 8 positions as community representatives of the Cycling Reference Group. Each nominee was assessed against a set of criteria.
- Council found it difficult to reduce the selection to 8 persons and are therefore recommending an increase to 9 community members for this term.

MOVED: CR PETER SYCOPOULIS

SECONDED: CR. KYLIE GASTON

That Council:

- 1. Agree to amend the Terms of Reference for the Cycling Reference Group to allow up to 9 community members**
- 2. Appoint the following people to the Cycling Reference Group for the period 1 July 2020 – 30 June 2022:**
 - **Helen Ryan**
 - **Ellen Troitzsch**
 - **Richard Adams**
 - **Michael Dean**
 - **Carla Mills**
 - **Brendan Donahoo**
 - **Geraldine Rabie**
 - **Ian Bodycoat**
 - **Jason Dart**

CARRIED - 7:0

BACKGROUND

The Cycling Reference Group (CRG) was established informally in early 2016 as a consultative mechanism to address issues around infrastructure, amenity and opportunity related to cycling in Warrnambool.

The group will typically meet quarterly and have membership up to eight community members, generally one Councillor and at least one member of Council staff. Community members will be appointed for approximately two years from 1 July 2020 – 30 June 2022.

Council invited community members to register their interest in becoming community members of the CRG. Fourteen community members expressed interest in becoming members. To ensure we had a balanced representation of cyclists in Warrnambool each nominee was assessed against:

1. reasons for nominating,
2. experience,
3. understanding of road safety and other challenges,
4. Gender; and
5. types of cycling they took part in (Recreational, Road Racing, Road Bikes, Mountain Bikes, Commuter, Cycling with Children, Cycling with Youth, Cycling with Older People).

ISSUES

The adopted term of the community representatives has passed. Accordingly, Council undertook a process to invite community members to lodge their interest in joining the CRG.

The appointment, term arrangements and representation parameters are addressed within the revised Terms of Reference endorsed by Council on 2 December 2019.

In recommending a committee officers found it difficult to reduce the selection to 8 persons and are therefore recommending an increase to 9 community members for this term.

FINANCIAL IMPACT

There will be no direct financial cost to Council, however there is a commitment of officer resources for the duration of the CRG.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report responds to the following Council Plan initiatives:

1 Sustain, enhance and protect the natural environment

1.5 Educate and partner with the community on Council's sustainability initiatives

2 Foster a healthy welcoming City that is socially and culturally rich

2.1 Promote healthy lifestyles

2.2 Increase participation, connection, equity, access and inclusion

2.3 Increase community health and social connections.

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

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

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

TIMING

The process for appointing new community representatives to the CRG took approximately three (3) months, however due to the COVID19 event the process was paused over March and April. Council now aims to have the new committee appointment back to Council for endorsement by July 2020.

COMMUNITY IMPACT / CONSULTATION

Council has invited nominations from the community for appointment to the Cycling Reference Group, which was done via a public notice in the local media.

LEGAL RISK / IMPACT

There is minimum risk to Council if the CRG continues to operate, however the governance arrangements should be re-established as it is a formal reference group of Council.

OFFICERS' DECLARATION OF INTEREST

No officer declared an interest in the Cycling Reference Group.

CONCLUSION

To enable the Cycling Reference Group to operate in a correct manner that is recognised as a formal reference group of Council, the governance arrangements need to be re-established through the appointment of new representatives to the committee.

ATTACHMENTS

1. Updated Terms of Reference_Cycling Reference Group_2 December 2019 [5.9.1 - 2 pages]

Warrnambool City Council - Cycling Reference Group

Terms of Reference



Purpose of the Reference Group:

To act on behalf of the broader cycling community in providing feedback, comments and user needs to Council during the development and review of Council policy and practice regarding cycling in Warrnambool.

Terms of Reference:

Members of the Cycling Reference Group:

- Provide feedback to Council on proposed actions and initiatives related to cycling.
- Assist Council in responding to the needs of cyclists.
- Engage with Council on new and emerging issues involving cycling.

Objectives:

The specific objectives include:

- To provide a forum where experience, specialist knowledge and skills in the area of cycling can be utilised.
- To consider, in conjunction with the concerns of other stakeholders and road users, any issues related to cycling.
- Identify and support external funding opportunities (grants) that benefit cycling in Warrnambool.
- Assist in the development of Policies, Strategies and Plans, through active engagement during the development and preparation of such documents.

Advisory Committee Structure:

The Reference Group shall be made up of Council Officers and members of the Community.

- Council Officers:
 - Councillor (1)
 - Manager Recreation and Culture (or their delegate).
 - Manager Infrastructure Services (or their delegate).
 - Other Council officers, as co-opted, depending on the agenda, including but not limited to road safety, design and development, assets, community infrastructure and planning, recreation.
- Community Members
Up to 8 members of the community representing the following cycling interests will be considered for the reference group:
 - Road & Racing
 - Community & Recreational
 - Commuter & Schools
 - Mountain bikes

Nominations will be sought via public notice and invites to registered clubs to gain community representation. The selection of committee members will consider overall composition of the committee including gender balance.

If more nominees are received than vacant positions, Council will consider all nominees and make a determination of who will be selected to the Committee.

A quorum will consist of the Chair, one (1) Council Officer and three (3) community members, no later than 10 minutes post the nominated meeting start time, for it to be deemed a formal meeting. If a quorum is not reached within this time, the meeting will be recorded as cancelled.

Appointment of chair:

The Chair will be elected with majority support by the community committee members at the first meeting following formulation of the committee. The tenure of the Chair will be no greater than a 12 month period, with the new chair to be elected by the community committee members.

Meeting frequency:

Up to four (4) times per annum to be held quarterly.

Secretariat:

The Strategic Assets unit of Council will act as the secretariat to the reference group.

Managing conflict of interest:

Members must be aware of and manage their own conflict (and potential conflict) of interest relating to matters discussed by the reference group, bearing in mind that the group is advisory in nature.

Reporting regime:

The minutes, supporting reports and associated records of each meeting will be presented to Council at a Council briefing session.

Term:

Each committee member will run for a two year term, from 1 July through to 30 June. To ensure continuity of the reference group the term period will be staggered, with up to four (4) positions made available for nomination each year.

In the first year (being 1 July 2019 through to 30 June 2020), four (4) positions will be selected randomly and declared available for nomination. The remaining four (4) positions will remain in place until the expiry of their team being 30 June 2021.

5.10. GLASS COLLECTION TRIAL SURVEY RESULTS AND TRANSITION PLAN TO FOURTH BIN

PURPOSE:

This report provides information on the glass collection trial and seeks Council approval to rollout a glass collection across the Municipality.

EXECUTIVE SUMMARY

- The glass collection trial commenced on February 3rd this year with 3,300 tenements participating in two collection areas.
- On average between 20 and 25 tonnes of glass is being collected per month, with 1,255 households placing their glass bin out for collection every fortnight with an average glass bin presentation rate of around 40% overall. This tonnage extrapolated out across the municipality is equal to 1250 tonnes of glass.
- Approximately 6 tonnes of glass has been collected from the 3 glass banks between March - May.
- To gain feedback a hardcopy survey was delivered to all trial households with an online survey monkey option available. The survey was open between 1/5/20 until 1/6/20.
- 804 responses were received. 707 hardcopies, 74 online responses, 23 hardcopies received (to date) after survey closed. Survey results are attached - **refer Attachment 1**.
- The survey results provide evidence that the majority of participants in the trial area support the four bin system and fortnightly garbage collection.
- For Council's interest glass from the trial collection areas has been stockpiled and graded and will be crushed for use in concreting by local concreters. Glass from the glass banks is being used in local road making. The first example is the roadworks at Walsh Road / Raglan Parade intersection.
- Council is currently in the process of planning a complete bin replacement of all garbage and recycling bins through the current contract. The purpose of the bin replacement program is to upgrade the ageing bin fleet and to improve the overall data available to both Council and residents. RFID chips are included in each new bin which links to Councils database and with the GPS tracking and live and recorded camera footage in the trucks.
- The rollout of the purple glass bins will need to be staged to avoid confusion and for the practicalities of storing around 90,000 new and returned redundant bins. Redundant bins are required to be recycled.
- Sulo who will be supplying the new glass only and garbage bins offer a bin that has up to 60% recycled plastic content. This is an excellent example of the Circular Economy which Council will be promoting.
- It is intended to commence the rollout of new bins in July beginning with the recycling bins, with the full rollout of new bins taking up to 9 months. Communication with the community about the changes will also be critical to enable a smooth transition.
- The new bin system is a step change in the transition to the ultimate kerbside collection system. As other factors come into play such as the Container Deposit Scheme and new contracts begin other options may become feasible, however this initial system will provide a solid base from which to make further adjustments.
- Council will soon be required to submit a Transition Plan to the Victorian Government in relation to its Recycling Reform Policy. Submission of the Transition Plan will attract some funding (the amount is currently unknown). This funding is anticipated to be modest.

MOVED: CR. DAVID OWEN
SECONDED: CR. ROBERT ANDERSON

That Council

- 1. Notes the results of the glass collection trial survey.**
- 2. Resolves to rollout a staged kerbside glass collection service across the Municipality.**
- 3. Agrees to transition to a fortnightly kerbside waste collection as the glass collection is introduced.**

CARRIED - 7:0

BACKGROUND

In response to the recycling crisis, through an extensive investigative and tender process, it was apparent that separating glass from the recycling collection improved both the value and quality of recyclables.

On 7th October 2019, Council resolved:

That Council:

- 1. Acknowledges the strong community support for a separate glass only kerbside collection with a fortnightly waste collection;*
- 2. Approves a glass only collection trial in 2 collection areas and monitors the progress of the trial;*
- 3. Receives a further report on the trial outcomes including recommendations for a broader rollout if applicable; and*
- 4. Notes that a recycling processing tender with options for glass processing has been prepared in readiness for advertising.*

The glass collection trial commenced on February 3rd this year with 3,300 tenements participating in two collection areas.

On average between 20 and 25 tonnes of glass is being collected per month, with 1,255 households placing their glass bin out for collection every fortnight with an average glass bin presentation rate of around 40% overall. This tonnage extrapolated out across the municipality is equal to 1250 tonnes of glass. This is the amount of glass present in our kerbside recycling system.

In addition to the glass collection, Council has deployed 600L glass bottle banks at supermarkets at Dennington, Central Warrnambool and Bunnings in East Warrnambool. All bottle banks are being used to the point where they need weekly collection. The bottle banks are for residents who cannot accommodate a fourth bin for glass and to allow residents outside the trial areas to separate their glass from their recycling if they desire.

To gain feedback a hardcopy survey was delivered to all trial households with an online survey monkey option available. The survey was open for a month between 1/5/20 until 1/6/20.

804 responses were received. 707 hardcopies, 74 online responses, 23 hardcopies received (to date) after survey closed.

The survey results are attached- **Refer Attachment 1.**
ISSUES

A summary of the survey results indicate that a monthly glass collection would suit majority of households. The availability of glass banks provides an accessible option for households who require a more frequent collection. A more detailed analysis is provided in the Community Impact section of this report and in **Attachment 1**.

Currently however, a monthly glass collection is difficult due to contractual obligations. It is however something that Council could investigate further to assess the feasibility and price impacts.

More than half of the survey respondents found the size of the garbage bin satisfactory for fortnightly collections.

Whilst this is a robust percentage, 68 residents provided additional comment requesting a weekly garbage collection or a bigger garbage bin for fortnightly collections. The most common reason provided was that the 140 litre fortnightly garbage collection is not sufficient capacity for larger households of 5+ people. Families with children using disposable nappies are particularly vocal in their objection to fortnightly garbage collections.

More flexibility in the system was another emerging theme, with suggestions for user pays, opt in and opt out and the option of different sized bins for different sized households. In response to this feedback and a solution to the size of the garbage bin for fortnightly collection, an option for a larger garbage bin could be offered to larger households for an extra fee should Council be supportive. This approach would require further discussion and consultation.

It is noteworthy that despite this idea having merit, a key objective of waste management is to reduce waste. Providing a larger bin does not help deliver change and should be carefully considered to see if other alternatives exist such as maximising use of FOGO and recycling services. By adopting a user pays approach for a larger bin is one way to potentially encourage waste reduction.

Support of glass banks is shown through use of existing glass banks and the survey. Therefore, the glass banks should be continued, possibly with increased locations.

For Council's interest glass from the trial has been stockpiled and graded and will be crushed for use in concreting by local concreters. Glass from the glass banks is being used in local road making. The first example in the City is the roadworks at Walsh Road / Raglan Parade intersection.

A small number of people commented that four bins were 'too many' but overall, this did not seem to be a significant theme.

Some comments about the noise of the glass collection at night were also provided.

The collection contractor uses 3 trucks to complete the collection earlier. The collection is usually finished before midnight.

FINANCIAL IMPACT

By amortising the cost of the new purple lidded glass bins for the remaining 6 years of the contract, Council can contain the costs within the current waste management charge, and still achieve the service reduction cost proposed as part of the 2020-2021 budget.

All costs for the roll out of this service can be accommodated in the waste program and by substituting a waste collection with a glass collection.

Considering the interest costs, collection and recycling of redundant bins the quoted price is reasonably consistent with the tendered price.

This also means that Council can undertake a staged rollout now rather than paying the full capital cost of purchasing the bins in one hit or prolonging the rollout over several years.

It is worth noting that there is no state government funding available for bins, however all Councils will receive funding upon submission of a Transition plan as per the Recycling Victoria Policy. The amount of funding is yet to be determined but will not cover the entire cost of the new glass bins.

Council could also consider including a charge for upsizing a larger garbage bin to 240l at a proposed additional cost of \$100.00 per tenement to cover the cost of bin supply and extra waste disposal costs.

Council could also consider a fee in next year's fees and charges for a replacement bin which has been deliberately or accidentally destroyed or lost or stolen through negligence. Discretion would apply in the application of such fees.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report responds to the following Council Plan initiatives:

1 Sustain, enhance and protect the natural environment

1.4 Review options for managing waste

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

5.4 Deliver customer-focused, responsive service

The recommendations in this report also align with W2040 Goal 12 and the Green Plan – Zero Waste Warrnambool:

2040 Outcome

- Zero recoverable waste to landfill
- Warrnambool has developed a framework for a closed loop economy.

By 2026

- Reduce resource consumption from 8.2 kg to 3 kg per person by 2038 (based on 2015 levels).
- Increase diversion from landfill to 80%

The report responds to the BSWWRRG Regional Implementation Plan:

Priority Action 3: Facilitate viable systems to increase recovery rates, including those from mixed loads of waste and bin collection arrangements.

The report recommendations align with the Recycling Victoria Policy:

Goal 3: RECYCLE: Reform kerbside collections to generate more value from waste; improve the separation of recyclable materials; develop markets for recyclable materials.

These report recommendations also align with the United Nations Sustainable Development Goals, Goal 8 'promote sustained, inclusive and sustainable economic growth'.

TIMING

Council is currently in the process of planning a complete bin replacement of all garbage and recycling bins through the current contract. The purpose of the bin replacement program is to upgrade the ageing bin fleet and to improve the overall data available to both Council and residents. RFID chips are included in each new bin which links to Councils database and with the GPS tracking and live and recorded camera footage in the trucks.

The new landfill and glass bins manufactured by SULO can contain 60% recycled plastic content. This is an excellent example of the Circular Economy which Council will be promoting.

The rollout of the purple glass bins needs to be staged to avoid confusion and for the practicalities of storing around 90,000 new and returned redundant bins. Redundant bins are required to be recycled.

A photo of the recycling bins in storage is attached - **Refer Attachment 5.**

It is intended to commence the rollout of new bins in July and could take up to 9 months. Community consultation will also be critical to enable a smooth transition.

The new bin system is a step change in the transition to the ultimate kerbside collection system. As other factors come into play such as the Container Deposit Scheme and new contracts begin other options may become feasible, however this initial system will establish a sound basis for these further changes to take place in the future.

COMMUNITY IMPACT / CONSULTATION

The survey results indicate 56% of respondents used their glass bin sometimes. 33% for every collection and 11% have not used their glass bin.

Of the 11% who have not used the glass bin 35% reported not using any glass, 8% said they were still putting it in their recycling bin, 10% in a neighbour's glass bin, 4.5% take it to a glass bank, no one uses their rubbish for glass and 42% other. 'Other' included 37 respondents reporting that they don't use glass or don't have enough to fill the bin, some use jars for jam making or take them to the Op Shop for resale.

When asked if the garbage bin was the right size for fortnightly collections, 57% responded that it is 'just right', 27% found it too big and 16%, too small.

A couple of FOGO specific questions were asked to provide an idea of how this service is tracking and if it is front of mind for most residents to use FOGO for all foodwaste. These responses included:

- 86% responded using their FOGO bin for all foodwaste while 14% reported doing the following with foodwaste:
- 68 responses stated that they home composted, or fed foodscraps to worms, chickens or dogs.
- 11 respondents felt that the bags were too small, too hard to tie, leaked, smelt or not enough were provided.
- 10 commented that it was too smelly to place foodwaste in the FOGO bin and it attracted flies, rodents, maggots and mould.
- Some people forgot, found it inconvenient, used an insinkerator and some reported not having any or little foodwaste.
- 96% of respondents reported that the communication material was clear, and 85% of respondents were aware of the Victorian Governments recycling reform.

The option was provided for respondents to make any additional comments, with 396 further comments received. The following themes emerged.

89 – commented that a monthly glass collection would be sufficient.

80 - commented positively eg: 'Great job, thanks for doing this'

68 – wanted a weekly garbage collection or a bigger bin due to a number of reasons including overflowing bins, having to take excess rubbish to the tip as the bin is not big enough for a family of 4+, smell and attracting pests).

25 – reported that they home compost

- 20 – suggested a different size for one of the other bins, wanted to see more options for residents, including opt out and user pays. A number of these respondents reported being single occupant households.
- 19 – conveyed that they ‘Love FOGO’.
- 16 – support a weekly FOGO collection.
- 18 – felt the glass collection at night was too noisy and suggested changing it to daytime or early evening.
- 14 – comments about too many bins / not enough room to store the 4 bins.
- 14 – asked general recycling questions.
- 13 – felt that communication and the rollout could be improved.
- 12 – supported the idea of glass banks and the Container Deposit Scheme
- 10 - negative comments eg: ‘Why do you hear only what you want to hear?’

LEGAL RISK / IMPACT

The risks involved are mainly reputational. There is an environmental risk of increased recycling going to landfill through glass contamination.

OFFICERS’ DECLARATION OF INTEREST

No conflicts of interest were declared.

CONCLUSION

Following a successful glass only collection trial involving 3,300 tenements, and conclusive survey results from 781 analysed responses, it is recommended that Council commences a staged rollout of a glass only collection service.

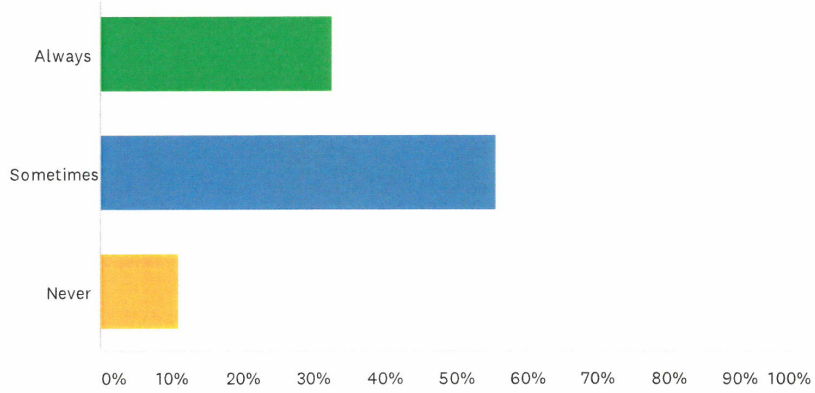
ATTACHMENTS

1. Glass RT Survey Graphs [5.10.1 - 8 pages]
2. Glass RT Survey Open ended responses q 2 [5.10.2 - 3 pages]
3. Glass RT survey Open ended responses q 5 [5.10.3 - 3 pages]
4. Glass RT survey Open ended responses q 8 [5.10.4 - 21 pages]
5. Glass RT Photo of recycling bins [5.10.5 - 1 page]

Glass recycling trial

Q1 My household uses the glass bin...

Answered: 787 Skipped: 0

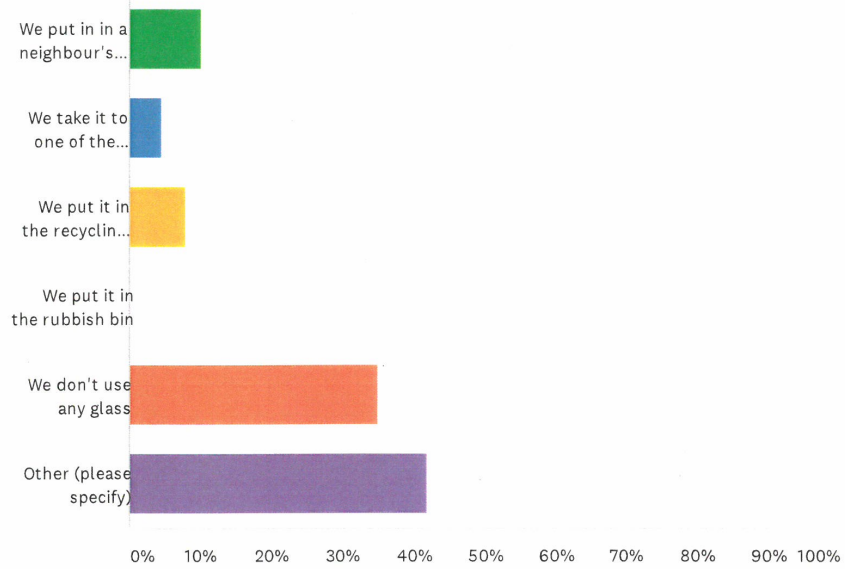


ANSWER CHOICES	RESPONSES	
Always	32.91%	259
Sometimes	55.91%	440
Never	11.18%	88
TOTAL		787

Glass recycling trial

Q2 What are you doing with glass from your household?

Answered: 88 Skipped: 699



ANSWER CHOICES

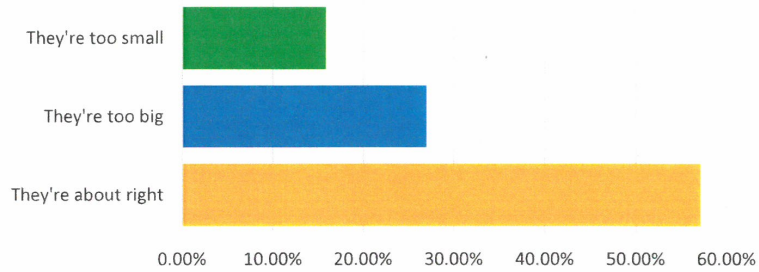
RESPONSES

We put in in a neighbour's glass bin	10.23%	9
We take it to one of the public glass banks	4.55%	4
We put it in the recycling bin	7.95%	7
We put it in the rubbish bin	0.00%	0
We don't use any glass	35.23%	31
Other (please specify)	42.05%	37
TOTAL		88

Glass recycling trial

Q3 Is the size of the new garbage bin for fortnightly collections?

Answered: 707 Skipped: 6

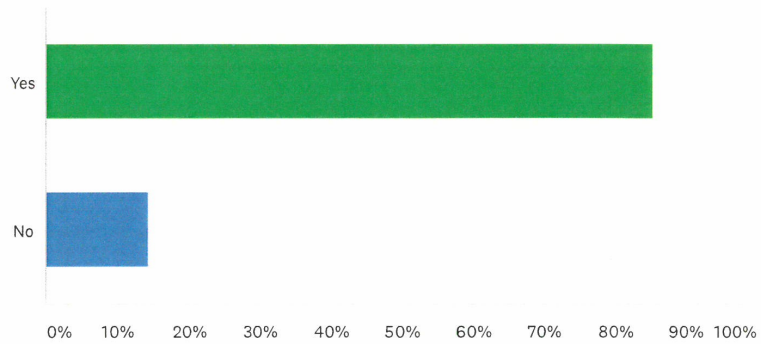


ANSWER CHOICES	RESPONSES	
They're about right	57.14%	404
They're too big	27%	191
They're too small	15.84%	112
TOTAL		707

Glass recycling trial

Q4 Do you use your FOGO bin (kitchen caddy / green-lidded wheelie bin) for all of your food waste (including meat, bones and dairy)?

Answered: 779 Skipped: 8



ANSWER CHOICES

Yes

No

TOTAL

RESPONSES

85.62%

14.38%

667

112

779

Glass recycling trial

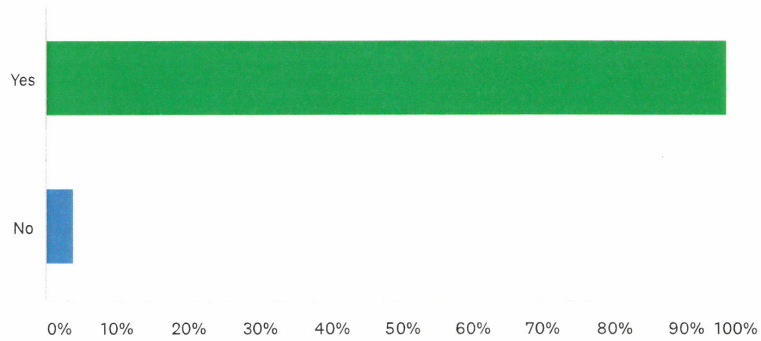
**Q5 Is there a reason why you don't put all of your food waste in the
FOGO bin?**

Answered: 98 Skipped: 689

Glass recycling trial

Q6 Did the communications material you received make it clear how glass recycling would work and what you needed to do?

Answered: 778 Skipped: 9



ANSWER CHOICES

Yes

No

TOTAL

RESPONSES

96.02%

3.98%

747

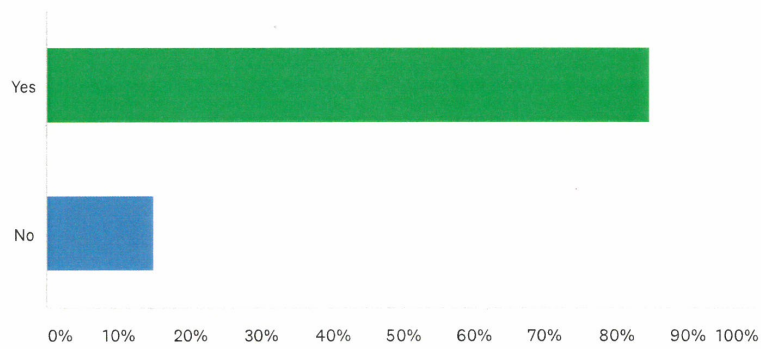
31

778

Glass recycling trial

Q7 Are you aware of the Victorian Government's recycling reform mandating that all households separate glass to improve the quality of recycling material?

Answered: 778 Skipped: 9



ANSWER CHOICES	RESPONSES	
Yes	84.96%	661
No	15.04%	117
TOTAL		778

Glass recycling trial

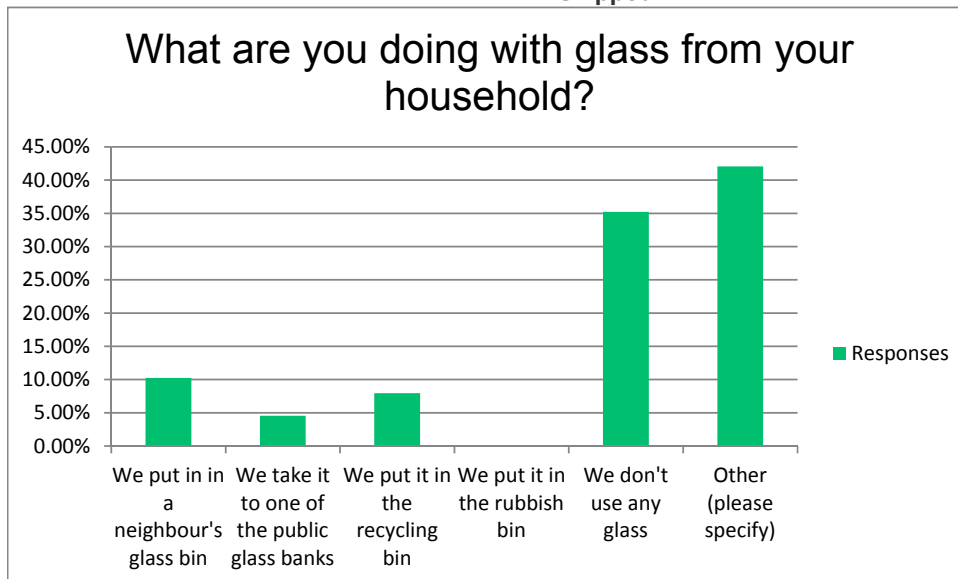
Q8 Is there anything else you'd like to tell us about the glass collection trial?

Answered: 396 Skipped: 391

Glass recycling trial

What are you doing with glass from your household?

Answer Choices	Responses	
We put in in a neighbour's glass bin	10.23%	9
We take it to one of the public glass banks	4.55%	4
We put it in the recycling bin	7.95%	7
We put it in the rubbish bin	0.00%	0
We don't use any glass	35.23%	31
Other (please specify)	42.05%	37
Answered		88
Skipped		699



Respondents	Response Date	Other (please specify)
	1 Jun 02 2020 0	Don't have much glass, so hardly ever use the glass bin.
	2 Jun 02 2020 0	I keep jars for preserves, jam & pickles, I make my own.
	3 Jun 02 2020 0	it's only a quarter full, it hasn't been emptied yet.
	4 May 29 2020 C	They did not specify
	5 May 28 2020 C	Would use it twice a year.
	6 May 28 2020 C	Jars are kept for jam.
	7 May 27 2020 C	don't use alot of glass
	8 May 27 2020 C	don't use alot of glass
	9 May 27 2020 1	haven't received a glass bin

10	May 27 2020	1	don't use alot of glass
11	May 27 2020	1	did not receive a bin haven't received a glass
12	May 27 2020	1	bin
13	May 27 2020	1	too big
14	May 27 2020	1	don't use alot of glass
15	May 27 2020	1	dont use enough glass plastic bottles - what a
16	May 21 2020	C	waste of money
17	May 21 2020	C	don't use much glass
18	May 21 2020	1	minimal use of glass
19	May 21 2020	1	minimal glass waste
20	May 21 2020	1	rarely use glass not enough glass to put
21	May 21 2020	1	bin out we don't use much
22	May 21 2020	1	glass dont drink and glass jars are donated to St
23	May 21 2020	1	vinnies don't use enough gass
24	May 21 2020	1	to fill the bin
25	May 21 2020	1	too big for us will eventually use it , single person residence believe i will put it out
26	May 21 2020	1	every 12-18 months.
27	May 21 2020	1	never received bin we have very little glass, not once to date
28	May 21 2020	1	waiting to fill
29	May 21 2020	1	waiting to fill bin
30	May 19 2020	C	hasn't been emptied yet Haven't got enough
31	May 19 2020	C	glass to fill it yet
32	May 19 2020	C	bin too big
33	May 19 2020	1	saving till we have a bin don't have enough to fill the bin , may fill it in a
34	May 19 2020	1	year take to op shop for them
35	May 19 2020	1	to sell.

	36	May 11 2020 C kerbside	I have about 12 bottles/jars in my glass bin. I have never put it out as I am waiting until I have a substantial amount of glass in it before putting it
	37	May 04 2020 C all in the recycle bin	We never received glass bin so used a neighbours to start with then with Covid19 we have just been putting it

Of the 37 other responses - 25 said don't use glass or don't have enough glass to fill the bin.
4 - use for jam or take to the Op Shop.
6 - never received a glass bin

Glass recycling trial

Is there a reason why you don't put all of your food waste in the FOGO bin?

Answered 98

Skipped 689

Respondents	Response Date	Responses
1	Jun 03 2020	I put most of my foodwaste in the bin but sometimes forget.
2	Jun 02 2020	We use vegetable scraps in our own garden.
3	Jun 02 2020	It usually washes down the sink. My neighbour uses my FOGO bin. I put fruit & vegetable scraps in garden compost and meat and bones in the
4	Jun 02 2020	garbage.
5	Jun 02 2020	smell, flies
6	May 30 2020	Any food waste we have go to our chickens. It is great for lawn clippings
7	May 29 2020	It is not convenient
8	May 28 2020	Use it for FOGO but lost / mislaid instructions sent at start.
9	May 28 2020	I use compost bins at home and then it goes on the garden. Attracts vermin, numerous mice inside at bin site. Mice, rats and maggots
10	May 28 2020	bin outside bin.
11	May 28 2020	I keep forgetting meat etc can go in.
12	May 28 2020	Collection bags are too small for a big bin inside the house.
13	May 27 2020	Don't like having another waste bin inside
14	May 27 2020	worm farm feeds on food scraps
15	May 27 2020	home compost
16	May 27 2020	home compost
17	May 27 2020	home compost
18	May 27 2020	home compost
19	May 27 2020	home compost
20	May 27 2020	not enough to fill bin
21	May 27 2020	home compost
22	May 27 2020	little waste, smells
23	May 27 2020	home compost
24	May 27 2020	home compost
25	May 27 2020	home compost. bags break down, leak and smell
26	May 27 2020	smelly
27	May 27 2020	home compost
28	May 27 2020	have chooks
29	May 27 2020	too many kinds of waste
30	May 27 2020	I make seaweed seacol for my garden in the bin and compost my waste
31	May 27 2020	meat and dairy- rodents and pests
32	May 27 2020	home compost
33	May 27 2020	home compost
34	May 27 2020	no such waste
35	May 27 2020	I live alone, not enough to worry about
36	May 27 2020	home compost and shredder for waste
37	May 27 2020	too smelly

- 38 May 27 2020 I don't waste food
- 39 May 27 2020 I home compost
- 40 May 27 2020 I home compost
- 41 May 27 2020 I home compost
- 42 May 27 2020 I home compost
- 43 May 27 2020 I give food scraps to friends pets
- 44 May 27 2020 I smell
- 45 May 27 2020 I we have a worm farm for food scraps
- 46 May 27 2020 I I compost what I can
- 47 May 27 2020 I we have a compost bin
- 48 May 27 2020 I I have a sink mulcher
- 49 May 27 2020 I not convenient
- 50 May 27 2020 I Food waste goes into my compost, fogo is wonderful for green waste
- 51 May 27 2020 I it stinks
- 52 May 21 2020 C we don't have much waste
- 53 May 21 2020 C only green waste too smelly for food
- 54 May 21 2020 C compost food scraps except bones and meat
- 55 May 21 2020 C its not compostable
- 56 May 21 2020 C have a compost bin
- 57 May 21 2020 C compost food scraps
- 58 May 21 2020 C compost
- 59 May 21 2020 C some goes into my worm farm
- 60 May 21 2020 C feed to birds and compost
- 61 May 21 2020 I don't cook use packaged meals- aged
- 62 May 21 2020 I compost bin
- 63 May 21 2020 I compost bin
- 64 May 21 2020 I home compost
- 65 May 21 2020 I we make our own compost
- 66 May 21 2020 I compost bin
- 67 May 21 2020 I compost or feed chooks
- 68 May 21 2020 I food waste goes into compost bin
- 69 May 21 2020 I we compost . Fogo too large for garden waste
- 70 May 21 2020 I compost bin
- 71 May 21 2020 I compost bins
- 72 May 21 2020 I compost
- 73 May 21 2020 I I have a worm farm
- 74 May 21 2020 I we have a worm farm

75	May 21 2020	1	compost bin
76	May 21 2020	1	got chooks and compost
77	May 21 2020	1	compost onsite
78	May 21 2020	1	some goes to the worm farm and rest into compost
79	May 21 2020	1	own composting system
80	May 20 2020	1	We compost all organic matter
81	May 19 2020	0	sometimes
82	May 19 2020	0	Have a compost and worm farm.
83	May 19 2020	0	flies and mould
84	May 19 2020	1	we compost and have very little waste- meat and dairy.
85	May 19 2020	1	Have a compost bin
86	May 19 2020	1	compost
87	May 19 2020	1	compost it
88	May 09 2020	0	Dogs eat waste
89	May 09 2020	1	I have a worm farm compost
90	May 08 2020	0	Compost ourselves - all garden & food waste composted or mulched
			We have our own compost for the garden too, so a lot of vegie scraps don't make it into the FOGO. We do love the FOGO bin and do put meat / bones
91	May 06 2020	1	/ dairy in. It is usually full by the time our garden waste goes in too.
92	May 05 2020	0	Self compost all food waste excluding meat, diary, cooked and oils.
			I don't put anything at all in my FOGO bin. I give all of my yard waste and all
93	May 04 2020	0	food scraps to my chickens and worm farms.
94	May 04 2020	1	Compost most vegetable matter on site.
95	May 04 2020	1	I give them either to 4 chooks or my cows!
96	May 04 2020	1	We also compost at home
97	May 01 2020	0	Not alot of food scrap, inside fogo bin broke.
98	May 01 2020	0	Was not aware I could put certain things in it.

Of 98 responses - 68 said they home compost, worm farm or feed foodscraps to chickens, dogs or cows.

10 - too smelly, attracts flies, pests, rodents, maggots & mould

7 - none or not much foodwaste

4 - forget ot didn't know

4 - not convenient

2 - insinkerator

2 - collection bags are too small / leak and smell

Glass recycling trial

Is there anything else you'd like to tell us about the glass collection trial?

Answered 396

Skipped 391

Respondents	Response Date	Responses	Tags
1	Jun 04 2020 10:54 AM	Q1? Ho many people in house. We have 2 it's working beautifully. If users put cardboard & newspapers vertical around the edge and the rest in the middle they would have ample room.	
2	Jun 03 2020 04:18 PM	Monthly glass collection would be sufficient for me.	
3	Jun 02 2020 01:25 PM	We wish FOGO bin could be picked up EVERY week because we have so much green waste.	
4	Jun 02 2020 01:23 PM	I live alone, only use FOGO and glass bin occasionally.	
5	Jun 02 2020 01:19 PM	I don't use a lot of glass, so only put glass bin out monthly.	
6	Jun 02 2020 01:18 PM	Glass bin is far too small so it doesn't work for us.	
7	Jun 02 2020 01:17 PM	I don't have a lot of glass, so put it out monthly.	
8	May 30 2020 11:41 AM	My son would like a blue lid for the next bin sent out.	
9	May 29 2020 05:05 PM	At 84 years old, I give glass to my family for them to put in their bin.	
10	May 29 2020 05:02 PM	Garbage needs to be collected weekly.	
11	May 29 2020 05:01 PM	We put some foodwaste into compost.	
12	May 28 2020 05:17 PM	I intend to use FOGO for meat etc for food waste and stop home composting.	
13	May 28 2020 05:16 PM	Since the start of the trial I have only had 5 glass pieces so my neighbour puts them in her bin. It's not worth putting out for 2 bottles.	
14	May 28 2020 05:06 PM	FOGO bin way too big for single person household. One bin per 3-4 units would be sufficient.	
15	May 28 2020 05:01 PM	Great initiative if that means our recycling is recycled & not landfilled.	
16	May 28 2020 05:00 PM	I put meant & dairy in the garbage bin. Only use FOGO for garden waste. Unless you drink wine or beer there are very few glass objects to recycle.	
17	May 28 2020 04:57 PM	The brochure was exceptionally clear. I find the new 4 bins system very suitable & efficient.	

18	May 27 2020 06:23 PM	Earlier pickup would be better. That way smashing glass is not waking people up
19	May 27 2020 01:50 PM	garbage bin to small for a fortnightly collection.
20	May 27 2020 01:49 PM	night collection of glass is too noisy effects sleep
21	May 27 2020 01:48 PM	for the current bin size garbage collection should be weekly please
22	May 27 2020 01:47 PM	please do not waste money on TV ads
23	May 27 2020 01:45 PM	do metal lids from glass containers go into recycling or rubbish?
24	May 27 2020 01:44 PM	great to see different ways to recycle and minimise waste
25	May 27 2020 01:43 PM	families garbage bins are overflowing encouraging birds to invade bins
26	May 27 2020 01:42 PM	FOGO and glass bins great idea
27	May 27 2020 01:33 PM	community glass collection spots be an alternative and more usefully
28	May 27 2020 01:32 PM	household of 5 , we have reduced a lot of our waste and would be happy if all bins were as small as the glass bin.
29	May 27 2020 01:30 PM	fine for a household of two , larger families may struggle
30	May 27 2020 01:29 PM	no information received on trial, bin lid just appeared changed. Use very little glass. Total fail for me.
31	May 27 2020 01:28 PM	night collection too noisy
32	May 27 2020 01:27 PM	monthly glass waste collection please
33	May 27 2020 01:25 PM	great job
34	May 27 2020 01:23 PM	great to see recycling seperated and not going to landfill
35	May 27 2020 01:19 PM	thanks, well done.
36	May 27 2020 01:19 PM	garbage weekly, original size bin please
37	May 27 2020 01:16 PM	storing 4 bins is too much in a small yard, glass collection for money would be better like in SA and NT
38	May 27 2020 01:15 PM	too small for when family is over for Christmas and Birth days. Other times okay as we use little glass
39	May 27 2020 01:10 PM	still don't have a purple bin lid
40	May 27 2020 01:09 PM	yellow writing on yellow bin not very visible- too remove lids and rinse , could be easily over looked
41	May 27 2020 01:07 PM	glass bin is too small , we are heavy drinkers
42	May 27 2020 01:05 PM	why don't we wrap the papers together to keep seperate from plastics

43	May 27 2020 01:04 PM	does porclean, china terracotta, crockery and tiles go in the glass bin too?
44	May 27 2020 01:03 PM	how are the glass not contaminated in the old bin?
45	May 27 2020 01:02 PM	would like to see a glass deposit like in SA , very successful there
46	May 27 2020 01:01 PM	garbage to be collected weekly
47	May 27 2020 01:00 PM	waiting to receive phone call on when new bins will arrive- 33 Marfell Road Warrnambool
48	May 27 2020 12:59 PM	home compost also used
49	May 27 2020 12:58 PM	garbage bin to be collected weekly
50	May 27 2020 12:57 PM	Keep all bins our household waste has been reduced
51	May 27 2020 12:56 PM	too many bins to store
52	May 27 2020 12:55 PM	two person household, bins are fine, larger households may find it an issue
53	May 27 2020 12:54 PM	We love FOGO and great to have a glass bin. Thank you
54	May 27 2020 12:53 PM	Best thing ever
55	May 27 2020 12:50 PM	don't use alot of glass, live on my own
56	May 27 2020 12:44 PM	Rubbish collection needs to be weekly or a bigger bin double the size- family of 4 , 2 kids in nappies. we hardly use glass so glass bin doesn't get used.
57	May 27 2020 12:41 PM	night collection is a nightmare with young children- collection to change in the day please
58	May 27 2020 12:39 PM	the online survey questions were totally different ,w as hoping to save WCC a return stamp fee
59	May 27 2020 12:38 PM	glass bin is good
60	May 27 2020 12:37 PM	don't use enough glass for collection have not put glass bin out as yet
61	May 27 2020 12:36 PM	should we leave lids on glass containers
62	May 27 2020 12:36 PM	all good
63	May 27 2020 12:35 PM	Great work. Thanks
64	May 27 2020 12:31 PM	prefer a free glass drop off point rather than 4 bins on my property.
65	May 27 2020 12:30 PM	why say anything, the council do there own thing, they all need to be fired
66	May 27 2020 12:29 PM	The fogo bin is excellent
67	May 27 2020 12:26 PM	how are all these bins to be stored without it becoming an eye sore
68	May 27 2020 12:24 PM	we combine glass with neighbour as we don't have enough to fill the bin
69	May 27 2020 12:22 PM	too many bins
70	May 27 2020 12:20 PM	glass bin is handy when there is a breakage. we are not drinkers who need the bin, but are happy with the service

71	May 27 2020 12:18 PM	monthly glass collection instead
72	May 27 2020 12:15 PM	Fogo Bin - is there a product which could go in the bottom of the big fogo bin to soak up liquid to avoid having to wash bin out every fortnight?
73	May 27 2020 12:13 PM	Didn't receive a glass bin. Lid wasn't changed even though bin was out- 52 Fitzroy Road
74	May 27 2020 12:11 PM	all bins are very good
75	May 27 2020 12:10 PM	garbage bin too small for household of 6
76	May 27 2020 12:09 PM	takes a long time to fill the glass bin
77	May 27 2020 12:08 PM	scheduling for when and what to put out is still hit and miss
78	May 27 2020 12:07 PM	collect during the day. too noisy at night
79	May 27 2020 12:05 PM	I would like the council to have larger skip bins in public areas for aluminium cans and plastic milk bottles . Advanced notice on the glass trial was great as it allowed us to stockpile our glass leading up to trial.
80	May 27 2020 12:02 PM	both great initiatives by council to reduce landfill
81	May 27 2020 12:00 PM	all is fine
82	May 27 2020 11:56 AM	did not receive a glass bin
83	May 27 2020 11:54 AM	four bin system works well for us
84	May 27 2020 11:53 AM	pick up of glass bin should be 4-6 weeks not fortnightly
85	May 27 2020 11:52 AM	very good
86	May 27 2020 11:49 AM	glass bin too big for us
87	May 27 2020 11:08 AM	all good, no more bins please as have no space
88	May 27 2020 11:05 AM	stating that this is trial is a lie because we have paid for all this in our rates.
89	May 27 2020 11:04 AM	great idea , wish manufacturers would use more glass
90	May 27 2020 11:01 AM	Issue of new bins not communicated. hard to remember which bin to put out when. A weekly collection for garbage and recycling would be better.
91	May 27 2020 10:58 AM	recently moved from Tasmania- no communication material received as yet. I love Warrnambool and thrilled that it processes local glass
92	May 27 2020 10:55 AM	we love our Fogo bin
93	May 27 2020 10:53 AM	great addition to the waste collection
94	May 27 2020 10:52 AM	we use very little glass- a share bin or a monthly collection could be a option
95	May 27 2020 10:50 AM	garbage bin is too small for fortnight rubbish and smelly
96	May 27 2020 10:50 AM	garbage bin too small for a family of 5

97	May 27 2020 10:49 AM	the time of glass collection needs to be earlier as 10-1030 too late and it is too loud
98	May 27 2020 10:44 AM	garbage bin needs to be collected weekly or bin needs to be bigger
99	May 27 2020 10:43 AM	everyone is street now burns waste in firepits becasue waste bin is too small
100	May 27 2020 10:41 AM	glass bin is great, please keep this service
101	May 27 2020 10:38 AM	great idea just alot of bins to get used to
102	May 27 2020 10:38 AM	can we have a detailed list put out for yellow bin, I'm sure more can be recycled that is not
103	May 27 2020 10:37 AM	prefer for garbage to be collected weekly
104	May 27 2020 10:35 AM	the new garbage bin is a awkaard size, fits only what we could fit in the old size and that gets collected weekly
105	May 27 2020 10:33 AM	don't fill bin enough for a fortnightly collection
106	May 27 2020 10:32 AM	4 bins are great
107	May 27 2020 10:29 AM	really happy with glass bin
108	May 27 2020 10:27 AM	Glass and recycling collection is loud, glad its not during the night.
109	May 27 2020 10:22 AM	dont have a lid for the purple bin yet. Garbage to be collected weekly please. thanks
110	May 27 2020 10:17 AM	what do we do with broken crockery? thak you
111	May 27 2020 10:16 AM	This is a very good idea, keep it going
112	May 27 2020 10:14 AM	thank you great job
113	May 27 2020 10:13 AM	fogo bin is great
114	May 27 2020 10:11 AM	all bins are great
115	May 27 2020 10:08 AM	fogo bin to be collected weekly
116	May 27 2020 10:06 AM	we compost what we can
117	May 27 2020 10:05 AM	Fogo bin is great
118	May 27 2020 10:04 AM	we don't have alot of glass so we don't use the bin alot
119	May 26 2020 08:43 PM	The purple lid wasn't changed within the timeframe stated in the communication material. The glass collection is extremely noisy and not suitable for middle of the night collections.
120	May 21 2020 02:35 PM	a very well run service, much appreciated
121	May 21 2020 02:31 PM	alot of things come in plastic
122	May 21 2020 02:29 PM	only 1 old lady, don't drink and get soft drinks in plastic bottles, easy to manage
123	May 21 2020 02:26 PM	glass collection is extremely noisy
124	May 21 2020 02:25 PM	single household doesn't need to empty bins as frequently but with fogo it is needed due to blow fies during warm weather

125	May 21 2020 02:22 PM	glass bins have helped alot with our recycling amount. We still have to use the heighbours bins for waste every fortnight - family of 4 with a baby on the way. lots of packaging from aldi
126	May 21 2020 02:20 PM	for a single householder a smaller recycling bin would be okay
127	May 21 2020 02:19 PM	Keep up the good work
128	May 21 2020 02:18 PM	more information on how and where to dispose of unwanted electrical goods would be helpful please
129	May 21 2020 02:14 PM	glass to be collected monthly
130	May 21 2020 02:13 PM	no problem with system its just a matter of remembering to put bins out
131	May 21 2020 02:12 PM	a weekly garbage collection would be alot more helpful
132	May 21 2020 02:11 PM	agree with glass collection and happy for service top continue
133	May 21 2020 02:09 PM	love the fogo bin
134	May 21 2020 02:07 PM	why do you hear only what you want to hear
135	May 21 2020 02:03 PM	very good service
136	May 21 2020 02:02 PM	glass bins are too big, they are very noisy when emptied the glass smashes to ih the truck so who seperates the glsas into colours?
137	May 21 2020 02:01 PM	Fogo fantastic, glass collection at night noisy.
138	May 21 2020 01:59 PM	Broken bottles on footpaths around kitkens road and fitzroy road are dangerous with elderly people and walking about and workers from abbatoirs walking after dark. We sometimes pick up, but should we? Bins not big rather bulky.
139	May 21 2020 01:57 PM	weekly fogo bin please
140	May 21 2020 01:56 PM	both new bins area great initiatives
141	May 21 2020 01:55 PM	alot of bins per household now.Need more depots for bottle deposits like bunnings and centro. council doing well in this matter, keep it up
142	May 21 2020 01:50 PM	garabage to be collected weekly , garbage bin to be same size as recycling
143	May 21 2020 01:49 PM	garabge to be collected weekly glass collected monthly
144	May 21 2020 01:48 PM	being invalids we rely o family members to travel here and put our bins out
145	May 21 2020 01:44 PM	don't ue enough glass to fill bin but happy to seperate and continue use as necessary
146	May 21 2020 01:42 PM	would prefere a plastics or paper bin sa we don't really use glass bin

147	May 21 2020 01:40 PM	thankyou for this important initiative to help reduce waste to landfill
148	May 21 2020 01:39 PM	lucky to fill bin once in 3 months
149	May 21 2020 01:34 PM	glass bins too big- 3 monthly
150	May 21 2020 01:33 PM	love my fogo bin
151	May 21 2020 01:06 PM	only one on the street, never got a purple lid - 54 Hoddle street
152	May 21 2020 01:00 PM	glass bin far too big for household, hardly use anything in glass containers
153	May 21 2020 12:59 PM	little glass rarely put it out
154	May 21 2020 12:58 PM	I would rather use the glass bank and have our household garbage cleared weekly. It smells and brings in mice
155	May 21 2020 12:57 PM	rarely use glss most items brought are in plastic containers
156	May 21 2020 12:51 PM	single person household and very little food comes in glass
157	May 21 2020 12:49 PM	size of fogo bin too big for elderly to move around
158	May 21 2020 12:48 PM	glass bins to be collected mothly garbage bins to collected weekly
159	May 21 2020 12:44 PM	the glass bin should be the same size as the garbage bin. We put glass in garbage bin becace glass bin too small
160	May 21 2020 12:42 PM	too many bins, too much cost and introduction to trial was shambles.
161	May 21 2020 12:39 PM	my bin is a quarter full, happy to take out when full
162	May 21 2020 12:37 PM	keep up the good work
163	May 21 2020 12:36 PM	garbage waster to be collected weekly please - too smelly nand if missed its a whole month
164	May 21 2020 12:33 PM	great idea
165	May 21 2020 12:33 PM	collect glass less often collect fogo more often
166	May 21 2020 12:29 PM	average household collection not needed every two weeks- monthly alternative
167	May 21 2020 12:28 PM	fabulous system. Rubbish bin too big for fortnightly pickup. we have no children so much less rubbish than a family
168	May 21 2020 12:25 PM	glass bin only ever a quarter full. Please make red and yellow bins a weekly pickup
169	May 21 2020 12:24 PM	prefer garbage collection weekly, household with babies, nappies find it difficult in warmer weather.
170	May 21 2020 12:23 PM	I would prefer the glass bin to be the size of the garbage bin
171	May 21 2020 12:21 PM	good idea providing the collectors do the right thing
172	May 21 2020 12:19 PM	glass bins should be optional it will take months to fill

173	May 21 2020 12:17 PM	glass collection should run every week during covid lockdowns
174	May 21 2020 12:15 PM	monthly glass collection would suit me . great service hope it continues
175	May 21 2020 12:14 PM	the red bin needs to be emptied out once a week it is too small.
176	May 21 2020 12:10 PM	once a month collection for glass bin. 3 x larger size for red bin collection per month
177	May 21 2020 12:07 PM	glass collection at night makes alot of noise, maybe a earlier collection time of 1900
178	May 21 2020 12:05 PM	a good system, but the tip in Koriot street is totally inadequate and is a health hazard
179	May 21 2020 12:03 PM	thank you for recycling
180	May 21 2020 12:02 PM	I would like the garbage bin to be collected weekly
181	May 21 2020 12:01 PM	will not put out glass bin till half full , one person household
182	May 21 2020 11:59 AM	use glass bin once a month
183	May 21 2020 11:59 AM	more packaging should return to glass
184	May 21 2020 11:57 AM	very satisfactory
185	May 21 2020 11:56 AM	I could easily manage my glass bin monthly rather than fortnightly
186	May 21 2020 11:55 AM	confusing change over from bins- information could be clearer
187	May 21 2020 11:54 AM	why don't we do what the Dutch do, take glass back to huge bins at supermarkets which sort into colours and all rubbish into huge ovens that heat to enormous centregrade to be burnt , no landfill etc. their land size is only half of Tasmania with a population of 20 million plus
188	May 21 2020 11:50 AM	glass bin is great but the noise being emptied at night is terrible, more suitable hours please
189	May 21 2020 11:47 AM	pick up must be before 10pm due to noise
190	May 21 2020 11:47 AM	green waste has been a great addition. Thankyou.
191	May 21 2020 11:45 AM	own compost bin for food scraps
192	May 21 2020 11:45 AM	glass bin way too big. Rubbish bin too small for fortnight collection forcing you to go to transfer station and pay twice- rates and transfer station
193	May 21 2020 11:42 AM	the combination of FOGO and the garbage with the larger bin is perfect for my needs each two weeks.I use the other bins less often.
194	May 21 2020 11:40 AM	all is well

195	May 21 2020 11:39 AM	glass collections very noisy at night
196	May 21 2020 11:38 AM	to fill the glass bin it would take us 6-9 months
197	May 21 2020 11:36 AM	I use a compost and worm farm system for my food scraps
198	May 21 2020 11:35 AM	I have a compost bin for my food waste. The new garbage bin- red lid is too small as is this comments section.
199	May 21 2020 11:34 AM	For us the normal bin (red lid) was a little too small for fortnightly collection but otherwise no problem. For us, the glass bin (purple lid) was only put out for collection once every month or two.
200	May 21 2020 11:33 AM	More communication with the residents of Warrnambool and the size, needs of each household.
201	May 21 2020 11:31 AM	make garbage collection at day time not in the middle of the night
202	May 21 2020 11:30 AM	Fogo needs to be every week - glass every two months
203	May 21 2020 11:28 AM	I don't use many glass containers and bottles
204	May 21 2020 11:27 AM	waste bin is not big enough for a family of four even after seperating rubbish to appropriate bins
205	May 21 2020 11:26 AM	please no more changes. we struggle for room for all four bins. we also have a worm farm for fresh peels. Have confidence in WCC not elected officials. Awaiting to see the promised price saving
206	May 21 2020 11:19 AM	need a bigger glass bin
207	May 21 2020 11:19 AM	I don't put meat in fogo due to smell. I don't consume much meat and dairy products
208	May 21 2020 11:16 AM	we love the four bin system. Thank you
209	May 21 2020 11:14 AM	size of bin too big for us
210	May 21 2020 11:13 AM	would like garbage bin every week, gets smelly
211	May 21 2020 10:55 AM	Both bins are the best, FOGO - so good.
212	May 21 2020 10:52 AM	very happy with new collections, great.
213	May 21 2020 10:52 AM	also compost
214	May 21 2020 10:51 AM	I returned my fogo bin as I have not disposed of green waste in over 12 years.
215	May 21 2020 10:49 AM	If garbage bins are not made larger they should be collected weekly

216	May 21 2020 10:48 AM	general waste bin on occasion is too small. Not a good idea especially during summer months- health issue. Warrnambool has many large blocks, more green waste so more frequent collections are necessary or larger or 2 bings for blocks in excess of 2000 square metres
217	May 21 2020 10:43 AM	would prefer general rubbish collection for every week
218	May 21 2020 10:40 AM	Fogo bin could get smelly in hot weather if only collected fortnightly
219	May 21 2020 10:38 AM	never received bin
220	May 21 2020 10:36 AM	I live by myself, the yellow bin is too big for one person
221	May 21 2020 10:35 AM	Some fresh peels we compost. I use alot of Fogo bags, the biodegrade in freezer so I double bag. Also use heaps to pick up dog poo. Not happy about buying bags in between roll out of bags.
222	May 21 2020 10:32 AM	I don't have alot of glass but I do use my fogo it is really handy.
223	May 21 2020 10:31 AM	waiting to fill bin, use little to none glass products
224	May 21 2020 10:29 AM	Thank you very happy with our recycling system. We use our glass bin every 2nd collection.
225	May 21 2020 10:28 AM	We compost veggie waste
226	May 21 2020 10:27 AM	great initiative, roll out to rest of residents
227	May 21 2020 10:26 AM	only a single person residence
228	May 21 2020 10:25 AM	We use very little glass. Do not put meat in fogo as it smells and I believe it attracts vermin
229	May 21 2020 10:23 AM	will take me 12 months to fill glass bin as I live alone.
230	May 21 2020 10:21 AM	The fogo green bags are not big enough -make extra work and cost too much. I do use glass just not enough to fill bin for collections. I reuse glass jars for jam,
231	May 21 2020 10:17 AM	Fort fogo bin to be picked up weekly from September to April as we always have too much
232	May 21 2020 10:15 AM	we don't hsrve much glass for recycling
233	May 19 2020 03:07 PM	Use worm farm for some foodwaste. Would be good to have an optional larger glass bin otherwise its been great.
234	May 19 2020 02:06 PM	only 2 people , box for recycle inside so few trips to bin.
235	May 19 2020 01:56 PM	the garbage bin is way too small, would be better at getting empty every week.

236	May 19 2020 01:55 PM	Glass bin monthly instead. new garbage bin could be bigger at times
237	May 19 2020 01:54 PM	Are the lids on glass containers recyclable ? Where should they be put?
238	May 19 2020 01:52 PM	glass bin out every second collection
239	May 19 2020 01:51 PM	put glass bank address in Saturday's noticeboard
240	May 19 2020 01:51 PM	I am grateful for the opportunity to comment
241	May 19 2020 01:50 PM	Food scraps go to our compost and chooks
242	May 19 2020 01:49 PM	user pays system pay for collections gathered
		<p>Fornightly garbage collection has been a challenge with full household particularly during covid-19. Has been necessary to store waste / share bin with neighbour or visit the tip. Suggest option of larger bin if garbage to remain fortnightly collection. Or weekly collection if same size bin.</p> <p>FOGO is great and household is on board. Glass & recycling fortnightly is good.</p> <p>Great service provided. Be good to trial post Covid-19 to compare usage.</p> <p>Thanks</p>
243	May 19 2020 01:47 PM	
244	May 19 2020 01:46 PM	Glad I could participate. Always willing to take the trouble to improve recycling
245	May 19 2020 01:44 PM	we have very little glass, we also have a worm farm so we give the worms the vegie peelings
246	May 19 2020 01:44 PM	Didn't receive a bin at all, therefore cannot comment - 16 Robert Street
247	May 19 2020 01:42 PM	food scraps go to chickens and compost bin
248	May 19 2020 01:41 PM	As a 6 person family we have to pay extra rubbish removal as our garbage bin is too small.
249	May 19 2020 01:40 PM	Garbage bin ok in size for 2 people. Too small for families with children
250	May 19 2020 01:38 PM	I give my food scraps to the chooks.
251	May 19 2020 01:37 PM	I will use the glass bin when I have glass which is not often.

252	May 19 2020 01:36 PM	I used a glass bank in the Netherlands 30 years ago. Please introduce reverse vending machines for recyclable metal cans before 2050, so we can get money for them. we take glass to glass bank at Woolies, can we have a glass bank at Coles central please, handy for bottles when eating out. As the ex rubbish bin is the glass bin, it is filthy and I heard that you cant put water from it down the drain if you clean it?
253	May 19 2020 01:32 PM	food scraps are fed to out pet chickens
254	May 19 2020 01:31 PM	Haven't enough glass to fill bin yet.
255	May 19 2020 01:27 PM	We the residents are sorting our garbage for you, so how about a rates reduction for us?
256	May 19 2020 01:25 PM	communication was not timely or clear. Lid change over was delayed and ours was not done so doesn't always get collected.
257	May 19 2020 01:23 PM	It will probably take me all year to fill glass bin once
258	May 19 2020 01:22 PM	During summer months could it be collected weekly
259	May 19 2020 01:20 PM	no more bins please. glass bin too big, would only need to put out once every 12 months. green waste mainly lawn clippings
260	May 19 2020 01:19 PM	Do not put food scraps in Fogo, too smelly.
261	May 19 2020 01:18 PM	2 weeks for Fogo is stinky. what about weekly 15 litre bin for Fogo instead.
262	May 19 2020 01:16 PM	Love having a bin for everything, but hard to get males in family to do properly.
263	May 19 2020 01:15 PM	new garbage bins too small for families , reduce amount of packaging would help. Green bags for Fogo really good . A container deposit scheme is way overdue.
264	May 19 2020 01:13 PM	fortnightly landfill waste and fogo collection is not sufficient, prefer weekly.
265	May 19 2020 01:12 PM	new garbage bin smells for a fortnightly collection, every week better. Glass once a month
266	May 19 2020 01:11 PM	more 'plastic ' bins why not employ people to do it.
267	May 19 2020 01:10 PM	we separate glass into the right bin but don't put it out for a little bit.
268	May 19 2020 01:08 PM	The Fogo and glass bins are way too big for persons living on their own

269	May 19 2020 01:06 PM	I am fully in favour of separate glass collection .
270	May 19 2020 01:05 PM	collection once a month would be sufficient.
271	May 19 2020 01:03 PM	glass bin too small for a fortnight, would a large glass recycle bin at the end of each street be a good idea
272	May 19 2020 01:02 PM	If the government mandated packaging we wouldn't need two bins , let alone 4
273	May 19 2020 01:00 PM	all good
274	May 19 2020 12:59 PM	general waste bin at times is too small.
275	May 19 2020 12:57 PM	great idea I just don't have a lot of glass
276	May 19 2020 12:56 PM	I am sure that I could put my glass in my neighbours bin .
277	May 19 2020 12:55 PM	approve program , bins take up space. Compost most food waste
278	May 19 2020 12:51 PM	Love the Fogo bin
279	May 19 2020 12:50 PM	Fogo bin waste of money. Bags break , still need to clean bin.
280	May 19 2020 12:39 PM	The green bin needs to possibly be collected weekly to help maintain neater gardens in the city
281	May 19 2020 12:18 PM	unfortunately people don't do the right way cause they don't care? what a shame
282	May 19 2020 12:16 PM	great idea to have glass seperate
283	May 19 2020 12:15 PM	central glass collection bin would be more practical
284	May 19 2020 12:13 PM	We compost and have a worm farm. we don't need a big rubbish bin or swap the glass bin size with the general waste bin, we sometimes use the neighbours glass bin also.
285	May 19 2020 12:12 PM	use compost bin at home also
286	May 19 2020 12:11 PM	we have a worm farm and neighbours have chooks, so food scraps go there instead of FOGO bin .
287	May 19 2020 12:08 PM	all is good, we also use a compost bin
288	May 19 2020 12:07 PM	Household rubbish emptied weekly
289	May 19 2020 12:07 PM	Fogo bin could be smaller
290	May 19 2020 12:06 PM	empty recycle and house rubbish weekly. Our bins are overflowing and smelly
291	May 19 2020 12:02 PM	I prefer to keep glass jars and use bin for bottles which is not alot.
292	May 19 2020 12:01 PM	garbage bin is too small for a fortnight
293	May 19 2020 12:01 PM	Job well done
294	May 19 2020 12:00 PM	fogo bin excellent

295	May 19 2020 11:59 AM	use glass bin every 8 weeks. 3 children with nappies bin gets filled with nappies alone. ensuring manufactures to change from glass to plastic better investment first. Glass banks to make us responsible and accountable. collect bins during the day please.
296	May 19 2020 11:56 AM	monthly collection instead would be best for glass and recycling
297	May 19 2020 11:55 AM	we use glass and FOGO bin every fortnight
298	May 19 2020 11:54 AM	garbage bin not big enough for a family of 5 or more
299	May 19 2020 11:53 AM	glass bin has two bottles in it since receiving used bin once but agree with having the bin as part of waste collection
300	May 19 2020 11:52 AM	
301	May 19 2020 11:51 AM	also have my own compost bin
302	May 19 2020 11:45 AM	glass bins collect once a month
303	May 19 2020 11:44 AM	I think family households with children would need more frequent garbage collections
304	May 19 2020 11:43 AM	Hoodle st Warrnambool
305	May 19 2020 11:41 AM	waste bin too small for 2 weeks
306	May 19 2020 11:41 AM	I use a compost bin
307	May 19 2020 11:40 AM	It is a good idea. Perhaps have a bigger communal bin per block
308	May 19 2020 11:36 AM	glass collection quarterly. Not much comes in glass 2020.
309	May 19 2020 11:35 AM	could be every second collection. Not enough fogo bin liners provided. Need to seperate coloured glass.
310	May 19 2020 11:34 AM	Do use the bin, just don't have enough to fill. My fogo gets used , but I also have a compost bin
311	May 19 2020 11:31 AM	we don't use much with glass , it is useless, happy to use the ones at safeway
312	May 19 2020 11:30 AM	continual education is important I think
313	May 19 2020 11:29 AM	Its a brilliant way for a community to take responsibility for eliminating and recycling waste as much as possible. Lets move to authentic recycling of paper and plastic too. Thank you.
314	May 19 2020 11:27 AM	It's a positive thing. Glass bin would be too heavy if full.
315	May 19 2020 11:26 AM	probably needed monthly
316	May 19 2020 11:25 AM	we use the glass bin but only have a few objects in there at the moment.
317	May 19 2020 11:24 AM	I would like a soft plastics bin as well.

318	May 19 2020 11:23 AM	I am 90 years old and putting foo waste into fogo is hard to do.
319	May 19 2020 11:21 AM	the collection calendar is essential. Very easy to mix up which bin night is which
320	May 19 2020 11:19 AM	Fogo bin every week. Glass bin once a month
321	May 19 2020 11:18 AM	I have a mulcher but use fogo for bigger stuff. Go for it , glass bin is great.
322	May 19 2020 11:17 AM	don't have enough glass for the big bin
323	May 19 2020 11:15 AM	garbage bin is far too small for a fortnightly collection and contents smelly after a fortnight.
324	May 19 2020 11:14 AM	never changed lid on glass bin, doesn't get picked up.
325	May 19 2020 11:13 AM	All good
326	May 19 2020 11:12 AM	monthly glass collection as not filling bin at all, most containers are plastic. Fogo used for weeds , compost rest
327	May 19 2020 11:08 AM	We put the glass bin out each collection but there is usually not much in it maybe collect monthly.
328	May 19 2020 11:07 AM	I love recycling and composting . I made enquires about disposal of video tapes and was told everything was going to land fill. Is this so?
329	May 19 2020 11:07 AM	Happy with all bins especially fogo
330	May 19 2020 11:02 AM	weekly garbage collection please
331	May 19 2020 11:00 AM	FOGO and recycling we put out each fortnight, general rubbish (never full) and glass (never full) probably once a month.
332	May 19 2020 10:58 AM	Well done WCC
333	May 19 2020 10:58 AM	Keep up the good work.
334	May 19 2020 10:53 AM	fruit and peelings we place in worm farm and compost
335	May 19 2020 10:52 AM	glass bin - vaguely, some time ago. I have bagged my food waste for 45 years into freezer and put in with garbage bags on a daily basis so this is not a new concept. I tried using compostable bags but impossible to tie them off. I was double bagging to allow for extra length. found it impossible and after a month of trying found it to be a functional impossibility.
336	May 19 2020 10:46 AM	very happy with the present system , keep up the good work
337	May 19 2020 10:45 AM	I love the FOGO bin
338	May 19 2020 10:44 AM	Well done W.C.C
339	May 19 2020 10:43 AM	I was not issued with a purple lid

340	May 19 2020 10:41 AM	I compost most of my food scraps. I live on my own so it will take about 12 months before I fill it, but it is a good idea.
341	May 19 2020 10:37 AM	Don't use fogo for food scraps we have a compost bin. Yellow bin - recycling what number "2" items are allowed in this bin - 0458622864
342	May 19 2020 10:35 AM	The fogo stinks after sitting for 2 weeks full of food scraps. I would like to see FOGO collected weekly or at least alternate week to general waste . Weekly general rubbish and monthly glass would be good.
343	May 19 2020 10:33 AM	could not get survey online at this address
344	May 19 2020 10:31 AM	very little glass containers used , don't use this but it is a good idea. Fogo bin - food gets smelly if only collected every 2 weeeeks
345	May 19 2020 10:27 AM	Thank you
346	May 19 2020 10:21 AM	love all the bins especially the big green waste bin. well needed.
347	May 17 2020 09:39 AM	We seldom have glass in our house. The bin is really not much use to us. Also, our fortnightly collection of our red rubbish bin is proving quite challenging. We use our green waste and recycling bins effectively. Our red bin is always bursting by collection date. We usually have one or two rubbish bags that do not fit!
348	May 16 2020 04:12 PM	Think it's great. We are big users of fogo so ran out of bin liners quickly.
349	May 15 2020 04:58 PM	a monthly collection with three garbage collections would likely be more effective for managing my waste. 80 litres of glass a fortnight is a significant amount for most households and really is inefficient as compared to managing waste.
350	May 13 2020 09:25 PM	Having come from a council that does not do this I am very impressed this council is using this service. Well done and hope it continues.
351	May 13 2020 09:15 PM	We are diligent with our bins but are not putting a whole lot into the glass bin and are yet to actually take it out for collection.

352	May 13 2020 10:47 AM	<p>I understand the importance of glass separation re: contamination to other recycling processes.</p> <p>However problems exist in current process;</p> <ul style="list-style-type: none">- The bins are way too big.- Pick ups are way too often. <p>Agree with using old bin as Glass bin. Great to reuse. Not worth cost of new bins for glass. With that in mind with bin being huge, it would be great to move to monthly pick up for glass. Further cost savings for ratepayer and for those with glass overflowing, set up community drop off point.</p> <p>The biggest issue not being discussed in survey is the NOISE! Can we do something about the noise please! It is like a groundhog day car crash that goes all night!</p> <p>Should you wish to discuss further Phil - 0422791106 - East W'bool.</p>
353	May 13 2020 10:35 AM	<p>Welcomed the introduction of the glass recycling trial and would hope it remains</p>
354	May 12 2020 01:39 PM	<p>The red bin is not big enough and we are now finding we require a tip run on the fortnight our red bin does not get emptied now that it has swapped to fortnightly pickup</p>
355	May 11 2020 08:45 PM	<p>Nope</p>
356	May 11 2020 07:02 PM	<p>My preference would be to be recycling glass on a monthly basis and reverting to the rubbish bin being place out weekly, as oppose to fortnightly in this trial.</p>
357	May 11 2020 05:54 PM	<p>No</p>
358	May 11 2020 10:45 AM	<p>The new red bin which replaced the old red bin is now only collected fortnightly. This is insufficient for many households and leads to overflowing bins that cause rubbish to collect in the street or neighbours front yards/driveways. Possibly inadequate in summer as well due to smells.</p>
359	May 09 2020 01:28 PM	<p>The normal garbage bins, RED LID, need to be taken WEEKLY not fortnightly. It is not enough fortnightly!</p>

360	May 09 2020 10:24 AM	Please bring general waste collection back to weekly. The red lid bin is too small for a family of 3 to be collected fortnightly and regularly overflows
361	May 08 2020 08:00 PM	Great initiative, thank you! Last few collections the glass trucks were out early in the evening, which was great as the noise didn't bother us then.
362	May 08 2020 05:56 PM	Good idea - we like it :)
363	May 08 2020 09:16 AM	Bin is to big. I am having trouble storing four bins in my small space as i live in a townhouse
364	May 07 2020 02:50 PM	Large green lid FOGO bin requires regular cleaning to get rid out the foul odour, fortnightly collection possibly too infrequent.
365	May 07 2020 09:10 AM	No
366	May 06 2020 10:18 PM	It was great, but very noisy when bins were being emptied.
367	May 06 2020 03:03 PM	We place all glass in the bin. The amount of waste glass that we generate results in a full bin every 6 weeks.
368	May 06 2020 01:04 PM	<ol style="list-style-type: none"> 1. We strongly support anything that helps recycling efficiency, saving the earth and saving money. 2. While our yard is large enough, there are many yards in Warrnambool that aren't. I think that people should be able to opt out, and be encouraged take their glass to a depot/ glass bank eg. 3. Our purple lid took several weeks longer (plus a phone call) than our neighbour's to arrive. Not a problem, just letting you know.
369	May 06 2020 10:49 AM	Monthly collection of glass would be sufficient as we have only put our glass bin out once since the trial commenced. We would prefer household garbage to return weekly.
370	May 05 2020 09:18 PM	No
371	May 05 2020 08:02 PM	Smaller bins for recycling and garbage,for smaller household (unite dwellers)
372	May 05 2020 06:47 PM	We do use it, but we never fill the bin, maybe a pick up every 4 weeks instead if that would create a good saving?
373	May 05 2020 06:44 PM	Glass collection could be done every 3- 4 weeks.
374	May 05 2020 06:42 PM	It is really good and has reduced our recycling bin significantly.
375	May 05 2020 05:10 PM	no plain and simple

	376 May 05 2020 04:28 PM	Only put it out monthly. Love the FOGO system. The change over was not very smooth as reported in paper. Our rubbish bin had to be left on nature strip for a month to get new lid.	
	377 May 05 2020 03:37 PM 378 May 05 2020 02:15 PM	I believe we need to follow what Moyne Shire are doing. Glass collection monthly, garbage collection weekly and recycling/FOGO as is on fortnightly alternating. No thanks.	
	379 May 05 2020 08:00 AM	The glass bin is about the right size, but would prefer it to be bigger and landfill bin smaller. The info sent out was good - we weren't aware until then that recycling needs to be rinsed here, or that lids shouldn't be on bottles (we thought as long as they went in same bin they could stay on). Future tips and reminders would be good, also prompts for people to recycle their soft plastics at the supermarket, we've been doing this for a few years now and if more people did it, they'd find they have a lot more space in their bin. Would like to see more emphasis on recycling, and more innovations, lots of people do not do the right thing and so many are still under the impression that their efforts would be wasted and it will all go into landfill anyway. More education about where it goes and the impacts of doing the right thing vs wrong thing in the community would be really good.	
	380 May 04 2020 07:11 PM 381 May 04 2020 07:05 PM	These questions are totally different to the questions on the flyer sent to us by Warrnambool City Council. I will still send in my paper response for that reason. I did think I would save my council a return postage fee. no	

		I don't use very much glass. In the whole time so far I have only taken the glass bin out to the curb once, and it was half full. So 40L or so of glass collected in that whole several months period. And about a third of that was glass that I noticed in someone else's landfill bin and took to put in my glass bin !
		Also, the bigger general rubbish bin being collected fortnightly I actually preferred over the small bin weekly. Since I don't generate the same amount of waste every week, the bigger bin fortnightly is an advantage.
382	May 04 2020 05:45 PM	
383	May 04 2020 04:22 PM	No
384	May 04 2020 02:55 PM	Our general waste bin is overflowing every time. It's not big enough for a family and fortnightly collection
385	May 04 2020 02:44 PM	For a single occupied house, I don't get a lot of glass. I won't fill the current bin in 6 months.
386	May 04 2020 02:06 PM	Great job, thanks for doing this.
387	May 04 2020 12:45 PM	We use the bin infrequently as we do not have a lot of glass. sometimes we keep the glass for our own purposes.
388	May 04 2020 11:36 AM	We think it's a great initiative.
389	May 04 2020 10:59 AM	No
390	May 03 2020 06:23 PM	Great initiative
391	May 03 2020 12:39 PM	The trash bins should be collected weekly an not fortnightly our trash bin is already full to the top.
392	May 03 2020 10:16 AM	havent put it out yet as we dont use glass much so a fair waste of time and money for fortnightly pickup WCC
393	May 02 2020 09:45 AM	no
394	May 01 2020 08:02 PM	General rubbish needs to be collected weekly. Fortnightly is not working for a standard family of 4.
395	Apr 22 2020 02:29 PM	I love it
396	Apr 22 2020 02:28 PM	Love it.

Monthly glass collection (& don't have much glass) - 89

Weekly FOGO - 16

Love FOGO -

19 Positive comments generally about the system -

Weekly garbage (or bigger bin. Overflowing, smell, not big enough for family of 4 +) - 68

Haven't got a purple lidded bin - 9

I home compost / worm farm - 25

Too many bins (don't have room) - 14

Too noisy / change collection time - 18

Communication could have been better - 13

Education questions - 14

General bin size suggestions, including more options for residents, opt out and user pays - 20

Glass & Recycling Banks - 12

Communication material was good - 2

Keep glass for ourselves -

General FOGO (smelly / vermin) - 9
FOGO bags (not enough or break) - 5
Negatives - 10

ATTACHMENT 5

Photo: 1 acre shed storing 16,000 recycle bins ready for rollout



5.11. CITY CENTRE CAR PARKING COVID-19 RESPONSE

PURPOSE:

This report seeks further direction from Council in relation to the free parking period applied to the CBD in response to COVID-19.

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.
- Council has now requested that a further report on car parking be brought to the 6 July Ordinary Meeting.
- Council officers have been patrolling and enforcing time limits in the CBD, however these patrols are much more resource intensive and cannot be done as quickly as those undertaken in a metered environment.
- It is difficult to maintain a strong enforcement regime in a free parking environment unless general revenue is diverted to fund the local laws program.
- 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 PETER SYCOPOULIS
SECONDED: CR. ROBERT ANDERSON

That Council:

1. **Having noted the increasing demands for car parking in the CBD and having considered the recent increase in complaints related to overstays, direct that the 2 Hour Parking Zones in the Ozone Off Street Car Park, Cramond and Dickson Off Street Car Park, and Parkers Off Street Car Park be converted to 2P Meter Parking from 11:00am – 5:30pm Monday to Friday.**
2. **Return the Ozone Off Street Car Park, Cramond and Dickson Off Street Car Park, and the Parkers Off Street Car Parking areas to pre Covid-19 parking conditions after 31 January 2021.**
3. **Extend the CBD wide free parking response from 10 July 2020 to 18 July 2020.**
4. **Reinstate paid parking (meter) in the CBD from 20 July 2020.**
5. **Direct that officers negotiate for similar parking arrangements, to those detailed in Part 1 of the resolution, to occur in the privately owned Coles Younger parking area.**
6. **Direct that a media campaign advising of the return of paid parking (meter) commence immediately.**

CARRIED - 7:0

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.

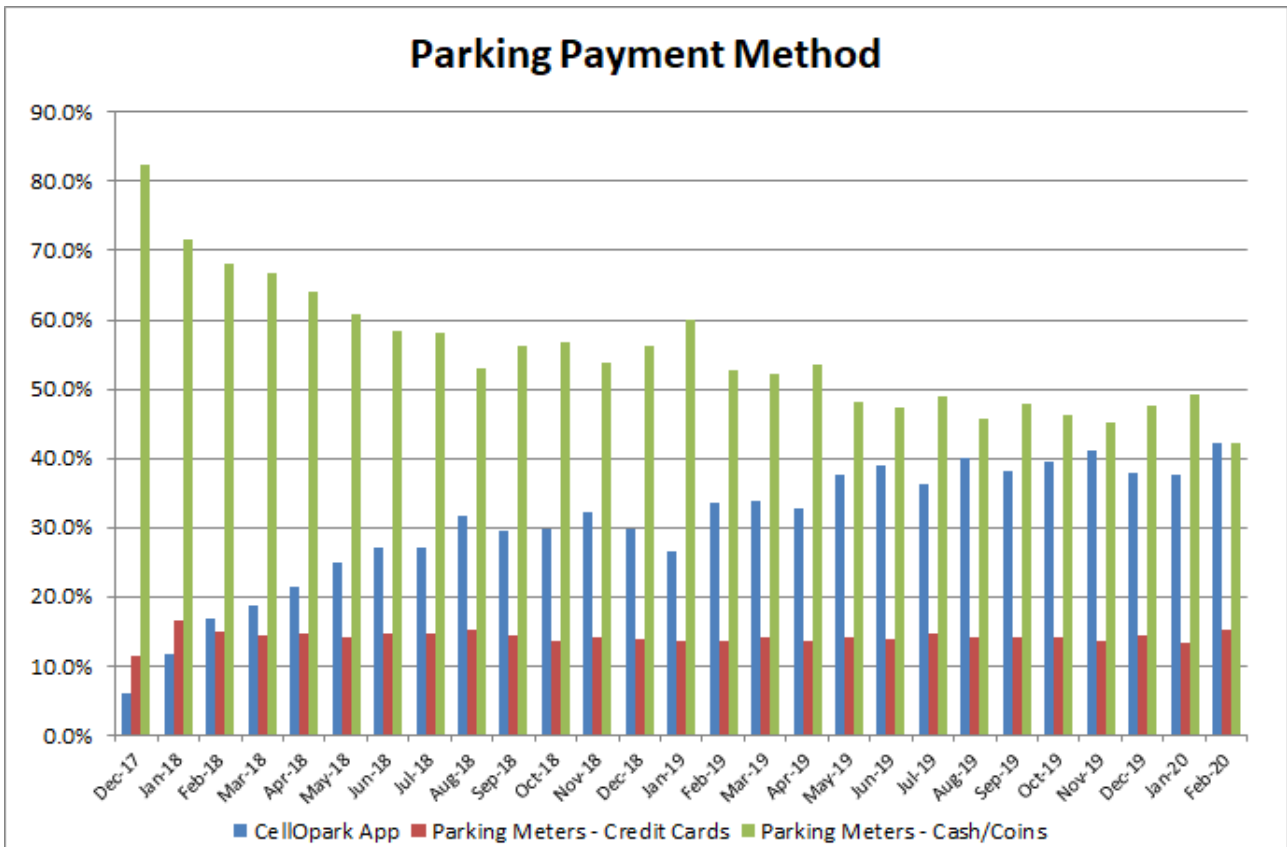
ISSUES

Council's smarter parking meters which became operational in December 2018 have allowed it to accurately track the number of parking sessions created each day, the duration of stay and a range of other metrics.

Data extracted over the period January 2018 to and inclusive of March 2020 shows that up to 5,900 parking sessions are now regularly occurring in the Central Activities Area each day. A summary of this data is provided as Attachment 1. The interpretation of this data should be read in context of the period in which they occurred as some months and particularly December and April are commonly affected adversely by the number of public holidays that occur. On public holidays parking is free and therefore this can result in a reduced car park count when averaged across the month.

Of the 5,900 parking sessions created each day approximately 8-10% of these are all day parking sessions.

Car parking payment data, as shown in the following graph, shows that cash sessions have reduced dramatically since December 2017. However, most significantly app payments are now almost equal to cash payments by value. The trend data does show a higher use of the app during the cooler winter and early spring months, and a strong cash payment method during holiday periods.



One of the fundamental propositions around metered parking is the need to ensure that turnover exists in retail precincts ensuring that customers are provided parking opportunities near their desired destination.

Parking regimes do exist where parking turnover is controlled through parking restrictions alone, however these are managed through a heavy compliance and infrastructure regime. Many modern parking systems now also include parking sensors in individual bays to monitor duration of stay and as the basis for compliance activities, however these were avoided in Warrnambool due to the capital and ongoing licensing costs.

The Warrnambool parking system is designed to return revenue generated through parking meters to fund Local Laws operations and renewal of City Centre infrastructure through the car parking reserve. Over the next 10 years a significant number of Central Activities Area footpaths are scheduled for renewal and without this revenue these replacements will be delayed.

A 2016 study by O'Brien Traffic and SGS Economics into Geelong's parking (Geelong City Council Agenda 28 March 2017) found in relation to the Economics of On-Street Parking Pricing and Management that:

On-street parking in large commercial centres is a scarce resource. To the extent that demand exceeds supply price is used to encourage efficient use of the resource. In the Geelong CAA Council has sought to balance supply and demand using a combination of paid on-street parking, maximum time limits, selected areas with 'all day' paid parking, and resident parking permit areas. Paid parking in particular encourages more frequent turn-over of well-located parking spaces and provides revenue to Council to operate and maintain the parking facilities. Revenues might also be used by Council to fund other traffic and transport demand management programs.

A significant literature has emerged in recent decades addressing the issues and challenges associated with the provision of free parking in cities. Free parking is never truly free: there are costs associated with the operation and maintenance of parking spaces that fall to the general community (via rates and taxes); and, more significantly, there is an opportunity costs associated with the use of urban land for parking.

The conclusions drawn in the Geelong example highlight some of the complexities around parking management and the need for careful consideration of parking controls.

A number of these have been evidenced during the Covid-19 free parking period with numerous complaints received from traders about 'overstays'. This has resulted in complaints that Council are not enforcing time limits. This preface is however incorrect, and Council is undertaking enforcement activity.

The underlying problem with enforcement of free parking is that it is much more resource intensive as it takes longer to establish the infringement and it is more difficult to enforce. It also creates a funding conundrum because a heavy enforcement program relies on revenue being generated, however a heavy enforcement program will see compliance improve for a period of time and revenue reduce. Therefore, to maintain a heavy enforcement program a subsidy is often required from general revenue (rates) which will consequently require a rate rise or a reduction in service provision in another area.

A mechanism to encourage patronage in the CBD that is available to Council, is to provide free parking during periods which are generally known to have low occupancy. This approach provides an opportunity for the CBD to become activated across a longer time period. Historically the 2P zones in the off-street car parking areas are not heavily utilised in the early morning periods and amendment of the meter and time limited period commencement from 9:00am to 11:00am could encourage greater utilisation in the morning periods.

FINANCIAL IMPACT

As part of any change to parking conditions Council could incur costs to alter signage, costs associated with meter reprogramming, and costs associated with lost meter revenue.

Pre Covid-19 Council previously generated between \$120,000 and \$170,000 per month from parking revenue.

Car Parking revenue generated through parking meters is used to fund Local Laws operations, renewal of City Centre footpaths and infrastructure, purchase of additional car parking areas, and maintenance and renewal of off street car parking areas.

Approximately 30% or \$350,000 of revenue from Parking Meters is allocated to the parking reserve and a rate levy generates a further \$160,000.

The following table details the estimated costs of providing free parking in the Ozone and Parkers Off Street Car Parking Areas during previous free parking periods. The table has assumed an 85% occupancy factor which is consistent with that observed during free parking trials and only assesses the occupancy over a temporal profile period of 4.5 hours out of the total 8.5 hours that parking is available. The table assumes absorption from surrounding on-street locations.

Location	Spaces	Occupancy Factor	Temporal Profile Allowance (hrs)	Cost	Annual Free Parking Cost
Ozone	146	0.85	4.5	\$1.40	\$203,275
Parkers	103	0.85	4.5	\$1.40	\$143,406

Based on this assessment the last free parking business support package provided in the Ozone Off Street Car Park during the Zone 3 City Centre Renewal Works conservatively reduce the Parking Management Program by \$135,517 (approx 5 months).

Any free car parking proposal would need to be managed through Council's budget. This could potentially impact Council's proposal to relocate the Central Bus Interchange, the upgrade of accessible parking bays, renewal of CBD footpaths or any other service.

The above calculations can be used to determine any proposed car parking reduction once the number of spaces is determined.

It is very difficult to establish the financial impact of the proposed recommendation as it is not known to what effect parking habits will change as a result of the proposal. The financial impacts will be reported to Council on a monthly basis so that it can continue to assess and respond to the circumstances that eventuate.

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

1. DATA ALL TRANSACTIONS 2018 . 19. 20 [5.11.1 - 3 pages]
2. All Day Parking Sessions 2018 [5.11.2 - 1 page]

TRANSACTIONS ALL MACHINES 2019

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
ON STREET COIN	61901	53199	52026	49587	49637	43799	51779	48344	42417	50025	47517	35780	586011
ON STREET CARD	7624	7149	7216	7046	6937	6551	8222	7791	6750	8189	7743	5935	87153
OFF STREET COIN	19445	16251	16338	16661	16321	15104	17559	15635	13993	16258	16180	15190	194935
OFF STREET CARD	4647	3923	3932	3904	4163	3751	4762	4330	3851	4455	4538	4250	50506
TOTAL STREET	93617	80522	79512	77198	77058	69205	82322	76100	67011	78927	75978	61155	918605
APP ON STREET	22720	24120	25553	24519	28896	25438	30134	29897	27035	32985	33016	31043	335356
APP OFF STREET	8099	8980	9299	9288	11192	10249	12736	12669	11052	13654	13795	15201	136214
TOTAL APP	30819	33100	34852	33807	40088	35687	42870	42566	38087	46639	46811	46244	471570
TOTAL TRANSACTIONS	124436	113622	114364	111005	117146	104892	125192	118666	105098	125566	122789	107399	1390175
DAYS OPERATION (Mon. to Fri.)	21	20	20	20	22	19	23	22	20	23	21	20	251
MONTH AVERAGE	5926	5681	5718	5550	5325	5521	5443	5394	5255	5459	5847	5370	5539

ALL DAY SESSIONS BY MONTH 2018

OFF STREET	2680	3449	3484	3047	3541	3134	3215	3248	2500	3170	3059	2438	36965
ON STREET	1925	2179	1905	1366	1868	1669	1594	1913	1460	1726	1615	1036	20256
APP	1963	2694	2974	3100	4286	4204	4628	5505	4427	5494	5447	4266	48988
TOTAL A / DAY SESSIONS	6568	8322	8363	7513	9695	9007	9437	10666	8387	10390	10121	7740	106209
% A / DAY SESSIONS	6%	8%	8%	8%	9%	9%	9%	10%	9%	9%	8%	7%	8%

5.12. LOCAL ROAD & COMMUNITY INFRASTRUCTURE PROGRAM

PURPOSE:

This report provides Council with details on the recently announced Local Road and Community Infrastructure Program.

EXECUTIVE SUMMARY

- On 22 May the federal government announced a new \$500 million Local Road and Community Infrastructure Program and the bringing forward of \$1.3 billion of the 2020-21 Financial Assistance Grant payments.
- A copy of the program guidelines are provided as **Attachment 1**.
- Warrnambool City Council has been allocated \$425,024 through the program.
- Council now needs to consider what appropriate projects it has for the program.
- The purpose of this report is to select a priority project which can be put forward for funding through the program.

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

That Council note the list of eligible projects contained in this report and confirms its priority project as the Lake Pertobe Stage 2 Car Parking Area.

CARRIED - 7:0

BACKGROUND

On 22 May the federal government announced a new \$500 million Local Road and Community Infrastructure Program and the bringing forward of \$1.3 billion of the 2020-21 Financial Assistance Grant payments.

ISSUES

Funding is available for local road and community infrastructure projects that involve the construction, maintenance and/or improvements to council-owned assets (including natural assets) that are generally accessible to the public.

Projects will need to deliver benefits to the community, such as improved accessibility, visual amenity and safety benefits.

Eligible local road projects could include works involving any of the following associated with a road:

- traffic signs
- traffic control equipment
- street lighting equipment
- a bridge or tunnel
- a facility off the road used by heavy vehicles in connection with travel on the road (for example, a rest area or weigh station)
- facilities off the road that support the visitor economy
- road and sidewalk maintenance, where additional to normal capital works schedules.

Eligible community infrastructure projects could include works involving:

- Closed Circuit TV (CCTV)
- bicycle and walking paths
- painting or improvements to community facilities
- repairing and replacing fencing
- improved accessibility of community facilities and areas
- landscaping improvements, such as tree planting and beautification of roundabouts
- picnic shelters or barbeque facilities at community parks
- playgrounds and skateparks (including all ability playgrounds)
- noise and vibration mitigation measures
- off-road car parks (such as those at sporting grounds or parks).

Councils will need to complete all project works by 30 June 2021 to receive their full nominal share of funding.

Councils will also need to demonstrate that projects are additional to their pre-COVID-19 work program for 2020-21. If a project has been brought forward from a future work program it will be eligible for funding.

Project Title	Status	Cost Estimate	Eligibility	30 June Completion	Additional to 2020/2021
Immunisation Room/Clinic	Schematic Design	\$600,000	Improved Community Facility	Challenging	Yes
Lake Pertobe Stage 2 Car Parking Area	Documentation	\$500,000	Off Road Car Park	Yes	Yes
Beach Access Upgrades	Concept	\$180,000 each	Improved accessibility	Challenging	Yes
Dog Pound Upgrade Stage 1	Documentation	Stage 1: \$500k, Total Project \$900k	Improved Community Facility	Challenging	Yes

FINANCIAL IMPACT

Council's share of funding has been calculated in a similar way to how the Roads to Recovery Program and the road component of the Financial Assistance Grants works. This formula takes into consideration road length and population and is based on recommendations of Local Government Grants Commissions.

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

3.3 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

5.1 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement

5.3 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk

TIMING

Council is required to complete all project works by 30 June 2021.

OFFICERS' DECLARATION OF INTEREST

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

CONCLUSION

Council should prioritise projects for delivery under this program which are well advanced and can be delivered in a short timeframe.

ATTACHMENTS

1. Attachment 1_Local Roads and Infrastructure Program [5.12.1 - 3 pages]
2. Pound Concept 2017.247 C-01 (ID 175019) [5.12.2 - 1 page]
3. Lake Pertobe 2019.156 C-04 (ID 204275) [5.12.3 - 1 page]
4. Immunisation Room - Sketch A B C - Council Review - Swan Reserve [5.12.4 - 1 page]
5. Immunisation Room - Sketch D E - Council Review - Swan Reserve [5.12.5 - 1 page]



Australian Government
Department of Infrastructure, Transport,
Regional Development and Communications

Local Roads and Community Infrastructure Program

As the closest tier of government to the community, local governments have a critical role in delivering vital services and ensuring the quality of life for communities across Australia. Local governments are now also playing a key role in protecting the community from the impacts of COVID-19.

The Australian Government has committed \$500 million to the Local Road and Community Infrastructure Program (LRCI Program) to support jobs, businesses and the resilience of local economies.

From 1 July 2020, councils will be able to access funding to support delivery of priority local road and community infrastructure projects.

Who will receive funding?

All local councils will be eligible for funding under the LRCI Program.

State governments and the shires of Christmas Island, Cocos (Keeling) Islands and Norfolk Island and the Lord Howe Island Board that deliver council services to unincorporated areas in their jurisdiction will also be eligible for funding.

In addition, the Northern Territory Government will be eligible for funding for roads in areas which until 2008 were unincorporated and for which responsibility has not been transferred to relevant councils.

How much funding will each council receive?

Each council will receive a share of funding under the Local Roads and Community Infrastructure Program (see *Local Roads and Community Infrastructure Program: Funding Allocations*).

A council's share of funding has been calculated in a similar way to how the Roads to Recovery Program and the road component of the Financial Assistance Grants works. This formula takes into consideration road length and population and is based on recommendations of Local Government Grants Commissions.

How can councils apply for funding?

Councils will be able to select the projects to be funded in their community according to priorities at the local level.

Similar to the Roads to Recovery Program, councils will need to submit a Work Schedule that outlines the project(s) they plan to undertake.

As long as these projects are eligible local road or community infrastructure projects, they will receive funding.

What projects will be eligible for funding?

Funding is available for local road and community infrastructure projects that involve the construction, maintenance and/or improvements to council-owned assets (including natural assets) that are generally accessible to the public.

Projects will need to deliver benefits to the community, such as improved accessibility, visual amenity and safety benefits.

Eligible local road projects could include works involving any of the following associated with a road:

- traffic signs;
- traffic control equipment;
- street lighting equipment;
- a bridge or tunnel;
- a facility off the road used by heavy vehicles in connection with travel on the road (for example, a rest area or weigh station);
- facilities off the road that support the visitor economy; and
- road and sidewalk maintenance, where additional to normal capital works schedules.

Eligible community infrastructure projects could include works involving:

- Closed Circuit TV (CCTV);
- bicycle and walking paths;
- painting or improvements to community facilities;
- repairing and replacing fencing;
- improved accessibility of community facilities and areas;
- landscaping improvements, such as tree planting and beautification of roundabouts;
- picnic shelters or barbeque facilities at community parks;
- playgrounds and skateparks (including all ability playgrounds);
- noise and vibration mitigation measures; and
- off-road car parks (such as those at sporting grounds or parks).

When will funding be available?

Funding will be available from 1 July 2020.

Are there any conditions that apply to funding?

Councils will need to complete all project works by 30 June 2021 to receive their full nominal share of funding.

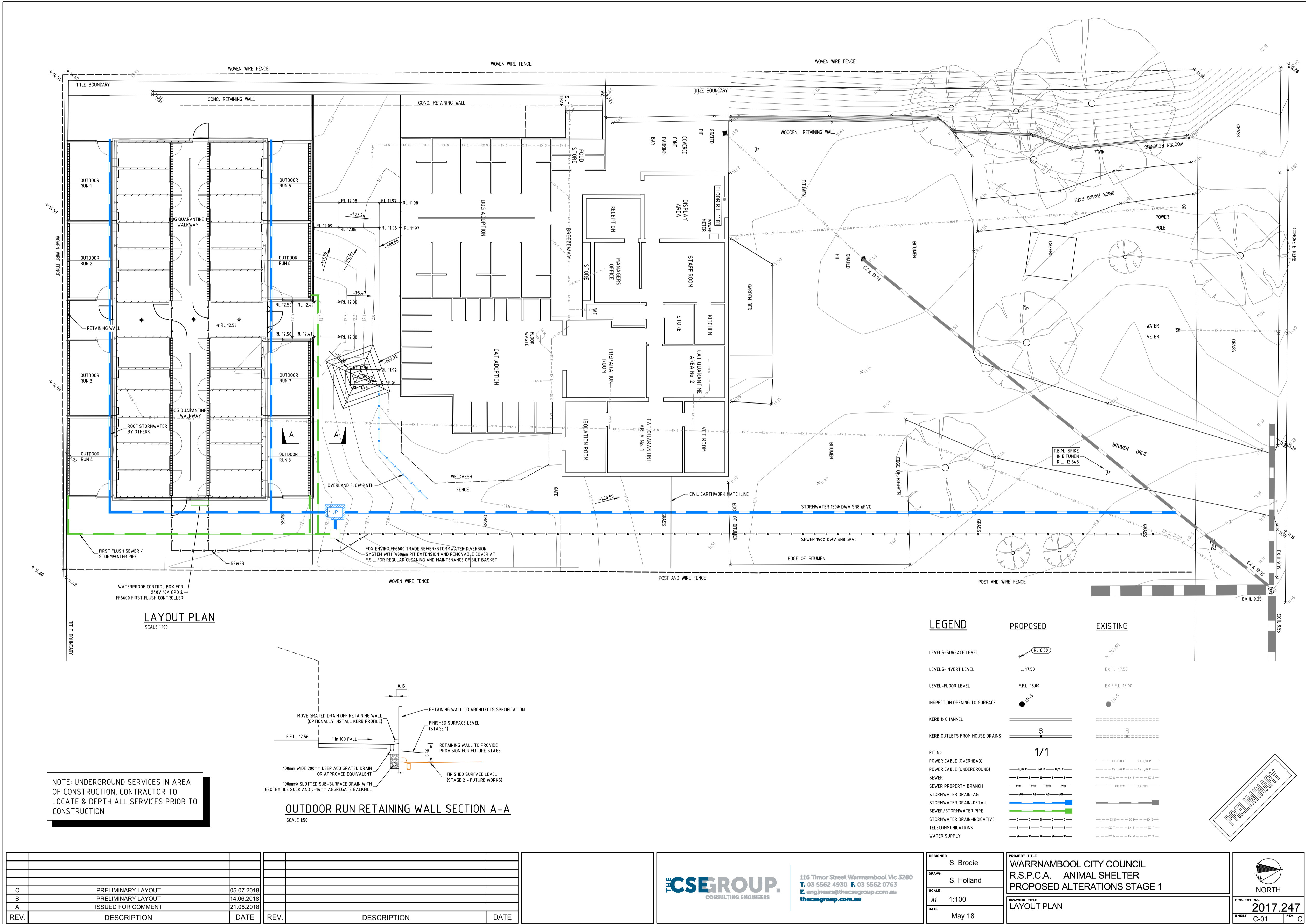
Councils will also need to demonstrate that projects are additional to their pre-COVID-19 work program for 2020-21. If a project has been brought forward from a future work program it will be eligible for funding.

Additional conditions, such as signage requirements, will be outlined in program guidelines, which are currently being finalised.

What are the next steps?

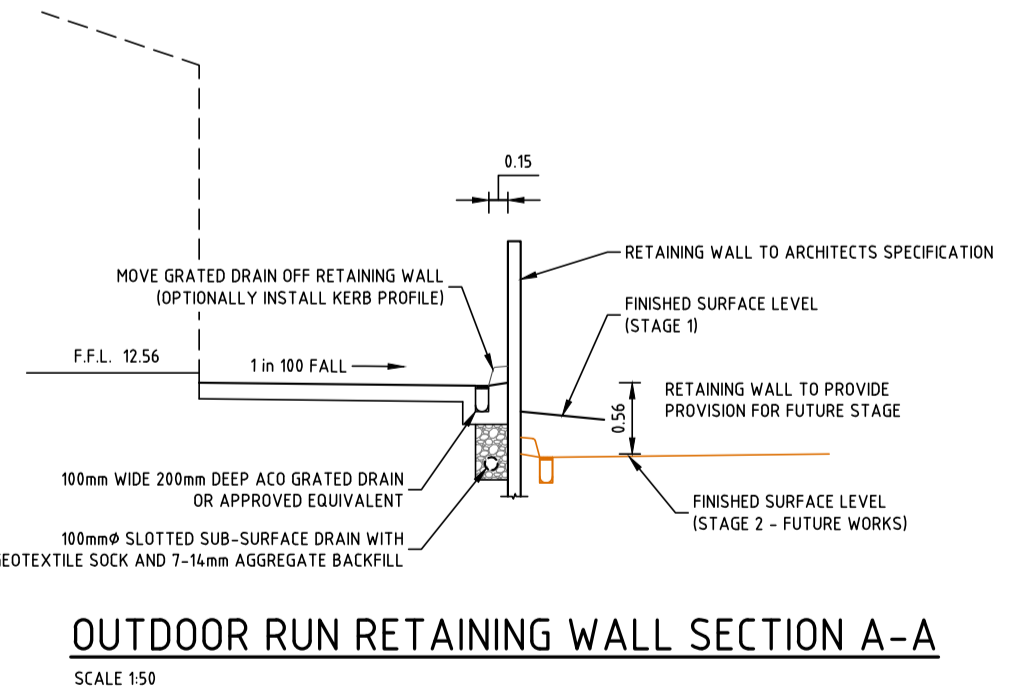
The Department of Infrastructure, Transport, Regional Development and Communications will be consulting with local government organisations to finalise implementation arrangements for the LRCI Program.

Councils will then be asked to agree to the program arrangements and identify local projects in their area.



LAYOUT PLAN
 SCALE 1:100

NOTE: UNDERGROUND SERVICES IN AREA OF CONSTRUCTION, CONTRACTOR TO LOCATE & DEPTH ALL SERVICES PRIOR TO CONSTRUCTION



OUTDOOR RUN RETAINING WALL SECTION A-A
 SCALE 1:50

LEGEND	PROPOSED	EXISTING
LEVELS-SURFACE LEVEL	RL 6.80	EX.LL 7.50
LEVELS-INVERT LEVEL	IL 17.50	EX.I.L. 17.50
LEVEL-FLOOR LEVEL	F.F.L. 18.00	EX.F.F.L. 18.00
INSPECTION OPENING TO SURFACE	Ø 0.5	Ø 0.5
KERB & CHANNEL	(Symbol)	(Symbol)
KERB OUTLETS FROM HOUSE DRAINS	(Symbol)	(Symbol)
PIT No	1/1	(Symbol)
POWER CABLE (OVERHEAD)	(Symbol)	EX. O.V.P. (Symbol)
POWER CABLE (UNDERGROUND)	(Symbol)	EX. U.V.P. (Symbol)
SEWER	(Symbol)	EX. S. (Symbol)
SEWER PROPERTY BRANCH	(Symbol)	EX. P.B. (Symbol)
STORMWATER DRAIN-AG	(Symbol)	EX. S.D. (Symbol)
STORMWATER DRAIN-DETAIL	(Symbol)	EX. S.D. (Symbol)
SEWER/STORMWATER PIPE	(Symbol)	EX. S.W. (Symbol)
STORMWATER DRAIN-INDICATIVE	(Symbol)	EX. S.W. (Symbol)
TELECOMMUNICATIONS	(Symbol)	EX. T. (Symbol)
WATER SUPPLY	(Symbol)	EX. W. (Symbol)

PRELIMINARY

REV.	DESCRIPTION	DATE
C	PRELIMINARY LAYOUT	05.07.2018
B	PRELIMINARY LAYOUT	14.06.2018
A	ISSUED FOR COMMENT	21.05.2018

REV.	DESCRIPTION	DATE

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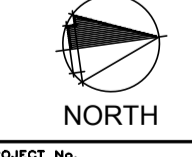


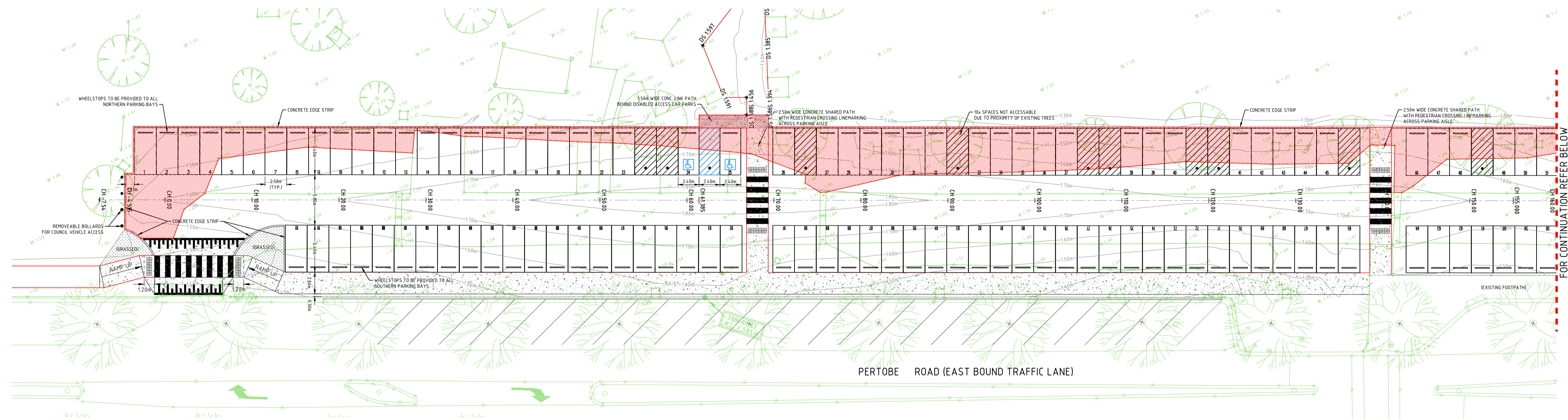
116 Timor Street Warrnambool Vic 3280
 T. 03 5562 4930 F. 03 5562 0763
 E. engineers@thecsegroup.com.au
 thecsegroup.com.au

DESIGNED	S. Brodie
DRAWN	S. Holland
SCALE	A1 1:100
DATE	May 18

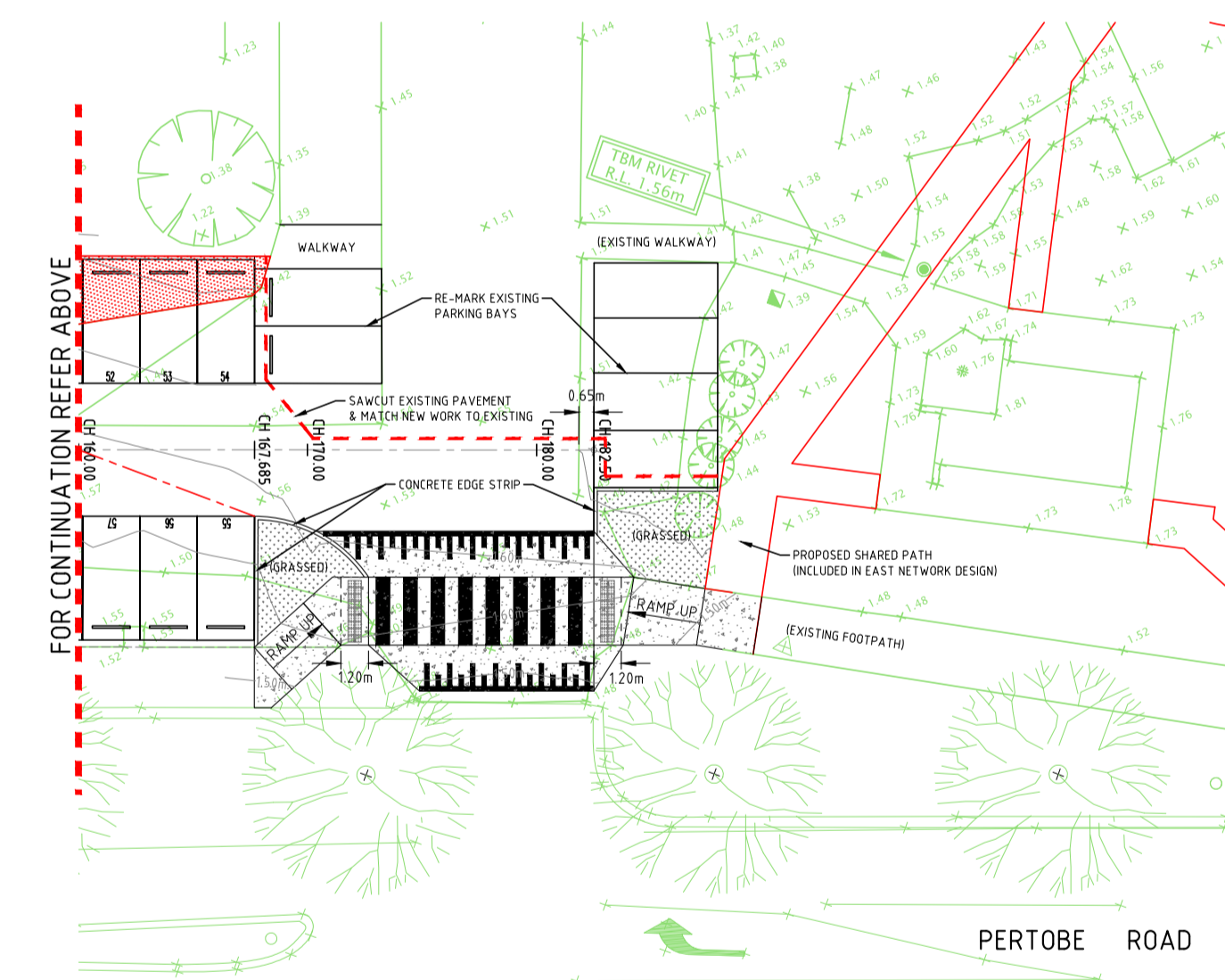
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DRAWING TITLE	LAYOUT PLAN

PROJECT NO.	2017.247
SHEET	C-01
REV	C





112 SPACES
LAKE PERTOBE - CARPARK
 SCALES: 1:250



LAKE PERTOBE - CARPARK - EAST ENTRY
 SCALES: 1:250

PRELIMINARY

REV.	DESCRIPTION	DATE
A	ISSUED FOR COMMENT	30.04.2020

APPROVED

--

THE CSE GROUP.
 CONSULTING ENGINEERS

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DESIGNED	S. Trotter
DRAWN	D. Handreck
SCALE	AS SHOWN
DATE	August 2019

PROJECT TITLE
LAKE PERTOBE - FOOTPATH NETWORKS
 WARRNAMBOOL CITY COUNCIL

DRAWING TITLE
LAKE PERTOBE - CARPARK
 CONSTRUCTION LAYOUT PLAN

N

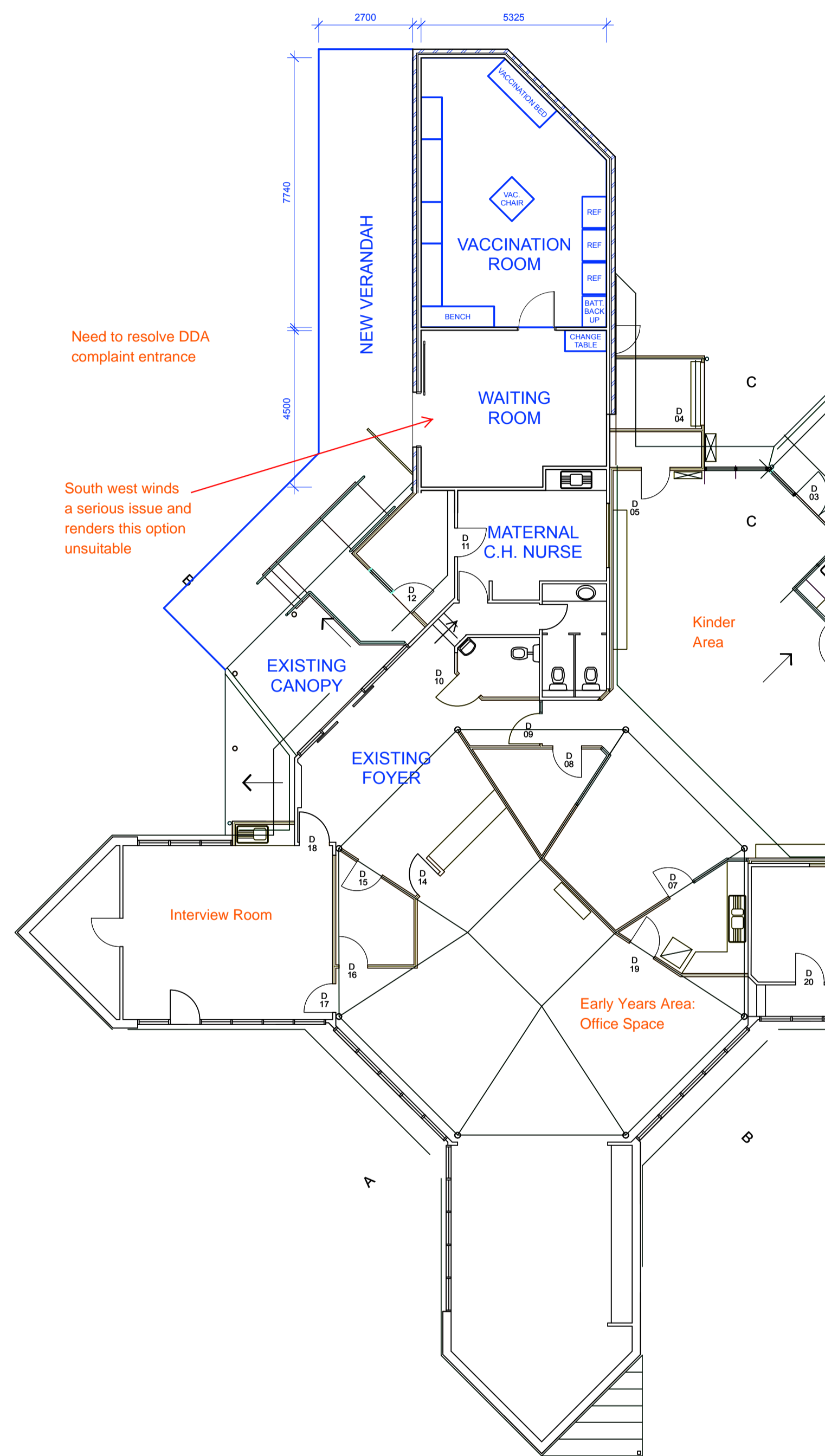
 NORTH

PROJECT NO.
2019.156

SHEET
 C-04

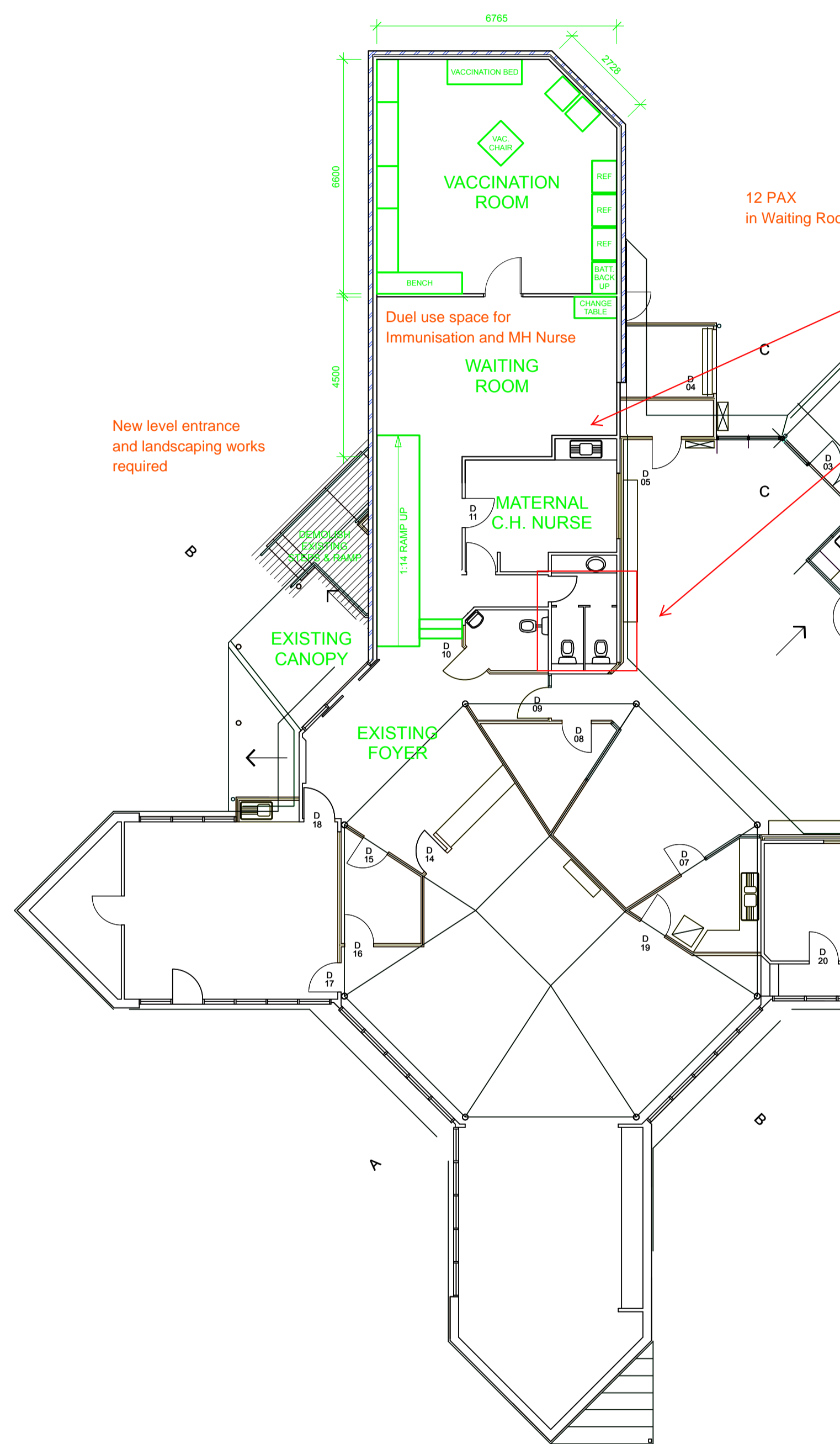
REV.
 A

C:\Active Jobs\2020\2019.156 Lake Pertobe Footpath\3D\2019.156 Design.dwg, 30/04/2020 3:26:43 PM, DWG To PDF.pcl



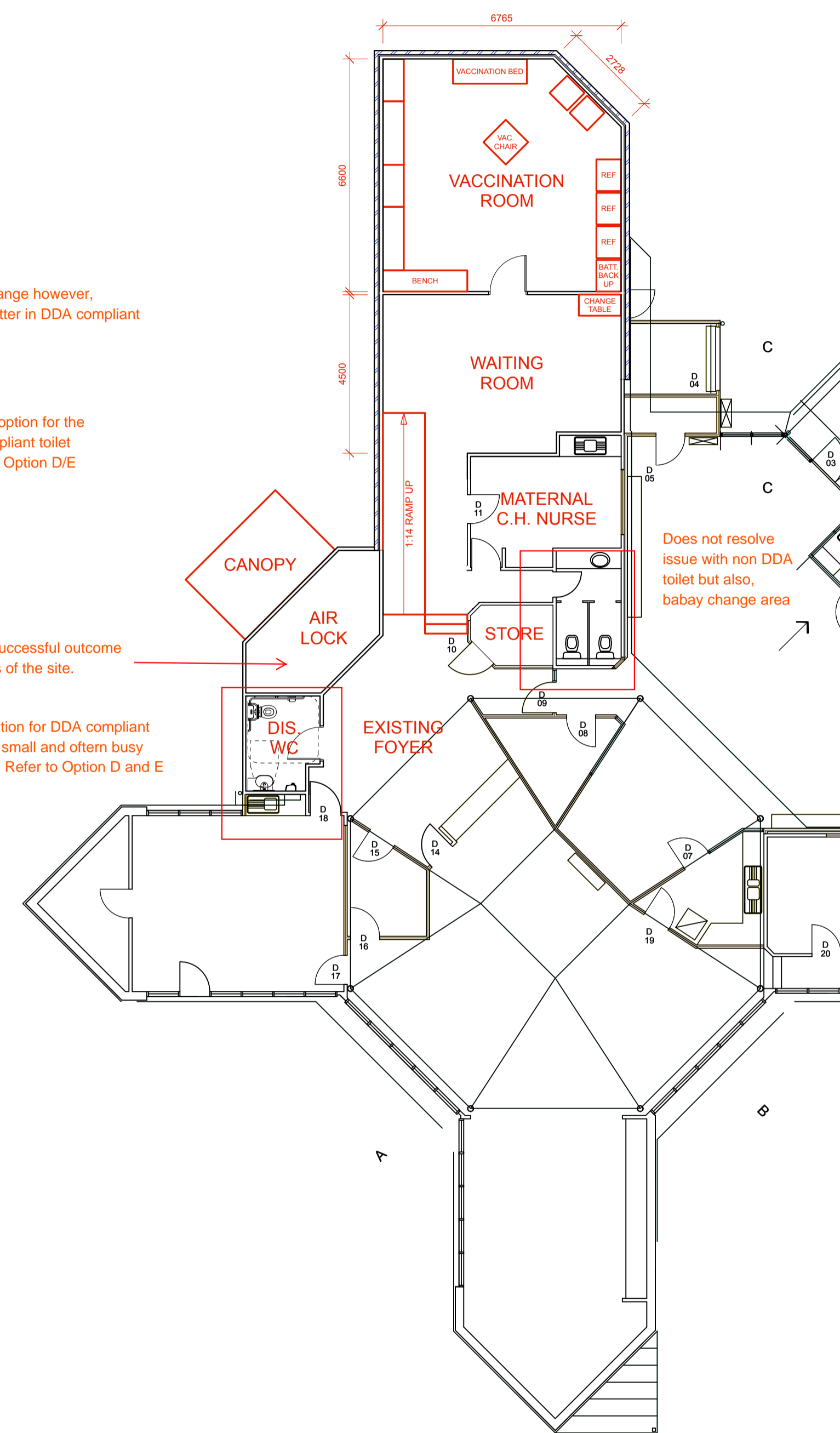
1 SCHEMATIC DESIGN OPTION A
 Scale: 1:100

NOTES: LAYOUT AS PER PROJECT BRIEF. EXTERNAL ACCESS TO WAITING ROOM, EXISTING RAMP/STAIR ACCESS TO MATERNAL CHILD HEALTH NURSE RETAINED, EXISTING MAIN ENTRY RETAINED, EXISTING DISABLED TOILET RETAINED.
 ADVANTAGES: CHEAPEST OPTION, LEAST DISRUPTION TO EXISTING BUILDING.
 DISADVANTAGES: SEPARATE EXTERNAL ACCESS TO EACH AREA OF BUILDING, RETENTION OF NON-COMPLIANT DISABLED TOILET, LIMITED DISABILITY ACCESS, NO AIRLOCK TO MAIN ENTRY.



2 SCHEMATIC DESIGN OPTION B
 Scale: 1:100

NOTES: HYBRID LAYOUT INCLUDES INTERNAL RAMP ACCESS TO VACCINATION ROOM AND WAITING ROOM, NEW INTERNAL RAMP/STAIR ACCESS TO MATERNAL CHILD HEALTH NURSE ROOM, EXISTING MAIN ENTRY RETAINED, EXISTING DISABLED TOILET RETAINED.
 ADVANTAGES: SECOND CHEAPEST OPTION, CONSOLIDATES ENTRY POINT TO BUILDING, PROVIDES INTERNAL DISABLED ACCESSIBILITY TO ADDITIONAL AREAS.
 DISADVANTAGES: SOME DISRUPTION TO EXISTING BUILDING, NON-COMPLIANT DISABLED TOILET RETAINED, NO AIRLOCK TO MAIN ENTRY.



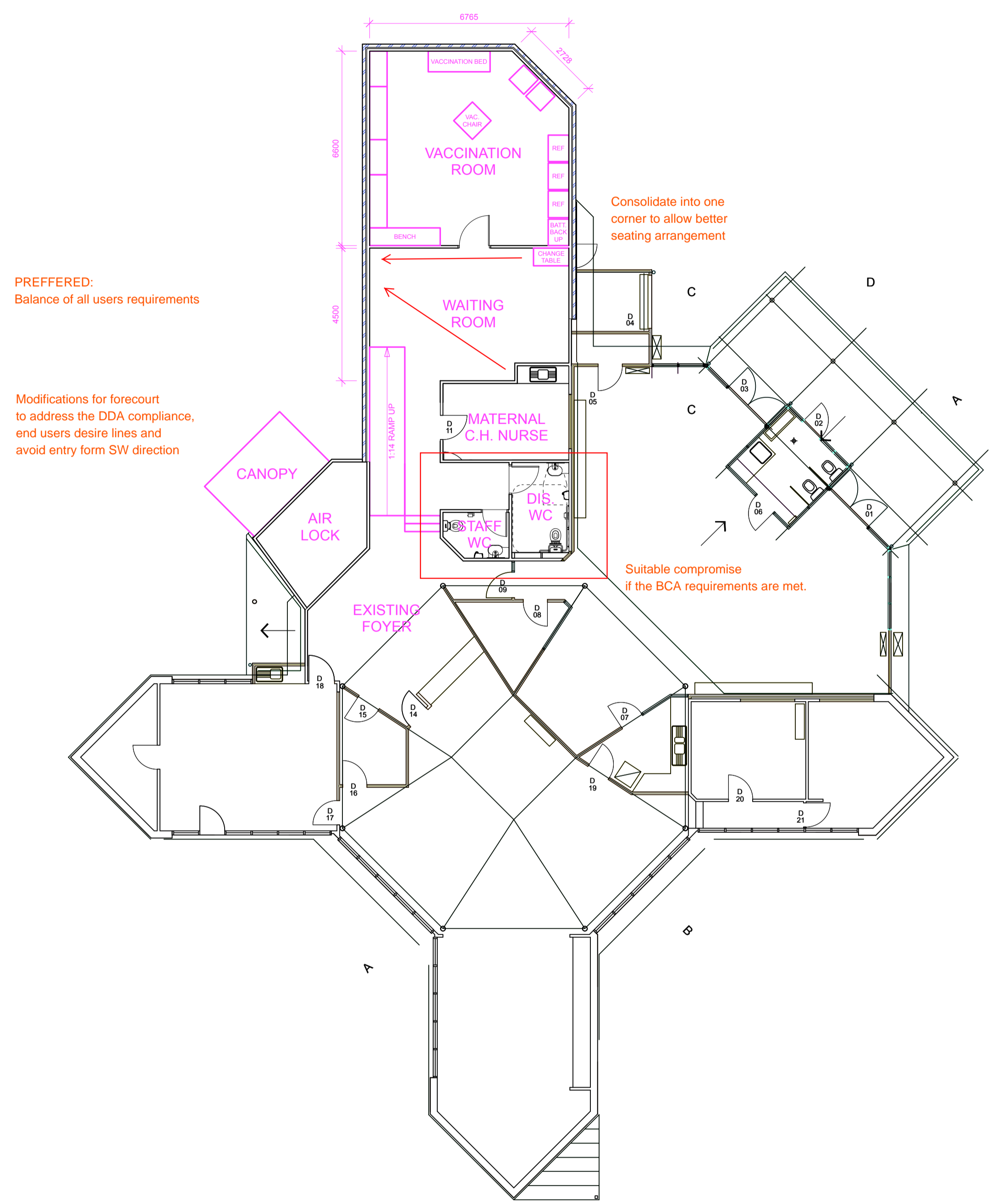
3 SCHEMATIC DESIGN OPTION C
 Scale: 1:100

NOTES: COMPREHENSIVE LAYOUT INCLUDES INTERNAL RAMP ACCESS TO VACCINATION ROOM AND WAITING ROOM, NEW INTERNAL RAMP/STAIR ACCESS TO MATERNAL CHILD HEALTH NURSE ROOM, NEW FOCUS ON MAIN ENTRY WITH AIRLOCK, COMPLIANT DISABLED TOILET.
 ADVANTAGES: CONSOLIDATES ENTRY POINT TO BUILDING, PROVIDES INTERNAL DISABLED ACCESSIBILITY TO ADDITIONAL AREAS, NEW COMPLIANT DISABLED TOILET, INCLUDES AIRLOCK AND NEW CANOPY TO MAIN ENTRY IMPROVING AMENITY AND IDENTIFYING ENTRY POINT.
 DISADVANTAGES: MOST EXPENSIVE OPTION, ADDITIONAL DISRUPTION TO EXISTING BUILDING.

Preliminary Schematic Design Layouts Only

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	Extensions to Children's Health (Vaccinations) Building, Swan Reserve, Warrambool	SRN: GM20-208
	Warrambool City Council	DATE: Jun 2020
	Schematic Plan Options	SCALE: As shown
	DRAWN: TRM CHECKED:	DRAWING: SK01 REVISION: 01



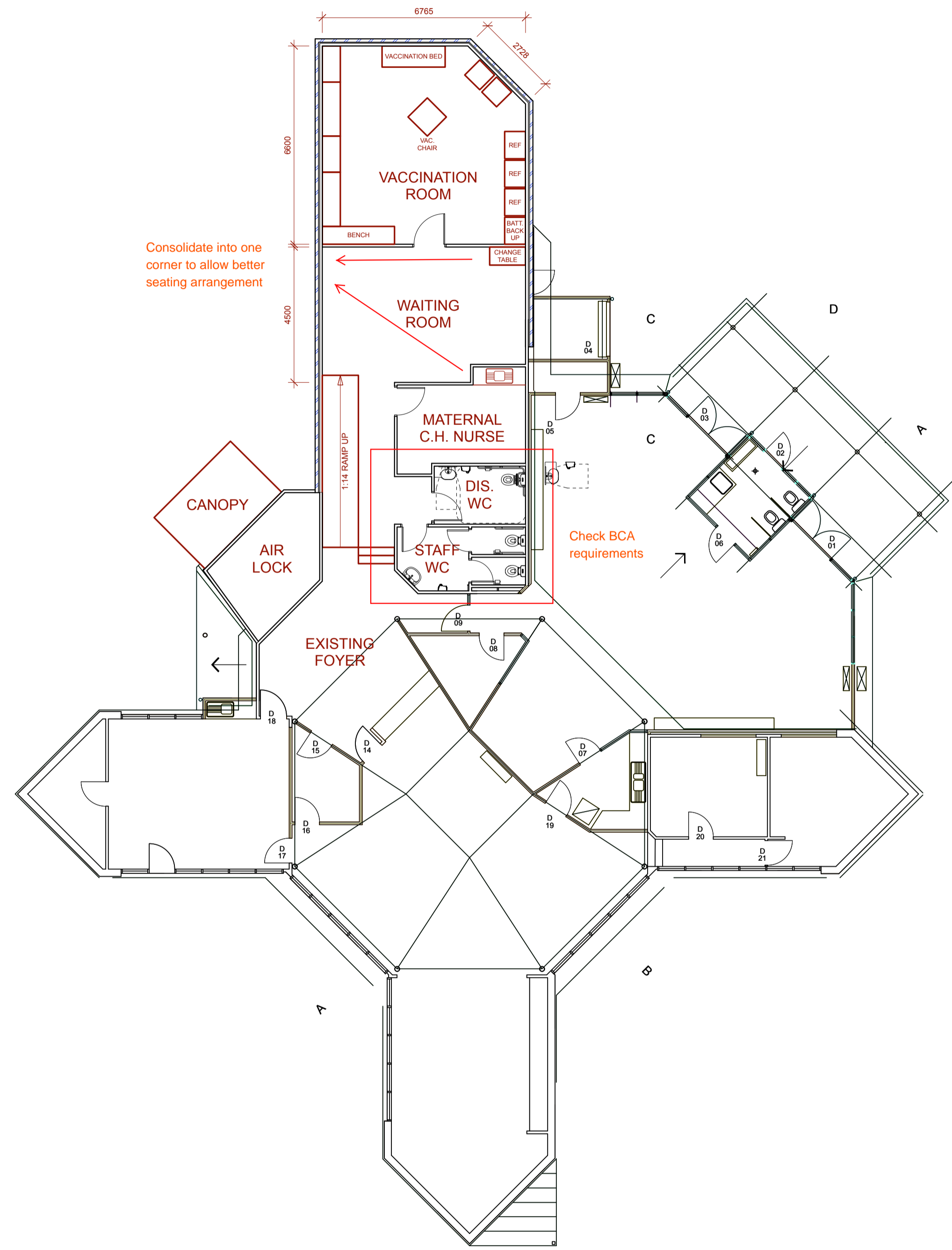
4 SCHEMATIC DESIGN OPTION D
 Scale: 1:100

NOTES: COMPREHENSIVE LAYOUT INCLUDES INTERNAL RAMP ACCESS TO VACCINATION ROOM AND WAITING ROOM. NEW INTERNAL RAMP/STAIR ACCESS TO MATERNAL CHILD HEALTH NURSE ROOM. NEW FOCUS ON MAIN ENTRY WITH AIRLOCK, COMPLIANT DISABLED TOILET, NEW STAFF TOILET.

ADVANTAGES: CONSOLIDATES ENTRY POINT TO BUILDING, PROVIDES INTERNAL DISABLED ACCESSIBILITY TO ADDITIONAL AREAS, NEW COMPLIANT DISABLED TOILET, INCLUDES AIRLOCK AND NEW CANOPY TO MAIN ENTRY IMPROVING AMENITY AND IDENTIFYING ENTRY POINT, REMOVES ENTRY POINT TO TOILET FROM PATH OF TRAVEL TO CHILD CARE FACILITY, ALLOWS FOR SHARED USE OF WAITING ROOM FOR MATERNAL CHILD NURSE AND VACCINATION ROOM.

DISADVANTAGES: EXPENSIVE OPTION, ADDITIONAL DISRUPTION TO EXISTING BUILDING, POTENTIAL LOSS OF 1 No. STAFF TOILET.

NOTES: ADDITIONAL STAFF TOILET COULD BE ACCOMMODATED, BUT WOULD REQUIRE COMPLETE DEMOLITION OF EXISTING MATERNAL CHILD NURSE ROOM AND SLIGHT MODIFICATION TO LAYOUT OF EXTENSION. REFER OPTION E.



5 SCHEMATIC DESIGN OPTION E
 Scale: 1:100

NOTES: COMPREHENSIVE LAYOUT INCLUDES INTERNAL RAMP ACCESS TO VACCINATION ROOM AND WAITING ROOM. NEW INTERNAL RAMP/STAIR ACCESS TO MATERNAL CHILD HEALTH NURSE ROOM. NEW FOCUS ON MAIN ENTRY WITH AIRLOCK, COMPLIANT DISABLED TOILET, NEW STAFF TOILET.

ADVANTAGES: CONSOLIDATES ENTRY POINT TO BUILDING, PROVIDES INTERNAL DISABLED ACCESSIBILITY TO ADDITIONAL AREAS, NEW COMPLIANT DISABLED TOILET, NEW STAFF TOILETS INCLUDING AMBULANT ACCESSIBLE TOILET, INCLUDES AIRLOCK AND NEW CANOPY TO MAIN ENTRY IMPROVING AMENITY AND IDENTIFYING ENTRY POINT, REMOVES ENTRY POINT TO TOILET FROM PATH OF TRAVEL TO CHILD CARE FACILITY, ALLOWS FOR SHARED USE OF WAITING ROOM FOR MATERNAL CHILD NURSE AND VACCINATION ROOM.

DISADVANTAGES: MOST EXPENSIVE OPTION, ADDITIONAL DISRUPTION TO EXISTING BUILDING.

Preliminary Schematic Design Layout Only

GUY MCLEOD architects
 PO BOX 5428 | 7 Liebig Street WARRNAMBOOL VIC 3280
 Neil D. Guy AFF RAlA | Timothy R. McLeod RAlA Architect
 ABN 91323 233 806
 T 03 5561 2183
 F 03 5561 2183
 E mail@guymcleodarchitects.com

	Extensions to Children's Health (Vaccinations) Building, Swan Reserve, Warrambool	SRN: GM20-208
	Warrambool City Council	DATE: April 2020 SCALE: As shown
	Schematic Plan Option D	DRAWN: SK02 CHECKED: REVISION: 01
	Warrambool City Council	

5.13. REID OVAL REDEVELOPMENT - PROCUREMENT FOR CONSTRUCTION

- ***Cr. Neoh declared an interest and left the meeting at 7.25pm.***

PURPOSE:

This report is provided to confirm support and endorsement for the procurement method associated with the construction of the Reid Oval Redevelopment project.

EXECUTIVE SUMMARY

- The Reid Oval Redevelopment project includes the construction of a new pavilion, reconstruction of the sporting oval, improvements to the training area, installation of 200lux sports field lighting, upgrade of cricket training nets and improvements to spectator areas.
- Brand Architects were engaged in September 2019 to undertake detailed design and documentation for the Reid Oval Redevelopment project.
- The project has been designed to a budget of \$10.78 million, of which \$10.2 million of funding is confirmed.
- Detailed design has been completed, and documentation for tendering is being finalised, with the aim to advertise tenders on 20 June 2020.
- The tender period and evaluation process will be carried out in line with Council's Procurement Policy, with a recommendation for contract award programmed to go to Council for consideration at the September Ordinary Council meeting.

MOVED: CR. SUE CASSIDY
SECONDED: CR. KYLIE GASTON

That Council note that the construction tender for the Reid Oval Redevelopment Project, is being conducted as a select tender process which has sought submissions from selected contractors that are pre-registered with the Department of Treasury and Finance.

CARRIED - 6:0

BACKGROUND

The Reid Oval Redevelopment project is a high priority within Council and across the Great South Coast region as it aims to provide a regionally significant sports facility through the upgrade and improvements to the current change room facilities, sports oval playing surface, provision of 200 lux sports ground lighting, upgrade cricket training nets and improved spectator amenity.

The project has received significant support from the State Government and Cricket Victoria via project funding, with the total project budget being \$10.72 million.

Brand Architects were engaged to complete detailed design and documentation, including specifications and tender documents, for the construction of all aspects of this project.

The procurement process for the seeking of tender submissions has been reviewed and the project team is seeking confirmation and endorsement from the Executive Management Team to undertake a selective invite tendering process for the construction. The benefits to implementing this process is the is certainty that tender submissions will be provided by suitably experienced construction companies that have the resources and skills to complete all component of the works, and it will ensure the evaluation process is streamlined.

ISSUES

There are three main options that are available relating to the tendering process for the Reid Oval Redevelopment project being;

- Open tender. This is the traditional method for tendering of projects, where the tender is publicly advertised, and any person or company can lodge a tender submission.
- Expression of Interest and then selective tender by invite. This is a two-step procurement method that enables Council to seek public interest in the project and short list companies based on criteria generally associated with capacity to complete the works, experience in completing like projects, appropriate skills and expertise and past performance. Companies and contractors that are shortlisted are then invited to submit a tender price for the construction works via a closed tendering process. This means that only contractors that have been short listed are invited to submit a tender price. The tenders submitted are then evaluated as per the normal evaluation process.
- Closed or selective tender by invite. This method is available to Council via the use of the ministerial exemptions and enable Council to bypass seeking Expressions of Interest. The benefit to this is the procurement time for projects is reduced by a minimum of 6 weeks.

For large complex projects like Reid Oval that incorporate a number of specialist components to deliver the project, it is not uncommon to seek tender submissions from a selected list of contractors that have the required skills and experience. The reasoning is to reduce the complexity and time taken to evaluate submissions if an open tender process is used, as the range of tender evaluation criteria required needs to be complex and extensive to ensure the right contractor is selected.

By Council utilising the option of a selective tender process, which is available via the ministerial exemptions, it enables Council to significantly reduce the procurement time, without compromising the quality of tender submissions that are received.

Due to the tight timeframes that have been in place with this project, the ability for Council to move to the market with an Expression of Interest prior to the construction tender was not a viable option. This is mainly due to the short timeframe between the completion of the detailed design and the upcoming Council elections that impose a caretaker period for a 6-week period prior to the election occurring.

The Construction Supplier Register is a register that is managed by the State Government where all businesses are able to pre-register for construction works within the public sector. As part of the pre-registration process they are required to prove they have the experience, skills and expertise to undertake large scale commercial building projects within the public sector.

There are two (2) local Warrnambool based businesses that are currently registered for new commercial buildings being BDH Constructions and Bolden Constructions. Bolden Constructions has indicated that it did not want to be included in the selective tender process..

Other contractors that recommended to Council by the design team include and which have also been selected include:

- Rendine Constructions Pty Ltd (Geelong)
- Fairbrother Pty Ltd
- AW Nicholson Pty Ltd
- Melbcon Pty Ltd
- Lloyd Group Pty Ltd
- Hutchinsons Builders (Geelong)

It is considered a very reasonable cross-section to invite these contractors to tender, which would provide up to seven contractors to evaluate.

There is also a suggestion that an expeditious procurement process will allow us to get to market prior to any stimulus package potentially distorting the marketplace.

FINANCIAL IMPACT

There is no financial impact by implementing a selective invite tendering process to the project. It is noted, that if the requirement is to undertake an open tendering process, there is risk that the evaluation of submissions will become protracted and important project deadlines are not able to be achieved.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report responds to the following Council plan initiatives:

2 Foster a healthy welcoming City that is socially and culturally rich

2.1 Promote healthy lifestyles

2.2 Increase participation, connection, equity, access and inclusion

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

2.8 Increase participation opportunities for disadvantaged members of the community.

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.

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

There are no changes with timing for the tendering process to undertake selective invite tendering process.

COMMUNITY IMPACT / CONSULTATION

No community consultation has been undertaken, nor is it reasonable as this is a tendering process matter to be considered.

LEGAL RISK / IMPACT

The option for Council to invite selected companies to tender, via a closed tendering process, is available within the Procurement Policy and within the Local Government Act 1989.

The method that is recommended is supported by the Exemptions from tender requirements via Ministerial approvals, which among others include;

Ministerial approvals

Ministerial approvals that apply to all councils have been issued. These approvals provide access buying groups and state government arrangements where an alternative competitive process has been undertaken.

These enable councils to access state contracts including:

- *State purchase contracts and whole of Victorian Government contracts - standing offer agreements for Victorian government common use goods and services, which are established when value for money can best be achieved through aggregating demand*
- *The construction suppliers register - a pre-qualification scheme for building and construction industry consultants and contractors*

- *The marketing services register - a pre-qualification scheme for a range of creative services within advertising and communication*

The key risk relating to procurement is the time to undertake and complete the assessment of submissions. If an open tendering process is required, there is increased risk the assessment and evaluation period will be protracted which could result in an evaluation recommendation not being completed in time for Council to award a construction contract prior to the care-taker period. If the award of contract is not provided to Council for consideration by the September Council meeting, the next available opportunity for Council to consider will be December which will significantly impact on the construction timeframes, and potentially shift the construction to September 2021. This will have a number of consequences including additional costs for the procurement of turf for the playing surface and construction escalation costs, but more importantly Council reputational risks with the community due to the delay in construction.

OFFICERS' DECLARATION OF INTEREST

No officers have a declaration of interest in relation to this matter.

CONCLUSION

The quality and value for money principles for tendering and procuring will not be compromised by using the Construction Suppliers Register to select companies to tender for this project.

ATTACHMENTS

Nil

- *Cr. Neoh returned to the meeting at 7.30pm.*

5.14. PETITION - INSTALLATION OF A SKATE PARK AT JUBILEE PARK - WURRUMBIT BIRNG YAAR, WOODFORD

PURPOSE:

To receive two petitions which request that Council consider the development of a skate park nearby the playground at Jubilee Park – Wurrumbit Birng Yaar, Woodford.

EXECUTIVE SUMMARY

- Two petitions have been received with 101 signatures in total (73 – 3281 postcode, 23 – 3280 postcode and 5 other postcodes) requesting that Council consider the development of a skate park nearby the playground at Jubilee Park – Wurrumbit Birng Yaar, Woodford.
- In accordance with Local Law L.1 Governance, the petition should be received and referred to the Chief Executive for a report to a future Council meeting.

MOVED: CR. MICHAEL NEOH
SECONDED: CR PETER SYCOPOULIS

That in accordance with Local Law L1 Governance, the petition be referred to the Chief Executive for a report to a future Council meeting.

CARRIED - 7:0

From: Brooke Rawlings
Sent: Wed, 5 Feb 2020 13:44:38 +1100
To: Warrnambool City Council
Subject: Petition for a skate park in Woodford
Attachments: Jack B Skate park Petition.pdf

Hello

I am writing on behalf of my seven year old son, Jack. He has had an idea that he would like to propose to the Warrnambool City Council and hopefully secure some funding for this community project.

The play ground at Jubilee Park - Wurrumbit Birrng Yaar, Woodford is fantastic and we thank the council for the upgrades that have been made previously. We have a proposal that was suggested by Jack as another option for kids as they get older.

Jack decided he would like to start a petition for the consideration of a skate park being built alongside the current equipment.

Jack has outlined valid points as to why this would be a good idea and worth consideration for allocation of funding.

Benefits of a skate park as per Jack;

- Helps keep kids active and build confidence as you can make new friends and help each other learn new tricks (resilience building is an added bonus that would come from this interaction)
- Provides a safe place for the kids of Woodford to use their scooters and skateboards (we live where there are no currently formed footpaths)
- Easy access for the Mums and Dads rather than having to drive to Warrnambool - close to school so can go after school as well (as a parent having this extra option close by would be a great help to keep kids fit and active in a safe place after school, on weekends and school holidays)
- A different option for kids to have fun as they grow up (this can help encourage outdoor play rather than technology as kids get older if they have suitable options and easy access)

I have attached the petition (there are two different petitions attached) that Jack presented to the kids at Woodford Primary and family/friends - if you could please consider this proposal and write back to Jack with a response it would be kindly appreciated.

Master Jack Brown

78 Plummers Hill Rd

Woodford VIC 3281 or via this email.

We thank you for your time and look forward to hearing from you soon.

Kind regards

Brooke (on behalf of Jack Brown 7 years old)

PETITION TO:

HELP JACK BUILD A SKATEPARK AT JUBILEE PARK IN WOODFORD

BENEFITS OF A SKATEPARK;

- Helps to keep kids active and build confidence
- Provides a safe place to use skateboards and scooters
- Close for the community rather than have to travel to Warrnambool or Koroit
- A different option for kids to have fun than on the playground equipment as they grow older
- Builds social skills and resilience and IT'S FUN!!!!

NAME	AGE	POSTCODE	COMMENT
Lucy Allan	11	3265	Its a great idea
Eloise Roberts	11	3281	Perfect Idea
James Redmond	12	3281	it would be amazing and we have all that gear with nothing
Lucas McKenzie	12	3281	so i don't have to drive into town.
Jess Kenna	12	3281	it is fun to use skate parks and i don't have to drive here
Tommy Bellman	11	3281	Its a great idea
Harry Poon	7	3281	Good idea
Lucy Summer	7	3280	well done
	8	2280	great idea
Noah Fiez	8	3280	cool thing
Austin Price	8	3280	cool thing
Cooper Gleeson	8	3280	Fun
Jack Be	8	3281	Awe some
Michael	8	3281	super!!
Cooper Karan	8	3812	so cool!
Ruby	7	3281	good choice
Paddy	8	3281	good
Hunter	7	3281	good

NAME	AGE	POSTCODE	COMMENT
Eva	8	3280	Love it
Caleb	7	3281	Love it
Rohan	7	3280	Stu pendes
Lachie	7	3281	aswimming
Leala	8	3281	great!
Chris	7	3280	great!
Flynn	8	3281	aswimming awesome
Mrs Barling	-	3281	Would be great for the kids in the area
Jack	9	3281	Love it
Jake	9	3280	Love it
Ella	7	3281	great!
Heidi	8	2280	Love it!
Perry	8	3281	Love it!
Harrison	8	3280	great idea!
Harry Harrison	8	3281	Christmas ^{great idea} time
Darcy	7	3281	great idea
Zai	8	3281	great idea
LOULS	6	3280	excellent
charlie	7	3281	awesome
Nate	6	3281	awesome
Estelle	6	3281	great idea
lincoln	6	3281	good idea
Jacob	7	3281	love it!
Miss O		3280	Kids would love it
Tom	8	3281	I like skate park

NAME	AGE	POSTCODE	COMMENT
Sierrah Chuck	12	3281	Great idea
mia doukas	13	3275	😊
Tyson James	12	3281	Love the idea
Kurtis Baxter	12	3281	Good Idea
Imogen Noonan	12	3281	Good Idea
Taneah van Braggen	12	3281	Awesome Idea!
Levie Kelly	12	3281	Great Idea!
Scarlet Roberts	12	3281	Amazing 😊
Lucy Murray	12	3281	We still need those toilets though
Abbey Pitts	12	3281	Great idea but we still need toilets & good luck!
Lucas Grundy	12	3281	Great Idea but first we need toilets
Dylan Denaro	12	3281	Need toilets
Harvey German	12	3281	build toilets first probably
Louis Beaton	12	3281	Good idea idea for once!
Cosby Jackson	12	3281	We need a toilet!
Brody Johnston	11	3280	Great decision
Naithe Rogers	11	3281	Amazing idea 😊
Myles Nutting	11	3281	Great idea 😊
Flynn Byrne	11	3281	good idea 😊
Myles Watson	11	3280	Big Brain 🧠
Beau Cozens	11	3281	Yes ^{good idea} but we need a toilet
Noah Crispe	11	3281	great idea I will use it.
Josh Pringe	11	3281	Great Idea
Ramius Kardew	11	3275	best idea
Sarah Ryan	11	3280	Yeah Great Idea

NAME	AGE	POSTCODE	COMMENT
Brody	8	3280	awesome idear
Marghy	8	3281	Good
oliver	7	3281	Love it
Louis	7	3281	I could go there early
JAX	6	3281	Like it
LEWIS	7	3281	Like it
william	6	3281	love it
zara	6	3281	Love it
Willow	6	3281	Love it
Jeoni	6	3281	love it
Jace	7	3281	Great idea
Peter ice	6	3280	Love it
Indi	6	3280	Love it
Keelan	10	3281	awson idea
Luke	10	3281	awson idar
cooper:m	10	3281	Love it
Jabe D	10	3282	
Franklin	9	3281	Like it
Jaebahn	9	3280	Love it
Anya	9	3281	Like it
Lily	9	3280	Love the Idea
Don	10	3281	love it
Seth	7	3280	Love it
Chase	6	3280	Good
Daniel	6	3281	Love the idea

PETITION TO:

HELP JACK BUILD A SKATEPARK AT JUBILEE PARK IN WOODFORD

BENEFITS OF A SKATEPARK;

- Helps to keep kids active and build confidence
- Provides a safe place to use skateboards and scooters
- Close for the community rather than have to travel to Warrnambool or Koroit
- A different option for kids to have fun than on the playground equipment as they grow older
- Builds social skills and resilience and IT's FUN!!!!

NAME	AGE	POSTCODE	COMMENT
Mardi Burns	39	3280	Great idea Jack!
Ilah Rawlings	10	3280	Great/fantastic idea
JAC BROWN	7	3281	had my
Cierra Brown	9	3281	Good Idea Jack
Kay Rawlings	63	3280	Hope this happens for
Math Rawlings	33	3280	Great idea Jack. ^{all the kids}
CHRIS RAWLINGS	35	3280	kids belong outside.
CHRIS BURNS	50	3280	Well overdue
Brooke Rawlings	37	3281	will provide a great physical outlet for kids
Paul Brown	45	3281	Great Idea to get the kids in our community outside having fun
Harry Eastman	11	3280	Skatepark :)
Will Bellman	13	3281	:D
Henry Watson	12	3281	Good idea
Aubrey Watson	12	3280	Good idea
Scarlett Waterfall	12	3281	Good Idea Jack
Grace Watt	12	3280	dope idea- needs toilets
Take McDowall	12	3281	good idea
Hunter Noonan	12	3281	awsome idear



NAME	AGE	POSTCODE	COMMENT
Blake	10	3281	great
Hudson	10	3280	good
Seth	9	3281	great
Cale	10	3281	good
Archie	9	3281	great
Shae	10	3282	Sweet
Star	10	3281	Sweet
Matilda	10	3281	Sweet
Oakly	10	3281	cool
Maya	9	3280	sweet
Nella	10	3280	Sweet
METEDUKH	6	3281	love it!
Harvey	6	3281	awesome
Jimmy	7	3280	great idea
ria	7	3281	like the idea
rose	7	3281	love it!
emily	6	3281	awesome

5.15. WAG INDUSTRY PANEL

PURPOSE:

The report presents recommendations of two new members for WAG's Industry Panel.

EXECUTIVE SUMMARY

- The Industry Panel needs two new members given the departure of two previous representatives.

MOVED: CR. DAVID OWEN
SECONDED: CR PETER SYCOPOULIS

That Council endorse Dr Paul Venzo and Jason Smith as new members of WAG's Industry Panel.

CARRIED - 7:0

BACKGROUND

The WAG Industry Panel (IP) was established in 2014. The terms of reference for the IP are to review and provide advice on:

- Creative programs including collection, exhibition and education programs
- Strategic direction, identity and industry position
- Appropriate and constructive challenges to the assumptions and operations of WAG
- Community engagement for WAG's programs.

A copy of the IP's existing terms of reference is attached as **Attachment A**.

MEMBERSHIP CHANGES

Due to several vacancies, arising from members leaving the district or changing job roles, representation on the IP needs to be updated, to allow for the next meeting to be convened. Current members of the IP:

- Cr. Kylie Gaston (Councillor representative as Chair, appointed as part of the annual statutory process)
- Ann Morris (President, Friends of WAG)
- Peter Watson (Business representative)
- Professor Robyn Sloggett AM (Director, Grimwade Centre for Cultural Materials Conservation)
- Dr Vicki Couzens (Gunditjmara Keerray Woorroong artist)

IP members no longer able to act on the IP are:

- Karen Quinlan (Director, Bendigo Art Gallery)
- Professor Brenda Cherednichenko (Executive Dean, Faculty of Arts and Education, Deakin University)
- Following internal discussions, two new members for the IP are proposed:
- Dr Paul Venzo, Deakin University, School of Communication and Creative Arts
- Jason Smith, Geelong Gallery, Director and CEO.

Background information on the two new members is attached as **Attachment B**.

Council Officers on the IP are:

- Director Community Development
- Manager Recreation and Culture
- Director Warrnambool Art Gallery

ATTACHMENTS

1. WAG Industry Panel Update 2020 A [**5.15.1** - 1 page]
2. WAG Industry Panel Update 2020 B [**5.15.2** - 1 page]

Wag (Warrnambool Art Gallery) Industry Panel

Terms of Reference

Purpose of the committee:

- Provide advice to WAG (and Council) on the delivery of its artistic programs and 5 year plan with respect to industry best practice.
- Provide support and advice on strengthening its engagement with the community.

Terms of Reference:

- Review and provide advice on WAG's creative programs including collection, and exhibition and education programs.
- Review and provide advice on the strategic direction, identity and industry position of WAG, including WAG's Strategic Service Plan.
- Provide appropriate and constructive challenges to the assumptions and operations of WAG.
- Provide advice on community engagement for WAG's programs.

Committee structure:

- A member of the Public Gallery Sector of Victoria
- A prominent business representative
- A representative of the tertiary education sector
- A practicing visual artist
- A representative from the Friends of Warrnambool Art Gallery.

The selection of members will consider overall composition of the committee, including gender balance, and will strive to ensure that there is representation from external stakeholders, the aboriginal community, and local representation.

Nominees for membership must be able to demonstrate experience and expertise in one or more of the following areas:

- Arts and cultural activities
- Business/Finance
- Marketing, communications and promotions
- Fundraising, philanthropy and sponsorship
- Government relations
- Tourism

Council members:

- Councillor (1) as Chair
- Director Community Development
- Manager Recreation and Culture
- Director Warrnambool Art Gallery

Appointment of chair:

By Council

Meeting frequency

Twice per annum – timing to suit majority of members

Managing conflict of interest:

Members must be aware of and manage their own conflict (and potential conflict) of interest relating to matters discussed by the committee, bearing in mind that the committee is advisory in nature.

Reporting regime:

A report from each meeting will be presented to Council at the next available Council meeting.

Jason Smith has been the Director & CEO of Geelong Gallery since April 2016. He was curator of the survey Fred Williams in You Yangs and he was the initiating curator and member of the international curatorial team for the acclaimed touring exhibition Making Modernism: O’Keeffe, Preston & Cossington Smith. He was previously Curatorial Manager of Australian Art at the Queensland Art Gallery / Gallery of Modern Art; Director & CEO of Heide Museum of Modern Art; Director of Monash Gallery of Art; and Curator of Contemporary Art at the National Gallery of Victoria. Since 1995 he has individually and collaboratively curated over 50 solo, group and thematic exhibitions including major surveys of the works of Howard Arkley, Peter Booth, Louise Bourgeois, Gwyn Hanssen Pigott, Stephen Benwell and Kathy Temin. He has written on the works of more than 150 artists for a range of publications. Jason is currently a representative of the Public Galleries Association of Victoria (PGAV) Board and Chair of the Arts, Heritage & Culture Pillar Group of G21 – Geelong Regional Alliance.

Dr Paul Venzo has been a staff member at Deakin University, School of Communication and Creative Arts since 2003, at both the Geelong and Warrnambool campuses. His academic background is in media and cinema studies, as well as language, literature, and art history. He convenes Deakin’s subject major in Children’s Literature, and specialises in teaching writing and literature for young people. His research is focused around representations of identity, and he has published scholarly work on gender and sexuality, the relationship between subjectivity, place and space, and translation. Using Venice as inspiration, Paul’s doctoral thesis explored the poetics of subjectivity in poetry in translation. In 2013 his poem “Today, tomorrow, Berlin” was shortlisted for the Melbourne Lord Mayor’s Poetry Prize. Paul is co-coordinator of the Literacy Buddies project, which connects Deakin University, the Ardoch Foundation and a Geelong-based primary school, and he recently received a joint Global Partnership Award from Turnitin for his work on promoting academic integrity through teaching and learning online.

5.16. ADVISORY COMMITTEE REPORTS

PURPOSE

This report contains the record of one Advisory Committee meeting.

REPORT

1. Joint Economic Development Advisory Committee and Visitor Economy Advisory Committee meeting – 9 June 2020 – Refer **Attachment 1**.

ATTACHMENTS

1. EDAC and VEAC June 9th Minutes [**5.16.1** - 4 pages]

MOVED: CR. MICHAEL NEOH
SECONDED: CR. ROBERT ANDERSON

That the record of the Joint Economic Development Advisory Committee and Visitor Economy Advisory Committee meeting held on 9 June 2020, be received.

CARRIED - 7:0



Meeting Minutes

Joint Economic Development Advisory Committee and Visitor Economy Advisory Committee - Minutes					
Date	Tuesday June 9th	Time	12.30pm – 2.30pm	Location	Zoom
Committee Members	Martin Ellul , Dr Helen Scarborough , James Tait, Doreen Power, Dean Luciani, Rob Lane, Cr. Tony Herbert (Chair), Alistair McCosh, Michael Phillips, (VEAC) Andrew Sugget, Natasha Wilkinson, Bob Scarborough, Cr. David Owen				
Council Officer Invitees	Andrew Paton, Helen Sheedy, Eddie Ivermee, Paul Pinkerton, Lauren Edney, Bethany Lewis,				
No	What				Who
1.	<p>Apologies</p> <p>Cr. David Owen, Dean Luciani, Bob Scarborough, Helen Scarborough, Michael Phillips, Natasha Wilkinson</p>				Chair
2.	<p>Covid-19 Roundtable Discussion -</p> <p>Meeting declared open by chair at 12.35pm with a special welcome to members of the VEAC group who were invited to participate in the online session today.</p> <p>Chair invited all members of committee present in the meeting to share an update of their Covid-19 experiences</p> <p>Key points discussed throughout this time included –</p> <ul style="list-style-type: none"> * Hard hit sectors include food, accommodation, hospitality, retail (in parts) with a slow recovery period likely. * Other sectors such as education, manufacturing, construction and healthcare likely to have suffered a reduction in demand. * Young people particularly hit hard. * Support groups have found that loneliness and isolation has adversely affected many people, with the mental well-being of many a concern now and into the future. 				ALL



Meeting Minutes

	<p>*Big parts of the economy likely to be sluggish for some time yet. However, many businesses across region generally maintaining a positive outlook on future and innovating where possible. *Dairy season has been one of the best so far on recent records with demand high and prices strong. *University sector adversely impacted by the pandemic. * Economic stimulus at Federal and State level has been significant. JobKeeper particularly important to keep workers and employers connected through the crisis and reducing the likelihood that people are stood down without pay or dismissed. * Unemployment rises quickly in recessions but often takes a long time to come down.</p> <p>Committee agreed there is still a long way to go for the recovery phase and the potential remains for further restrictions should the pandemic cases rise once more.</p>	
<p>3.</p>	<p>Covid-19 Business Support Plan Presentation</p> <p>Feedback sought on the Warrnambool City Council COVID-19 Business Support Plan (BSP).</p> <p>Broken into three phases the plan focuses on the Response, Recovery and Rebuild areas of support.</p> <p>The project will be Warrnambool wide and includes components of Economic Development and other departmental support.</p> <p>Key components of the BSP discussed –</p> <ul style="list-style-type: none"> ➤ Concierge / One-stop shop service to inform ➤ Get Around Warrnambool Campaign ➤ Marketing and Mentor Assistance ➤ Business Initiative Grants (BIG) program ➤ Better Approvals Project ➤ Planning Approvals ➤ Mentoring and support ➤ Consultation with the business community 	



Meeting Minutes

	<p>Get Around Warrnambool: Long term campaign aimed at supporting local and encouraging locals to do the same. Includes branding, events and other initiatives under the banner that will stretch to various Council operations.</p> <p>Some activities so far undertaken are TV ads, adverts, collateral for business use and street signage.</p> <p>Business Support: Better approvals project helping streamline new businesses and expansions with council departments. City for living campaign that will continue to encourage new residents to the city. Planning approvals process improvements to get projects underway even quicker where possible. Mentoring sessions. Workshops.</p> <p>City Wide Engagement: Public webinars will be available to businesses to have their say on important projects to them. Survey work to be done locally to gather intel on business confidence and sentiment.</p> <p>Tourism: Campaigns to be undertaken with Great Ocean Road Tourism. Whale promotion and updating of signage at look out and potentially other sites. Storytowns podcast support to continue.</p> <p>Festivals and Events: support planning for future events in the city. Currently online workshops and training are being provided</p> <p>The EDAC and VEAC Committees noted the extensive coverage of the COVID-19 Business Support Plan (including Stage 1 initiatives) and agreed that all spending should have a solid policy rationale and provide good value for money to the local business and residential community.</p>	
<p>4.</p>	<p>Business Initiative Grant (BIG) Discussion</p> <p>Aimed at supporting industries most affected by the Covid-19 crisis the BIG program was launched by Council to support businesses looking to implement long lasting improvements on their business or to encourage cross collaboration between businesses in the town.</p> <p>Up to \$3000 is available for successful applicants in the program with an initial round open from now until late June.</p> <p>Funding Aims</p> <p>Grant applications are required to achieve one or more of the following.</p>	



Meeting Minutes

	<p>(1) Growth: The proposed initiative can demonstrate the business will experience an increase in business levels leading to one or more of the desired outcomes.</p> <p>(2) Businesses Collaboration: Funding which supports collaboration/joint activity with another local business leading to one or more of the desired outcomes.</p> <p>(3) Entrepreneurship: A strategy or initiative which has mutual benefits for both the business and the community.</p> <p>(4) New Business Strategies: Enabling a strategic change to a business model that allows a business to pivot in response to opportunities arising as a result of COVID-19 leading to one or more of the desired outcomes.</p>	
<p>5.</p>	<p>General Business and Comments –</p> <p>*Committee reiterated that there is a long way to go and an unpredictable path that lays ahead.</p> <p>*Local Government actions needs to complement State and Federal government stimulus packages</p> <p>* Importance of evidence base – surveying, economic impact analysis.</p> <p>Meeting declared closed at 2.21pm</p> <p>Next meeting TBC</p>	<p>All</p>

5.17. ASSEMBLY OF COUNCILLORS REPORTS

PURPOSE

The purpose of this report is to provide the record of any assembly of Councillors, which has been held since the last Council Meeting, so that it can be recorded in the Minutes of the formal Council Meeting.

BACKGROUND INFORMATION

The Local Government Act provides a definition of an assembly of Councillors where conflicts of interest must be disclosed.

An Assembly of Councillors (however titled) means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be-

a) the subject of a decision of the Council;

or

b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee-

but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organization.

The requirement for reporting provides increased transparency, particularly the declarations of conflict of interest.

REPORT

Section 80A(2) of the Local Government Act 1989 requires the record of an Assembly of Councillors be reported to the next practicable Ordinary Meeting of Council.

The record of the following Assembly of Councillors is enclosed:-

- Tuesday 9 June 2020 – refer **Attachment 1**.
- Monday 15 June 2020 – refer **Attachment 2**.
- Monday 29 June 2020 – refer **Attachment 3**.

ATTACHMENTS

1. Assembly of Councillors Record 9 June 2020 [5.17.1 - 1 page]
2. Assembly of Councillors Record 15 June 2020 [5.17.2 - 1 page]
3. Assembly of Councillors Record 29 June 2020 [5.17.3 - 2 pages]

MOVED: CR. ROBERT ANDERSON

SECONDED: CR. SUE CASSIDY

That the record of the Assembly of Councillors held on 9, 15 and 29 June 2020, be received.

CARRIED - 7:0

Assembly of Councillors Record		
Written record in accordance with Section 80A(l) Local Government Act 1989		
Name of Committee or Group (if applicable):	Councillor Briefing	
Date of Meeting:	9 June 2020	
Time Meeting Commenced:	5.45pm	
Councillors in Attendance Via Zoom Conferencing:	Cr. T. Herbert, Mayor/Chairman Cr. R. Anderson Cr. K. Gaston Cr. M. Neoh Cr. D. Owen Cr. P. Sycopoulis	
Council Officers in Attendance Via Zoom Conferencing:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development Nick Higgins, Manager Communications	
Other persons present:		
Apologies	Cr. S. Cassidy	
Matters Considered:	<ul style="list-style-type: none"> 2020 Community Satisfaction Survey 	
Other Matters Considered	Nil.	
Councillor Conflicts of interest Disclosures:		
Councillor's Name	Type of Interest	Item
Meeting close time:	6.29 pm	
Record Completed by:	Peter Utri Director Corporate Strategies	

Assembly of Councillors Record

Written record in accordance with Section 80A(l) Local Government Act 1989

Name of Committee or Group (if applicable):	Councillor Briefing	
Date of Meeting:	15 June 2020	
Time Meeting Commenced:	3.30pm	
Councillors in Attendance Via Zoom Conferencing:	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 Via Zoom Conferencing:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development Paula Gardiner Acting manager Facilities and Projects Thomas Hall Projects Engineer, Facilities & Projects	
Other persons present:		
Apologies	Nil.	
Matters Considered:	<ul style="list-style-type: none"> • Petition - Installation of a Skate Park at Jubilee Park - Wurrumbit Birrng Yaar, Woodford. • Timor Street Power Upgrade. • Local Road & Community Infrastructure Program. • Reid Oval Redevelopment – Procurement & Construction • WAG Industry Panel. • Covid-9 Update. • Port of Warrnambool Dredging Options Assessment Status Update. • Community Housing Guidelines Review. 	
Other Matters Considered	<ul style="list-style-type: none"> • Call for update on foreshore plan to Council • Call for report on 4th Bin trial • Parking • Bushfield tower update • Warrnambool Business support 	
Councillor Conflicts of interest Disclosures:		
Councillor's Name	Type of Interest	Item
Cr. M. Neoh	Direct Association	Reid Oval Left at 4:08pm returned 4:25pm and again at 5:18pm return 5:20pm
Meeting close time:	5.37pm	
Record Completed by:	Peter Utri Director Corporate Strategies	

Assembly of Councillors Record

Written record in accordance with Section 80A(l) Local Government Act 1989

Name of Committee or Group (if applicable):	Councillor Briefing
Date of Meeting:	29 June 2020
Time Meeting Commenced:	2.30pm
Councillors in Attendance:	Cr. T. Herbert, Mayor/Chairman Cr. R. Anderson Cr. S. Cassidy Cr. K. Gaston Cr. M. Neoh Cr. D. Owen – arrived 3:10pm Cr. P. Sycopoulis
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development Thomas Hall, Projects Engineer Via Zoom Paula Gardiner, City Infrastructure Lauren Schneider, Co-ordinator Natural Environment Via Zoom Jodie McNamara Manager, City Strategy & Development Glen Reddick Manager, City Amenity Richard Stone Capacity and inclusion John Sheely Team Leader Trees and Botanic
Other persons present via Zoom Conferencing:	Christopher Beadle, Water Technology Gildas Colleter, Water Technology Lynn Kisler, Dept Transport Claire Tesselaar, DELWP Ross Martin, DELWP Gary Gaffney, Dept Transport Jane Currie, Beacon Ecological Luke Hynes, Beacon Ecological
Apologies	Nil.
Matters Considered:	<ul style="list-style-type: none"> • Dredging Options Assessment • Native Vegetation Precinct Plan • Budget 2020-2021 • Council Plan 2017-2021 (revised) • Policy & Procedures Review • Open Space Asset Management Plan • Buildings Asset management Plan • Glass Collection Trial Survey Results • Cycling Reference Group • Itinerant Trading Policy • Asset Management Strategy 2020 • Minutes of Airport Reference Group Meeting of 1/6/2020 • City Centre Car Parking Covid-19 Response • Local Road & Community Infrastructure Program • May Financial report • Northern Entrance Landscaping • Warrnambool Regional Airport • Great Ocean Road Coast & Parks Declaration • Removal of Hangar at Warrnambool Regional Airport

	<ul style="list-style-type: none"> • L2P Program 	
Other Matters Considered	<ul style="list-style-type: none"> • Edwards Bridge • Staff satisfaction survey notice of motion • CFA Volunteer support report called for • Governance rules • Bushfield telecommunications tower • Rooney's Road footpath • Animal control on Promenade (peoples lack of adherence to picking up dog droppings) • Glyphosate use update • Winter Solstice event • Call for Community Small infrastructure reconciliation and review of outstanding projects 	
Councillor Conflicts of interest Disclosures:		
Councillor's Name	Type of Interest	Item
Meeting close time:	8.10 pm	
Record Completed by:	Peter Utri Director Corporate Strategies	

5.18. 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
29 May 2020	Warrnambool	Mayor – Attended via video conference a meeting of the Great South Coast Mayor's group.
11 June 2020	Warrnambool	Mayor & Chief Executive Officer – Attended via video conference a meeting of the Regional Cities Victoria group.
	Warrnambool	Chief Executive Officer – Attended via video conference, the Great South Coast Partnership Roundtable meeting.
12 June 2020	Warrnambool	Mayor – Attended via video conference a meeting of the Great South Coast Mayor's group.
18 June 2020	Warrnambool	Mayor & Chief Executive Officer – Attended via video conference a meeting of the Regional Cities Victoria group.
	Warrnambool	Mayor – Attended via video conference a meeting of the Regional Capitals Australia group.
23 June 2020	Warrnambool	Mayor & Chief Executive Officer – Attended via video conference a meeting of the Regional Capitals Australia group
25 June 2020	Warrnambool	Mayor & Chief Executive Officer – Attended via video conference a meeting of the Regional Cities Victoria group.
26 June 2020	Warrnambool	Mayor & Chief Executive Officer – Attended a meeting of the Great South Coast Board.
	Warrnambool	Mayor & Chief Executive Officer – Met with the Hon. Dan Tehan MP regarding Princes Highway West.
2 July 2020	Warrnambool	Chief Executive Officer – Attended via video conference, a meeting of the Regional Cities Victoria CEO's.
	Warrnambool	Mayor & Chief Executive Officer – Attended via video conference a meeting of the Great South Cost Mayor's & CEO's.

MOVED: CR. MICHAEL NEOH
SECONDED: CR PETER SYCOPOULIS

That the Mayoral & Chief Executive Officer Council Activities – Summary Report be received.

CARRIED - 7:0

6. PUBLIC QUESTION TIME

QUESTION FROM DAVID & CHRISTINE THOMPSON, 831 KOROIT-WOOLSTHORPE ROAD WOOLSTHORPE 3276

*“We are asking Warrnambool City Council to correct a misquote from our submission printed in the 6th July 2020 Agenda on the 2020/21 Budget voted on at tonight’s meeting. We specifically stated and quote “In 2010 farmers agreed to a \$2.00 levy per head of mature cattle” (which was ongoing and is still in place today). Yet quoted in the Agenda for 6th July 2020 under **5.1 Warrnambool City Council Budget 2020-2021** on Page 15 it states, and I quote “The yard fees increased by \$2 per head of cattle sold in 2010”. This quote on page 15 is totally incorrect and completely changes the context of our submission.*

Our submission, which is printed in full in this agenda clearly explains that the \$2.00 LEVY was just that a levy not an increase in yard fees. Therefore, the quote implies that this was a normal increase which is definitely not the case. Therefore, we are asking that the Warrnambool City Council correct this to enable a true and correct entry in this agenda. Failure to correct this would be committing Councillors to vote on an incorrect account of the minutes of this meeting.

We also ask that the answer be given in writing to us with 14 days, so we can be assured of this correction.”

The Chief Executive Officer provided the following response - The table in the budget is a summary of the issue and is considered accurate.

For the avoidance of doubt the full submission was put to the meeting of the 15 June 2020 as an attachment to the agenda. The full submissions were again provided to Council for their consideration at a subsequent Briefing.

Whilst the media at the time reported the increase as a levy the fact remains the increase was put as an increase to the cattle fee and not as a separate levy. This is reflected in the fees and charges adopted.

No levy has ever been separately collected. No reserve has ever been separately created for capital at the saleyards.

Council continues to assess the capital requirements of this very important resource as evidenced by the finalisation of contracts, design and the commencement of works for the roof construction.

QUESTION FROM BEN BLAIN

“Is the Council Lease Register true and correct with all Warrnambool City Council leases listed as it sits in its current form? How many leases are on the register?”

The Chief Executive Officer provided the following response – As far as we are aware, the register is up-to-date and there are 62 leases listed on the register.

QUESTION FROM NEAL WILCOCK, 62 MCKENZIES ROAD, BUSHFIELD

“With regards to the application on the proposed telecommunication tower at 63 McKenzies Road in Bushfield before council, the "Industry Code C564:2018 Mobile Phone Base Station Deployment" has clear obligations on the carrier with regards to the development of a consultation plan with council. This appears only to relate to the period prior to lodgement of this application, but the obligations set out in section 6.2 of this code would have been applicable for that period. Can I confirm that these obligations to Council at the time were met by Telstra? The Warrnambool Council appears not to have a local policy on Telecommunications Infrastructure Deployment which could provide guidance to carriers on details required for the permit application - is there such a policy that I am not aware of?”

The Chief Executive Officer provided the following response - The Industry Code C564:2018 Mobile Phone Base Station Deployment relates to consultation requirements for installation at a new site without development application.

Generally, a development application is not required for small scale infrastructure.

In this instance, the infrastructure is not small scale, therefore, a development application has been lodged. This then defaults to the consultation provided for within the Planning and Environment Act, 1987.

There is local policy within the planning scheme relating to Telecommunications at Clause 21.10.

7. ADJOURNMENT OF MEETING FOR IN-CAMERA CONFIDENTIAL ITEM

7.1. ADJOURNMENT OF MEETING FOR IN-CAMERA CONFIDENTIAL ITEM

MOVED: CR. MICHAEL NEOH
SECONDED: CR. ROBERT ANDERSON

That the meeting be adjourned to consider an in-camera confidential item.

CARRIED – 6:1

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

Cr. Sycopoulis voting against the motion.

8. RESOLUTION TO CLOSE MEETING

MOVED: CR. MICHAEL NEOH
SECONDED: CR. SUE CASSIDY

That the meeting move into Camera in accordance with Section 66(2)(a) of the *Local Government Act 2020* and the meeting be closed to the members of the public.

CARRIED – 6:1

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

Cr. Sycopoulis voting against the motion.

9. CONFIDENTIAL ITEM TO BE CONSIDERED IN-CAMERA

9.1. CONFIDENTIAL PERSONNEL MATTER

10. RESOLUTION TO RE-OPEN MEETING

10.1. RESOLUTION TO RE-OPEN MEETING TO THE PUBLIC

MOVED: CR. MICHAEL NEOH
SECNDED: CR. KYLIE GASTON

That the Meeting be re-opened to members of the public.

CARRIED – 7:0

11. CLOSE OF MEETING

The meeting closed at 8.04PM.

CHAIRMAN