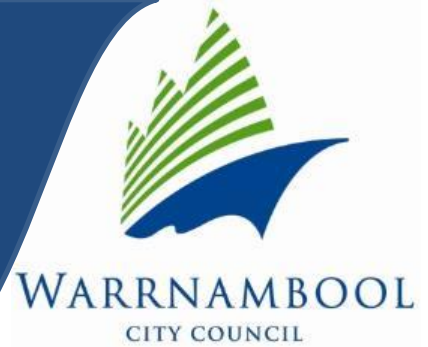


# MINUTES

**ORDINARY MEETING**

**WARRNAMBOOL CITY COUNCIL**

**5.45PM - MONDAY 5 JUNE 2017**



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**VENUE:**

**Reception Room  
25 Liebig Street  
Warrnambool**

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**COUNCILLORS**

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

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can be obtained online at [www.warrnambool.vic.gov.au](http://www.warrnambool.vic.gov.au)

**Andrew Paton  
ACTING CHIEF EXECUTIVE**

## **AUDIO RECORDING OF COUNCIL MEETINGS**

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



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**MINUTES OF THE ORDINARY MEETING OF THE WARRNAMBOOL CITY COUNCIL HELD IN THE  
RECEPTION ROOM, WARRNAMBOOL CIVIC CENTRE, 25 LIEBIG STREET, WARRNAMBOOL ON  
MONDAY 5 JUNE 2017 COMMENCING AT 5.45PM**

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

**IN ATTENDANCE:** Mr Andrew Paton, Acting Chief Executive  
Mr Peter Utri, Director Corporate Strategies (from 6.00pm)  
Ms. Jodie McNamara, Acting Director City Growth  
Mr Scott Cavanagh, Director City Infrastructure  
Ms. Vikki King, Director Community Development  
Ms. Wendy Clark, Executive Assistant

**1. OPENING PRAYER**

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:**

**SECONDED:**

**That the Minutes of the Ordinary Meeting of Council held on 1 May 2017, be confirmed.**

**CARRIED – 7:0**

**4. DECLARATION BY COUNCILLORS & 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.

## **5. REPORTS**

### **5.1 DRAFT 2017-2021 COUNCIL PLAN AND 2017-2018 BUDGET**

#### **PURPOSE**

***This report provides a summary of feedback received in relation to the 2017-2021 Council Plan and the 2017-2018 Budget.***

---

#### **EXECUTIVE SUMMARY**

- Council previously endorsed the release of the Draft Council Plan and Draft Budget for public comment.
- Six submissions were received in relation to the Draft Council Plan while three submissions were received in relation to the Draft Budget
- Once Council has reviewed the submissions, the Council Plan and Budget, with or without amendment will go before Council for formal adoption at a Special Council Meeting on June 22.

---

**MOVED: CR. HULIN**  
**SECONDED: CR. OWEN**

1. That submissions as attached in relation to the Council Plan are noted and that Council consider the submissions in conjunction with the 2017-2021 Council Plan at a Special Meeting of Council to be held on Thursday, June 22 2017.
2. That submissions as attached in relation to the Draft Budget are noted and that Council consider the submissions in conjunction with the 2017-2018 Budget at a Special Meeting of Council to be held on Thursday, June 22 2017.

**CARRIED – 7:0**

---

#### **BACKGROUND**

Council is required to develop a four-year Council Plan, which includes a Strategic Resource Plan, under Section 125 of the Local Government Act In accordance with the Act the draft Council Plan was made available for public inspection for 28 days.

The Council Plan is the feature document in Council's suite of strategic planning documents, formulated to guide the work of Council over the next four years.

Earlier this year Council met on several occasions to workshop ideas that would shape the new Council Plan.

In March this year a Council Plan discussion document was prepared and released to the community for public comment.

Following this process Council prepared a draft Council Plan 2017-2021 which reflects the aspirations and direction of the new council for its full term of office.

The draft Council Plan draws on an extensive base of community engagement activities undertaken by Council over the past four 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 four year plan is reviewed annually for relevance to community need

The draft Council Plan represents a significant shift in focus. Council's new vision is 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 also devised a 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 draft Council Plan outlines key activities and initiatives Council will undertake over 2017-2018 to deliver on the five objectives described in the plan. Those objectives are for Council to:

- 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

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.

Under Section 127 of the Local Government Act Council is also required to prepare and adopt an annual Budget. In accordance with the Act the draft Budget was made available for public inspection for 28 days.

The Draft Budget was prepared in accordance with the budget principles set down by Council and follows a number of workshops by the executive and Council.

As required by the LGA and the Local Government (Planning & Reporting) Regulations 2014 the Draft Budget includes prescribed information, including:

- Financial Statements
- Statement of Capital Works
- Services and Initiatives funded in the budget
- Performance Statement
- Fees and charges
- Rating and borrowing details
- Strategic Resource Plan

At the Council Meeting on 1 May 2017, Council voted to release the Draft Council Plan and the Draft Budget for public comment.

A total of nine submissions were received and they are summarised below

**Submissions in relation to the 2017-2021 Council Plan**

<b>Submission</b>	<b>Issue raised in submission</b>	<b>Officer Response</b>
<b>1</b>	Dog walking park	Addressed in Council Plan activity 2.4.7 which recommends consulting with the community with regard to establishing a location for a dedicated dog park in Warrnambool.
<b>2</b>	Recycling program for businesses and a household organic waste collection	Council Plan activity 1.5.1 which undertaking a trial of a food organics and green (garden) organics collection. The plan is silent on the establishment of a recycling program for businesses but this is available through commercial providers
<b>3</b>	Permanent sound stage on the foreshore for live music	Not identified as a priority in the Draft Council Plan. Referred to the 2018-2019 Budget process for consideration
<b>4</b>	Increase rates and charges in accordance with the rate cap only.	Council has complied with the Victorian Government's Fair Go Rates system without any variation for 2017 -2018.
<b>5</b>	Warrnambool Community Gardens helps achieve key strategic objectives including that Council: 1. Sustain and enhance the natural environment 2. Foster a healthy city that is socially and culturally enriched 3. Maintain and improve the physical fabric of the city	Council to note the submission.
<b>6</b>	Carbon neutral by 2040 is inadequate and overdue. Council should generate more energy than is required to run Council buildings and lead the way on renewable energies; it should have a fleet vehicle policy that ensures least polluting cars are purchased; it should establish policy that sustains and enhances all environments.	Council has established goals viewed as achievable in relation to reducing carbon pollution and impact on the natural environment.

**SUBMISSIONS 1 - 6 – SUBMISSIONS TO COUNCIL PLAN****SUBMISSION 1**

Submitted on Sunday, May 21, 2017 - 22:28

Submitted by user:

Submitted values are:

Name: XXXXXXX

email: XXXXXXX

Your Enquiry: As a dog owner there are so little places in our town to exercise dogs off lead in a safe place. I have just returned from Qld and in the parks up there they have fenced enclosures in parks (small dogs and large dogs separate enclosures). It was great to be able to let my dog run and know he was safe. It would be great to have something like this in our town and think the park across from the greyhound track would be ideal. Please consider, I think it would make a lot of dog owners very happy.

## Draft Council Plan 2017-2021

#2



COMPLETE

Collector: Web Link 1 (Web Link)

Started: Wednesday, May 10, 2017 1:29:11 PM

Last Modified: Wednesday, May 10, 2017 1:32:28 PM

Time Spent: 00:03:17

IP Address: XXXXXXXX

PAGE 1

Q1: Name: XXXXXXXX

Q2: Phone: XXXXXXXX

Q3: Email: XXXXXXXX

Q4: Comments:

I would like to see a recycling program for all businesses in the CBD and a green waste service for all households

## Draft Council Plan 2017-2021

#3



COMPLETE

Collector: Web Link 1 (Web Link)  
Started: Monday, May 22, 2017 12:45:49 PM  
Last Modified: Monday, May 22, 2017 12:58:58 PM  
Time Spent: 00:11:09  
IP Address: XXXXXXXX

## PAGE 1

Q1: Name: XXXXXXXX

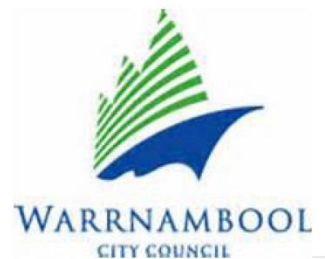
Q2: Phone: XXXXXXXX

Q3: Email: XXXXXXXX

## Q4: Comments:

In partnership with the Warrnambool City Council and Aus Music Festival...could we please construct a permanent Sound Stage on the foreshore...on the site of the summer carnival. The design could be in a similar (smaller) format to the Sidney Myer Music Bowl. This would provide a brilliant venue for all-year-round music and performances for locals and tourist. The stage could be used for all kinds of music and arts performance. It could be a venue for schools, festivals, Wunta, community groups, music events, performing arts groups, dance groups and cultural events. Aus Music Festival could co-ordinate the booking system.







### **CONCEPT**

Develop a permanent Warrnambool Music Bowl (Venue Stage)  
at the Foreshore / Lake Pertobe for the community and tourists.

### **PARTNERSHIP PROJECT**

Warrnambool City Council & Aus Music Festival





## VISION

Warrnambool needs its own permanent outdoor stage for events, music and performances...for all ages....by all ages. The foreshore and Lake Pertobe area is the ideal location. This is place where people gather for events, fun and relaxation...it is a “playground” for children, youth and adults...and our tourists.

The vision is for the Warrnambool City Council...in partnership with Aus Music Festival...develop a permanent “Outdoor Stage - Music Bowl” on the site of the seaside carnival. This will provide a wonderful entertainment venue for the local community and tourists. Apart from concerts...the stage could be used to launch community events and fun runs...and do the presentations for events.

### **This permanent stage would provide a year-round venue for:**

- Aus Music Festival
- Community Events
- Seaside Markets
- School Events
- Youth Concerts
- Festivals
- Fun 4 Kids Events
- Wunta Festival – Day at the Lake
- Holiday Actors
- Cultural Events and Performing Arts
- Warrnambool City Band
- Warrnambool Symphony Orchestra
- Dance Groups
- Charity Events
- Fun Runs & Surf to Surf





## CONSIDERATIONS

We can learn from the Skateboard Park development  
...including the infrastructure and management.

This will be a natural amphitheatre...to present all types  
of music events, performances and community events.

This would be the site for the Aus Music Festival.

Aus Music Festival could manage the project....in liaison  
with the Warrnambool City Council.

When required...a marquee and fencing could be  
installed...to include the stage.

This will become the premier outdoor venue for the city.

This would ease the community booking demands on the  
Lighthouse Theatre and Studio Theatre.

The site has all the required infra-structure...

- Power is already on-site.
- Toilets are on-site and at Lake Pertobe.

Given this is not a residential area...it is anticipated that  
noise levels will not be a major issue.







## FUNDING OPTIONS

- Arts Grant
- Community fund raising events in liaison with the Aus Music Festival
- Trusts
- South West Community Foundation
- Crowd Funder



## **POSSIBLE NAMES**

Warrnambool Music Bowl

Warrnambool Foreshore Music Bowl

Warrnambool Sound Shell

Warrnambool Outdoor Stage

Music Bowl @ Lake Pertobe

Music Bowl by the Sea

Waves Stage

Waves Music Bowl







## CONSTRUCTION CONSIDERATIONS

To complement the environment and fit with the sea-side location...the stage could be constructed as a stylised...

- Wave
- Sea shell
- Sailing Ship
- Sand dune

The stage could be built adjacent to the sand dune...which would provide protection.

The stage could have its back to the weather from the south west.

The roof and sides could be made of canvas.

A storeroom could be included underneath the stage.

The stage could include a lighting grid facility. Lights could be stored underneath...and assembled when required.



**Supporting Australian  
Made & Played Music**

## FURTHER INFORMATION

### **Russ Goodear**

Director

Aus Music Festival – Warrnambool

0402 127 077

[goodidea@anson.com.au](mailto:goodidea@anson.com.au)

### **Rod Brugman**

Aus Music Festival

Volunteer

Warrnambool Aus Music Inc.

ABN No 29 966449 544

PO Box 387

Warrnambool Vic 3280

## Draft Council Plan 2017-2021

#4

**COMPLETE****Collector:** Web Link 1 (Web Link)**Started:** Friday, May 26, 2017 3:41:13 PM**Last Modified:** Friday, May 26, 2017 3:43:06 PM**Time Spent:** 00:01:52**IP Address:** XXXXXXX

## PAGE 1

**Q1: Name:** XXXXXXX**Q2: Phone:** 00000000**Q3: Email:** XXXXXXX**Q4: Comments:**

STOP ripping ratepayers off. Increase rates and charges in accordance with the rate cap only.

## Draft Council Plan 2017-2021

#5

**COMPLETE****Collector:** Web Link 1 (Web Link)**Started:** Monday, May 29, 2017 12:15:36 PM**Last Modified:** Monday, May 29, 2017 12:32:06 PM**Time Spent:** 00:16:29**IP Address:** XXXXXXXX

## PAGE 1

**Q1: Name:** XXXXXXXX**Q2: Phone:** XXXXXXXX**Q3: Email:** XXXXXXXX**Q4: Comments:**

Please don't forget that the Warrnambool Community Garden is on land managed by council and that it provides benefits to our community under a number of the objectives and strategic indicators in the draft council plan. In particular, the Warrnambool Community Garden provides benefits to our community under:

1. Sustain and enhance the natural environment
2. Foster a healthy city that is socially and culturally enriched
3. Maintain and improve the physical fabric of the city

The garden also fits within a range of strategic indicators in the plan

- Improving the quality and volume of natural space
- Diversion of waste from landfill
- Investment in environmental initiatives
- Carbon neutral
- Local sustainability projects
- People being physically active in a non-competitive environment
- Promoting healthy lifestyles
- Acknowledgement of local aboriginal culture
- Improving community health, wellbeing and connectedness
- Volunteerism
- Events and cultural events
- More vibrancy in our city through activating high quality public spaces
- Provide high quality and adaptable community facilities

Thank you  
kind regards  
Julie Eagles

## Draft Council Plan 2017-2021

#6

**COMPLETE****Collector:** Web Link 1 (Web Link)**Started:** Tuesday, May 30, 2017 9:40:57 AM**Last Modified:** Tuesday, May 30, 2017 9:55:57 AM**Time Spent:** 00:14:59**IP Address:** XXXXXXXX

## PAGE 1

**Q1: Name:** XXXXXXXX**Q2: Phone:** XXXXXXXX**Q3: Email:** XXXXXXXX**Q4: Comments:**

The objective to be a carbon neutral by 2040 (1.2) is inadequate and 20 years overdue. WCC should aim to be better than neutral; it should be leading the way towards the inevitable renewable energies. Council should be generating more energy than is needed to run the council buildings. The car fleet must be controlled by a strict purchasing policy to ensure the least pollutant cars are purchased. Invest in not just sustaining the natural environment; enhance and rejuvenate every single environment by making the WCC's footprint the role of every individual with an improved policy. Anything less than a policy that enhances and rejuvenates too little, too late.

**Submission in relation to the 2017-2018 Budget**

<b>Submission</b>	<b>Issue raised in submission</b>	<b>Officer Response</b>
<b>1</b>	East Warrnambool View Sharing Strategic Project	<p>This has not received funding priority in the 2017-2018 Budget but will be referred to the 2018-2019 Budget process.</p> <p>Councils current priority is seeking funding to enable commencement of a Strategic Framework Plan for Allansford.</p> <p>The Strategic Planning unit currently undertaking several projects including the Logans Beach Framework Plan, North Wangoom Framework Plan and Housing Diversity Strategy. A number of other strategic projects currently under way and at various stages. External funding is being sought at every opportunity. Funding allows engagement of particular expertise in various areas to assist in delivery of specific projects.</p>
<b>2</b>	Pertobe Sporting and Community Hub	<p>This proposal has not been funded in the 2018-2018 Budget but will be referred to the 2018-2019 Budget process.</p>
<b>3</b>	Request to fund Strategic Framework Plan for Allansford and concerns around amount available in the recurrent budget for strategic planning and planning operations	<p>Council is seeking funding to enable commencement of a Strategic Framework Plan for Allansford.</p> <p>Current allocation is sufficient to undertake the works program set out for 2017- 2018</p> <p>The Strategic Planning unit currently undertaking several projects including the Logans Beach Framework Plan, North Wangoom Framework Plan and Housing Diversity Strategy. A number of other strategic projects currently under way and at various stages. External funding is being sought at every opportunity. Funding allows engagement of particular expertise in various areas to assist in delivery of specific projects.</p>



**SUBMISSIONS 1- 3 – 2017-18 BUDGET****SUBMISSION 1**

Dear Councillors,

Just a quick reminder to ask you to prioritise the East Warrnambool View Sharing strategic project in the coming budget. Without this study and the anticipated planning overlay that results from it, there is the potential for many undesirable developments to proceed unchecked. There is one such development currently being planned (but not yet submitted for approval) at 39 Jukes Street that many local residents are very concerned about. The strategic project and consequent overlay will ensure that view sharing will be protected into the future for everyone in this area and not just for a few.

I attach our previous email below that contains more detail:

Thank you for your consideration. Please call me if you would like to discuss this.

Regards,

XXXXXXX

XXXXXXX

In 2015, we were part of a group of 16 East Warrnambool residents that made a submission for Amendment C93 to the planning scheme.

The Council Minutes of Feb 2nd, 2015 meeting that adopted the Planning Scheme Re-write also included a recommendation that "Council consider future strategic work to identify view sharing corridors in East Warrnambool". As it is now two years later, we request that in your considerations of budget for 2017/18 you will consider this project a priority. We are very keen to see the strategic project for view sharing in East Warrnambool clearly identified for funding in this year's budget.

We would like to see the study start with our East Warrnambool neighbourhood as per the recommendation from the Feb 2nd 2015 Council Minutes. We consider it imperative that view protection for existing dwellings must be considered for planning and building permits in the East Warrnambool neighbourhood. The natural topography has enabled almost all houses (including the old housing commission areas which offer affordable housing for families) to have sea views or glimpses of the river, harbour or sea. Almost everyone has a view within the mostly single storey character of the neighbourhood. We would like to see this aspect of our neighbourhood character vigorously protected by Council.[1] If developments are allowed that begin to obstruct views, this will likely cause a snowball effect that will ultimately end with fewer people enjoying the views that our neighbourhood enjoys. It is our opinion that the planning scheme should support equitable development outcomes that provide the most benefit for the most people into the future.



Please note that the map attached only shows the seaward-facing view-sharing area identified in 2015. There is also an adjacent view-sharing area with predominately northern views that has not been mapped yet.

Thank you for your consideration.

Yours sincerely

XXXXXXX

XXXXXXX

East Warrnambool Neighbourhood Area in which every home enjoys sea / river views (area coloured)



Bruce Campbell October 29, 2014

# PERTOBE SPORTING & COMMUNITY HUB



## PROPOSAL VISION

The Pertobe Sporting & Community Hub (PSCH) is a flagship project that takes advantage of the site's unique location in one of the south west's premier tourism precincts. It capitalizes on and leverages this opportunity, whilst providing a contemporary base for existing tennis & lawn bowls users and a new home for squash & racquetball, triathlon and other community groups and events.

## AIMS & BENEFITS

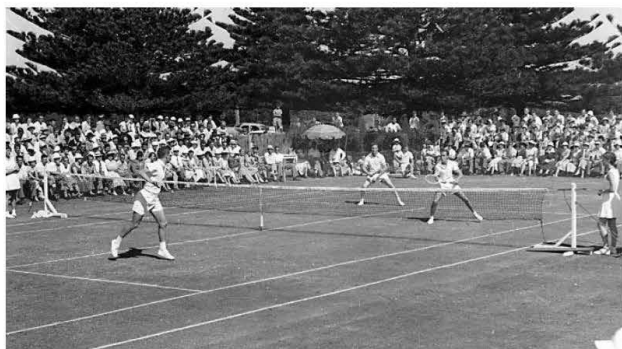
- Create a sporting, recreation & community hub which complements the Lake Pertobe tourism and events zone
- Enhance community health & wellbeing through supporting participation in tennis, lawn bowls, squash & racquetball
- Provide a multi-purpose activity hub with flexible meeting & activity spaces that builds the capacity of the resident clubs and other recreation and community providers
- Increase economic activity through strengthened sports tourism that not only protects the status of current events, but generates an estimated additional \$5m return on investment
- Create a long term community asset that supports existing and new sporting & recreation events in the Lake Pertobe and foreshore zone
- Revitalize an iconic site pivotal to the development of the wider foreshore area
- Creation of additional employment through increased visitation\* year round in the precinct
- Enhance city livability and social cohesion through physical activity

**Double the  
existing \$5m\*  
tennis event  
economic  
benefit**

*\*Economic benefit estimates based on Sports Marketing Australia methodology*

## CURRENT SITE USE & CONSTRAINTS

The site has been home to the Warrnambool Lawn Tennis Club since the late 1940's, and much of the infrastructure has been funded and developed by club members and the buildings are largely in their original state. The present clubhouse dates back to the early 1950's and is recommended for demolition, partly due to asbestos contamination. The building is also inadequate for shared usage with the growing Warrnambool Lawn Tennis Bowls Club.





## SOLUTION

- Redevelopment of Warrnambool Lawn Tennis Club site facing Pertobe Road, to create the 'Pertobe Sporting & Community Hub', comprising the following elements;
  - Connected multipurpose community meeting and program delivery spaces
  - Potential function area upstairs with views over Lake Pertobe
  - 5 x Squash Courts with upper level seating/viewing, and movable walls
  - Capacity for squash court area to be used for other uses
  - Administration offices and Pro Shop zone
  - Commercially lettable areas
  - Full size bowls green, with capacity for additional green
  - New car parking capacity



## SO FAR

- Inside Edge Sport & Leisure Planning report completed in 2015, 'Warrnambool Lawn Tennis Club Future Directions – To 2025'. Report funded by Tennis Australia, Tennis Victoria and Warrnambool City Council community grant.
- MOU developed by Warrnambool Lawn Tennis Club, Warrnambool Lawn Tennis Bowls Club and Action Squash Club, to jointly identify development opportunities and clarify partner expectations
- Project identified as one of ten Tennis Victoria Priority Projects



- Preliminary meetings held with Warrnambool City Council CEO & Recreation Manager
- Submission made to Lake Pertobe Masterplan community consultation process
- Concept plan costings obtained
- Tennis Australia's contacted strategic consultants engaged to provide advice and support to steering group. SMC Strategies have assisted with securing funding for the Geelong Waterfront Safe Harbour Project and Skilled Stadium redevelopment.
- Steering group invited by Council to request funding assistance with development of preliminary business case
- Sports & Recreation Victoria and Regional Development Victoria briefed on project, and preparation of preliminary business case

### **NEXT STEPS**

- Request to Council for funding assistance with preparation of preliminary business case
- Develop preliminary business case in order to progress project

### **KEY PARTNERS**

- Warrnambool City Council
- Victorian Government
- Federal Government
- Tennis Victoria
- Tennis Australia
- Squash Victoria
- Bowls Victoria
- Warrnambool Lawn Tennis Club
- Warrnambool Lawn Tennis Bowls Club
- Action Squash Club
- Warrnambool Tri Club

Warrnambool City Council	
31 MAY 2017	
Ref N*	
Officer	
Scanned Yes / No	Chk



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Warrnambool VIC 3280  
Australia  
T: 0402 079 429  
ABN: 53 253 414 622  
[www.myersplanninggroup.com.au](http://www.myersplanninggroup.com.au)

30 May 2017

Chief Executive  
Warrnambool City Council  
25 Liebig Street  
WARRNAMBOOL VIC 3280

Dear Mr Anson

**RE: DRAFT WARRNAMBOOL CITY COUNCIL 2017-2018 BUDGET**

Thank you for the opportunity to comment on the draft Warrnambool City Council 2017-2018 Budget. We congratulate Council on delivering a responsible budget which not only invests in new and existing infrastructure but provides services which are vital to our community health and wellbeing.

Over the past decade, Warrnambool City Council has undertaken significant investment in the planning of our city, with an emphasis on creating new residential growth areas and planning for the renewal of the City Centre.

As a local consultancy providing town planning services, we work closely with landowners, businesses and developers in delivering a range of small and large-scale development projects across Warrnambool and south-west Victoria. Our projects often support and implement strategic work undertaken by Council.

The recently updated Warrnambool Planning Scheme provides a framework which guides future strategic work to ensure our city continues to be a great place to live, work and invest. In total, the planning scheme contains over 30 'future strategic work' projects. Projects include:

- Preparation of Strategic Framework Plans (for areas such as Allansford).
- Preparation of a Housing Diversity Strategy to guide housing growth in established urban areas.
- Preparation of a study to identify opportunities for sharing of views to the ocean, rivers and surrounding rural areas.
- Preparation of design guidelines to promote high quality design responses that recognise neighbourhood character.
- Investigate methods for addressing the availability of affordable housing.
- Preparation of design guidelines for development within the City Centre.
- Preparation of a car parking strategy for the City Centre.
- Preparation of policy to guide advertising signage in commercial and industrial areas.
- Undertake a review of the Warrnambool Retail Strategy (2007).

We note the draft 2017-2018 Budget allocates approximately \$1.17 million for the delivery of statutory and strategic planning functions (\$70,000 less than allocated in the 2016-2017 Budget).

It is unclear which of the above strategic projects are funded in the draft 2017-2018 Budget. If not funded, we request Council consider the allocation of funds for the preparation of these projects in the 2017-2018 Budget (and subsequent budgets).

In particular, we request funding be allocated to the preparation of a Strategic Framework Plan for the township of Allansford. We are aware of a number of private projects / private investments which are waiting on the preparation of this plan. For example, we recently submitted (on behalf of a landowner) an application to rezone land in Allansford. We understand our application is 'on-hold' pending preparation of a Strategic Framework Plan. The proposal, while modest in scale, will provide additional land supply in Allansford which in turn will assist in providing affordable land in the township. Any further delay to the preparation of a Strategic Framework Plan for Allansford will continue to hinder the development potential of Allansford.

We would be happy to provide further information on this submission if that would assist.

We thank you for your consideration.

Yours sincerely,



**STEVE MYERS**  
Principal Planner



## **5.2 MAYORAL & COUNCILLOR ALLOWANCES REVIEW**

### **PURPOSE**

***The purpose of this report is to set the Mayoral and Councillor Allowances in accordance with section 74 of the Local Government Act 1989 (the Act).***

### **EXECUTIVE SUMMARY**

- In accordance with the Act, Council is required to review and determine the level of Mayoral and Councillor Allowances by 30 June 2017.
- Members of the public have had the opportunity to make a submission to Council under section 223 of the Act in regards to the proposed level of allowances.
- As there were no submissions received in relation to the review and setting of allowances, it is recommended in line with the resolution of Council on 3 April 2017, that Mayoral and Councillor Allowances are set at the top of band for a Category 2 council.

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**MOVED: CR. HULIN**  
**SECONDED: CR. ANDERSON**

**That Council:**

**Retain the Mayoral and Councillor Allowances at the top of band for a Category 2 council i.e. currently set at \$24,730 Councillor Allowance and \$76,521 Mayoral Allowance.**

**CARRIED – 7:0**

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### **BACKGROUND**

In accordance with section 74 of the Act, Council must review and determine the level of Mayoral and Councillor Allowances within the period of 6 months after a general election or by the 30 June, whichever ever is later.

Council is required to propose an allowance level within the limits set by the Minister for Local Government. These limits are reviewed at least once every year and have regard to movements in the levels of remuneration of executives within the meaning of the *Public Administration Act 2004*.

Councils are classified into three categories based on the number of residents in each municipal area and their total recurrent revenue. The Mayoral and Councillor limits set by the Minister vary for each of the three categories. Warrnambool City Council is currently listed as a category 2 council.

The current gazetted allowance limits and ranges effective from the 1 December 2016 for a Category 2 council were Gazetted (G47) on the 24 November 2016, and are set at:

- Mayoral up to \$76,521 per annum
- Councillor \$10,284 to \$24,730 per annum

In addition to the allowance, the Mayor and Councillors also receive an amount equivalent to the superannuation guarantee under Commonwealth taxation legislation which is currently 9.5% of the current set allowance.

### **ISSUES**

At its meeting held on 3 April, 2017, Council agreed to give public notice of its intention to set the allowances at the top of band for Category 2 councils and to invite public submissions as part of a section 223 public consultation process.

Public notice was given in the Warrnambool Standard on 15 April 2017 and posted on Council's website inviting submissions for consideration by Council. No submissions have been received.

Allowances set through this process shall remain in force for the next four financial years.



## COMMUNITY IMPACT/CONSULTATION

Public submissions were invited through notices advertised in the Warrnambool Standard and on Council's website.

## FINANCIAL IMPACT

There are sufficient budget funds in the 2016/2017 budget to enable the Mayoral and Councillor allowances to be set at the maximum level.

Council's decision on allowances will inform future years' budget forecasts during this Council term.

## RISK IMPACT

Failure to review and determinate Mayoral and Councillor Allowances by the 30 June 2017 will result in the Council being in breach of the Act.

## OFFICERS' DECLARATION OF INTEREST

Under section 80C of the Act officers providing advice to Council must disclose any interests, including the type of interest.

No member of Council staff, or other person engaged under a contract, involved in advising on and or preparing this report has declared a direct or indirect interest in relation to the matter of the report.

### **5.3 ACTIVITIES & INITIATIVES 2016/17 – MARCH QUARTER**

#### **PURPOSE**

***This report provides information on progress in achieving the Activities and Initiatives set down for 2016/17 as part of the Budget process.***

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#### **EXECUTIVE SUMMARY**

In order to achieve the objectives established in the Council Plan, a set of Activities and Initiatives are developed for each year of the four-year plan.

Funding allocations to deliver the Activities and Initiatives are outlined in Council's annual Budget and in 2016-2017 there were 158 Activities and Initiatives identified. These actions and initiatives are representative the broad range of the work that is undertaken by Council on behalf of the community.

Council is now reporting to the community at the action and initiative level to provide more information as to the sorts of activity occurring in Warrnambool on behalf of our community.

The introduction of this report, along with changes to the financial reports is a small representation of Council's commitment to improving its transparency to the community.

This attached report provides a series of summaries of activities and initiatives. The report details where activities are up to and details milestones and significant events in the progress to completion across a range of actions and initiatives.

Good progress in the actions continues across all of Council's Key Objective areas.

So far, 25.9% of the program has been fully completed, of the residual actions with 71.5% are on schedule, 1.9% behind schedule and 0.6% being withdrawn due to changes in circumstance or funding.

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**MOVED: CR. CASSIDY**  
**SECONDED: CR. HERBERT**

**That this report be received.**

**CARRIED 7:0**

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**BACKGROUND**

The 2013-2017 Council Plan is the principle planning and directional document of the Council and details the Council strategic objectives and strategies over a 4 year period.

As part of the annual Budget process Council is required to set down the Activities and Initiatives (A&I's) that are to be funded and demonstrate how these A&I's will contribute to achieving the strategic objectives specified in the Council Plan.

This report details the implementation status of the Activities and Initiatives ('A&I's'). Each action has a quick indicator of the current status.

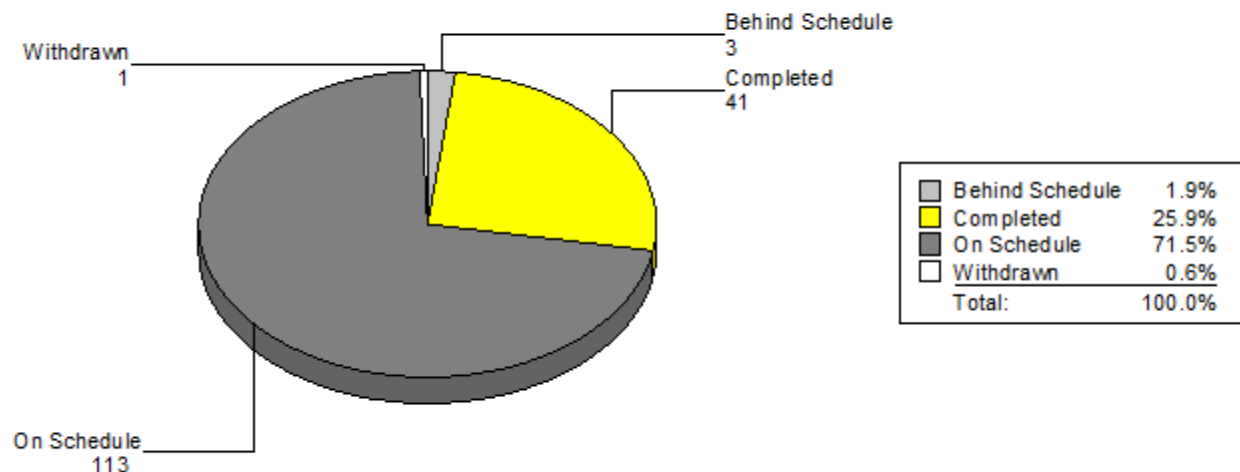
➔ On Schedule     
 ⬇ Behind Schedule     
 ✔ Completed     
 ⊖ Withdrawn

With the development on the new Council Plan 2017 – 2021 and its proposed adoption (scheduled for Council's adoption in June 2017) Council will further refine how it reports to the community on a quarterly basis into the new financial year.

**2016/17 ACTIVITIES AND INITIATIVES OVERVIEW**

The report provides summary comments as to the progress of the 2016/17 A&I's. A copy of the 158 A&I's and indicators, as at 31 March 2017, is attached as **Appendix A** to this report.

As the graph below indicates 71.5% are on schedule, 25.9% have been completed, 1.9% of the A&I's are behind schedule and 0.6% have been withdrawn.



**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports****Activities & Initiatives 2016 - 2017 -****1 A LEADING REGIONAL CITY**

**1.01** Strategy: Govern as a well-planned, researched, accountable, strategic and sustainable Council.

**1.01.01** Strategic Indicator: Ensure statutory compliance with the Local Government Act by delivering all actions in Council's compliance checklist.

✓ 100% **1.01.01.01** Ensure Council's statutory compliance requirements are met and reported in the Local Governance Performance Reporting Framework.

**Reporting Officer:** Peter Utri

**Completion Date:** 30/06/2017

**Report:** Reporting Submitted to Local Government Victoria For LGPRF.

✓ 100% **1.01.01.02** Ensure Council's Annual Report is completed and lodged to meet statutory compliance.

**Reporting Officer:** Peter Utri

**Completion Date:** 30/06/2017

**Report:** The Annual report has been completed, Audited and submitted to the Minister for Local Government. The Annual report has been prepared for Council ratification and distribution to the Public

✓ 100% **1.01.01.03** Facilitate the conduct of the 2016 general elections of Council.

**Reporting Officer:** Anne-Maree Neal

**Completion Date:** 30/06/2017

**Report:** Council's Caretaker Policy was updated and adopted in line with the legislative timeline and LG Act requirements. Administrative caretaker procedures activated and operational across Council during the caretaker period for 2016 elections. VEC contract actioned in line with the agreed service plan. Council elections were successfully undertaken.

**1.01.02** Strategic Indicator: Deliver strategic outcomes as outlined in Council Plan.

➔ 75% **1.01.02.01** Report quarterly on Council Plan achievements.

**Reporting Officer:** Peter Utri

**Completion Date:** 30/06/2017

**Report:** Quarterly reporting is continuing and has been extended to include more detailed Actions and initiatives reporting. A draft suite of KPI's have been set for consideration in the new Council Plan and new Actions and initiatives drafted for public consideration to be advertised from May 3 2017

**1.01.03** Strategic Indicator: Achieve a "low risk" financial sustainability rating by the Victorian Auditor General.

➔ 75% **1.01.03.01** Ensure the annual budget is structured and finances are managed to achieve low risk financial sustainability.

**Reporting Officer:** David Harrington

**Completion Date:** 30/06/2017

**Report:** Preparation of the statutory requirements has commenced and is on track for public exhibition on 1 May.

**1.02** Strategy: Advocate for the city and the Great South Coast region.

**1.02.01** Strategic Indicator: Recognise the Great South Coast Regional Plan and its cross-over with the Council Plan and focus on advocacy efforts accordingly.

➔ 90% **1.02.01.01** Advocate for Council's priority projects for the city and to maximise funding opportunities in accordance with the Advocacy Plan.

**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports****Reporting Officer:** Nick Higgins**Completion Date:** 30/06/2017

**Report:** New advocacy documents are being produced which provide information on the priority advocacy projects as identified by the Council. Recent announcements relating to the advocacy efforts have included the start of the fourth daily return rail service and funding for additional car parking at the railway station.

**1.02.02** Strategic Indicator: Develop and implement an Advocacy Plan for Warrnambool.

✓ 100% **1.02.02.01** Review and update Councils Advocacy Plan.

**Reporting Officer:** Nick Higgins**Completion Date:** 30/06/2017**Report:** Plan updated.

**1.03** Strategy: Enhance community engagement and transparency in Council activities.

**1.03.01** Strategic Indicator: Ensure community engagement and communication initiatives provide a range of options for community involvement.

→ 80% **1.03.01.01** Continue the range of community engagement initiatives particularly in relation into Councils major projects.

**Reporting Officer:** Nick Higgins**Completion Date:** 30/06/2017

**Report:** The City Centre Renewal is a main focus for the Communications Unit. The Unit is assisting with the production of a weekly newsletter, website provision and updates, posters, flyers, banners, media releases and electronic updates which are provided as via email, SMS or eNews. Updates are also included in the monthly C2C newsletter.

**1.04** Strategy: Deliver efficient and effective Council services.

**1.04.01** Strategic Indicator: Provide excellent customer service and implement the Customer Service Strategy and Charter.

→ 80% **1.04.01.01** Expand the range of e-business services available for Councils customers.

**Reporting Officer:** Glendon Dickinson**Completion Date:** 30/06/2017

**Report:** Project control group identified services and items available for inclusion with priorities established. Smart Form program identified as possible initial target has been handed to the Business Improvement Group as a project under this task.

→ 75% **1.04.01.02** Complete review of Council's Customer Service Strategy.

**Reporting Officer:** Glendon Dickinson**Completion Date:** 30/06/2017

**Report:** Review of the current strategy to identify outstanding issues re scheduled to be completed by end May 2017.

→ 75% **1.04.01.03** Expand payment facilities at various Council sites.

**Reporting Officer:** Glendon Dickinson**Completion Date:** 30/06/2017

**Report:** Ongoing discussions held with Finance, IT and Community Services regarding the role out of Corporate Receipting to Archie Graham. Initial training undertaken of Archie Graham staff and awaiting installation of IT equipment. Go live date now mid May.

**1.04.02** Strategic Indicator: Support staff to be innovative and efficient in the delivery of services and consider collaborative and resource sharing opportunities.



**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

➔	75%	<b>1.04.02.01</b>	Embed the Innovation and Efficiency Program across Council. <b>Reporting Officer:</b> Nick Higgins <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Council staff are encouraged through the innovation program to consider or review the way services are delivered to the community. Initiatives or potential efficiencies become part of the Budget process.
		<b>1.04.03</b>	Strategic Indicator: Implement the annual Service Review program and Continuous Improvement principles.
✓	100%	<b>1.04.03.01</b>	Progress to the next stages of the service planning project. <b>Reporting Officer:</b> Darren Barber <b>Completion Date:</b> 30/06/2017 <b>Report:</b> We have developed a new template for A&I and business planning. This is currently being implemented to clearly identify KPI and business unit achievement. The Business Improvement Group is currently researching Corporate Performance Reporting systems for implementation across council. This will utilise service planning, business plan and A&I data for clear and concise reporting across council.
		<b>1.04.04</b>	Strategic Indicator: Consistent review of strategic risk in Council decision making.
✓	100%	<b>1.04.01.02</b>	Commence Stage 1 of the Tree Asset Audit for all council trees. <b>Reporting Officer:</b> Glenn Reddick <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Stage one of a 3 stage program has commenced. Completed December 2016.
✓	100%	<b>1.04.04.01</b>	Report annually to Council on the Risk Management Framework and review of Council's strategic risks. <b>Reporting Officer:</b> Anne-Maree Neal <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Annual report on Risk Management Framework and strategic risks presented to Council September 2016
✓	100%	<b>1.04.04.03</b>	Ensure Warrnambool Regional Airport is maintained and operated in accordance within the applicable Manual of Standards including obstacle control. <b>Reporting Officer:</b> Glenn Reddick <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Airport reporting is operating 100% within the Manual of Standards. Although this action is completed it is an ongoing requirement for the airport to be operated in accordance with the Manual of Standards
		<b>1.04.05</b>	Strategic Indicator: Utilise technological advances to improve service delivery and recognise staff innovations and input into new ideas and change processes.
➔	45%	<b>1.04.05.01</b>	Implement the upgraded electronic data records management system. <b>Reporting Officer:</b> Peter Newell <b>Completion Date:</b> 30/06/2017 <b>Report:</b> WIS-Bang Stage 3 ECM is progressing on schedule. Data conversion has been tested; 4 x archives and the bulk of current db are about to be extracted and loaded into DEV environment in T1. Base configuration is progressing well and is on schedule. "Champions" have been identified. Training materials are being developed / adapted from T1 material.

**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

→	90%	<b>1.04.05.02</b>	Directly connect "remote" offices to Council's network including childcare centres and kindergartens. <b>Reporting Officer:</b> Peter Newell <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Awaiting delivery of new PCs for kinders and childcare centres. Final configuration changes will be made at the same time as the installation of the PCs. Expected to be completed by early May.
↓	25%	<b>1.04.05.03</b>	Complete a review and upgrade of Children and Family Services software. <b>Reporting Officer:</b> Tina McLeod <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Specifications written for tenders to go out. Notification of changes to Harmony software have pushed the project out to be completed in 17/18 budget. Interim measures have been put in place to continue reporting obligations.
		<b>1.04.06</b>	Strategic Indicator: Implement and promote environmentally sustainable practices.
✓	100%	<b>1.04.06.01</b>	Work in partnership with organisations and community for Ride to Work and Walk to Work events. <b>Reporting Officer:</b> Paul Cugley <b>Completion Date:</b> 30/06/2017 <b>Report:</b> All programs undertaken for the year.
→	50%	<b>1.04.06.02</b>	Identify and cost infrastructure options to implement sustainable transport links between Deakin University and the City Centre. <b>Reporting Officer:</b> Paul Cugley <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Audit of existing route has been undertaken and interim and long term improvements have been identified. Need to discuss further with Deakin Uni. Funding application made for works between Deakin and Mahoneys Road.
		<b>1.05</b>	Strategy: Manage our resources responsibly.
		<b>1.05.01</b>	Strategic Indicator: Implement an accountable, sustainable budget and financial strategy.
→	75%	<b>1.05.01.01</b>	Coordinate, prepare and have adopted Council's Annual Budget and Strategic Resource Plan and update Council's Long Term Financial Plan. <b>Reporting Officer:</b> David Harrington <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Preparation of the statutory requirements has commenced and is out for public exhibition.
✓	100%	<b>1.05.01.02</b>	Prepare Council's Annual Financial Statements and lodge with the Minister by 30 September. <b>Reporting Officer:</b> David Harrington <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Annual Report completed and submitted to the Minister for Local Government before the 30 September 2016 deadline.
		<b>1.05.02</b>	Strategic Indicator: Implement processes to ensure Council's research, partnerships and advocacy activities maximise grant funding opportunities to achieve maximum outcomes for the Warrnambool community.
→	75%	<b>1.05.02.01</b>	Seek grant funding opportunities to maximise outcomes for the Warrnambool community. <b>Reporting Officer:</b> Shaun Miller <b>Completion Date:</b> 30/06/2017

**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

			<b>Report:</b>	Grant funding program information circulated across the organisation through EasyGrants Newsletters. Regular engagement with State and Federal departments regarding funding opportunities.
<b>1.05.03</b>			Strategic Indicator: Implement strategies that ensure Council can attract and retain suitable qualified and experienced staff.	
✓	100%	<b>1.05.03.01</b>	Implement a Council-wide corporate training calendar.	
			<b>Reporting Officer:</b>	Darren Barber
			<b>Completion Date:</b>	30/06/2017
			<b>Report:</b>	An updated training calendar for 2017 has been completed and marketing of the program across the organisation has commenced for this calendar year.
✓	100%	<b>1.05.03.02</b>	Promote participation in Councils Learning and Development Plans.	
			<b>Reporting Officer:</b>	Darren Barber
			<b>Completion Date:</b>	30/06/2017
			<b>Report:</b>	A communication strategy has been developed to promote learning and development opportunities across Council for 2017. This training calendar will form part of a new training portal as part of the shared services with local municipalities.
<b>1.05.04</b>			Strategic Indicator: Promote an open and inclusive workplace culture where individuals are supported to reach their potential.	
✓	100%	<b>1.05.04.01</b>	Develop an environment where staff have access to internal professional development opportunities that supports career progression (eg. acting roles, secondments, internal leadership programs, managers forum and internal mentors).	
			<b>Reporting Officer:</b>	Darren Barber
			<b>Completion Date:</b>	30/06/2017
			<b>Report:</b>	The corporate training calendar incorporates professional development for the next 12 months including leadership opportunities - Management Challenge, XLP, Emerging Leaders and Leadership GSC. Numerous opportunities arise over the year for secondment and acting roles at all levels of the organisation.
➔	85%	<b>1.05.04.02</b>	Implement a staff performance assessment process utilising an IT platform.	
			<b>Reporting Officer:</b>	Darren Barber
			<b>Completion Date:</b>	30/06/2017
			<b>Report:</b>	The new Talent Management System testing is completed and Manager training will commence on 27 April 2017. Full implementation will be completed by 30 June.
<b>1.05.05</b>			Strategic Indicator: Comply with the requirements of Council's Asset Management Plan.	
➔	20%	<b>1.05.05.01</b>	Develop, review and update Asset Management Plan/s as guided by the Asset Management Improvement Plan including an audit of assets.	
			<b>Reporting Officer:</b>	John Finnerty
			<b>Completion Date:</b>	30/06/2017
			<b>Report:</b>	Review of Asset Management Plans is underway with Bridges currently out for public comment. Existing plans are at a variety of different stages and the aim is to have three completed this year.
<b>1.06</b>			Strategy: Foster regional collaboration and coordination to improve social, economic and health outcomes for residents living across the Great South Coast.	
		<b>1.06.01</b>	Strategic Indicator: Strengthen Council's contribution to Great South Coast initiatives and projects.	



**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

- ✓ 100% **1.06.01.01** Contribute to the major review of the Great South Coast Group.  
**Reporting Officer:** Peter Utri  
**Completion Date:** 30/06/2017  
**Report:** The review of the Great South Coast Group has been undertaken and a series of recommendations on the structure of the pillars and the group have been put forward for implementation.
- ✓ 100% **1.06.01.02** Advocate for Council's priority projects within the Great South Coast Group.  
**Reporting Officer:** Peter Utri  
**Completion Date:** 30/06/2017  
**Report:** Review complete. Great South Coast Group reformed under new guise and meeting regularly. Warrnambool is playing an important role in establishing regional priorities and is advocating on a number of issues to other levels of government via this group.
- 1.06.02** Strategic Indicator: Support, advocate and contribute to the Great South Coast Regional Plan.
- 75% **1.06.02.01** Ensure Council's priority projects are included in the Great South Coast Regional Advocacy Plan.  
**Reporting Officer:** Andrew Paton  
**Completion Date:** 30/06/2017  
**Report:** Council is represented on the GSC Board and GSC Regional Partnerships.
- 1.06.03** Strategic Indicator: Improve service co-ordination across the region.
- 85% **1.06.03.01** Explore shared services opportunities with neighbouring municipalities.  
**Reporting Officer:** Peter Utri  
**Completion Date:** 30/06/2017  
**Report:** Banking tender closed and being assessed. Awaiting outcomes on funding application to local government Victoria in relation to a shared IT services investigation centred around the combined use of Tech one in Corrangamite, Moyne and Warrnambool. Work continues in relation to the shared training program between the five South West Coast Councils.

**2 A SUSTAINABLE CITY**

- 2.01** Strategy: Aim to be a leading recycler and environmentally sustainable organisation.
- 2.01.01** Strategic Indicator: Implement purchasing programs and retrofitting buildings for sustainable energy as outlined in Council's Climate Change Action Plan.
- 50% **2.01.01.01** Implement priority actions from the Civic Precinct Smart Buildings project.  
**Reporting Officer:** Lauren Schneider  
**Completion Date:** 30/06/2017  
**Report:** The Smart Buildings program is coordinated by the Smart Buildings Working Group. Actions from the Civic Precinct Smart Buildings project are implemented each year as subject to budget funding.
- ✓ 100% **2.01.01.02** Incorporate demonstrable sustainability measures into Council's Building maintenance program.  
**Reporting Officer:** Paul Wickson  
**Completion Date:** 30/06/2017



**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

			<b>Report:</b> A number of energy saving measures have been introduced including solar panels on various buildings, solar lighting, water tanks and energy saving measures such as low energy lighting and appliances. Although this action is completed, efforts are ongoing
➔	0	<b>2.01.01.03</b>	Increase utility efficiency through the implementation of trend monitoring software at the Lighthouse Theatre. <b>Reporting Officer:</b> Michael Frawley <b>Completion Date:</b> 30/06/2017
		<b>2.01.02</b>	Strategic Indicator: Continue to improve staff knowledge and awareness of sustainability initiatives that reduce Council's carbon footprint through Council's Green Environment Team.
➔	75%	<b>2.01.02.01</b>	Adopt guidelines on alternative design considerations and materials that will deliver more sustainable infrastructure. <b>Reporting Officer:</b> Paul Cugley <b>Completion Date:</b> 30/06/2017 <b>Report:</b> IDM Guideline completed and shared with Green Environment Team. Currently investigating foam bitumen treatments for industrial roads. LED Lights are being specified for new developments and Council lighting.
➔	75%	<b>2.01.02.02</b>	Allocate funding to facilitate sustainability projects and initiatives relevant to Council operations through Council's Green Environment Team. <b>Reporting Officer:</b> Lauren Schneider <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Green Environment Team Grants are available on a yearly basis subject to budget funding.
➔	75%	<b>2.01.02.03</b>	Implement staff education and development in sustainability initiatives and practices through Council's Green Environment Team. <b>Reporting Officer:</b> Lauren Schneider <b>Completion Date:</b> 30/06/2017 <b>Report:</b> The Green Environment Team continues to successfully implement sustainability education and development for staff and Council buildings.
		<b>2.01.03</b>	Strategic Indicator: Implement works that protect our natural environment and biodiversity.
➔	30%	<b>2.01.03.01</b>	Implement a staged beach access renewal and risk mitigation program. <b>Reporting Officer:</b> Rohan Mckinnon <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Worm Bay Road beach access is scheduled for full replacement. Concepts have been developed and working group established to guide implementation. A design consultant will be appointed shortly to progress the design of the access system.
➔	75%	<b>2.01.03.02</b>	Undertake and promote biodiversity enhancements in accordance with the Revegetation Policy and Guidelines 2016. <b>Reporting Officer:</b> Lauren Schneider <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Council is continuing to implement the Revegetation Policy and Guidelines. The Natural Environment Working Group meetings, facilitated by the City Sustainability team, enable a coordinated approach across Council.
➔	75%	<b>2.01.03.03</b>	Oversee the management and implementation of the Middle Island Project. <b>Reporting Officer:</b> Lauren Schneider <b>Completion Date:</b> 30/06/2017

**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

			<b>Report:</b>	Council continues to oversee the implementation of the Middle Island Project. This includes coordinating the Middle Island Working Group, seeking ongoing funding and assisting with the project.
→	50%	<b>2.01.03.04</b>		Prepare a Vegetation Precinct Plan for the Warrnambool Foreshore in accordance with State Government Guidelines. <b>Reporting Officer:</b> Lauren Schneider <b>Completion Date:</b> 30/06/2017 <b>Report:</b> The Warrnambool Coastal Vegetation Plan is currently under review. This review will provide a framework for recommendations in relation to management of vegetation within the Warrnambool Foreshore.
		<b>2.01.04</b>		Strategic Indicator: Work in partnership with local businesses, organisations and the community to promote and implement environmentally sustainable initiatives.
→	40%	<b>2.01.04.01</b>		Facilitate Smart Living and Building Design Workshops. <b>Reporting Officer:</b> Lauren Schneider <b>Completion Date:</b> 30/06/2017 <b>Report:</b> A presentation on sustainable dwelling design was a feature of the 2017 Sustainable Living Festival.  A program for Smart Living and Building Design events is being developed for the 2017/2018 year.
✓	100%	<b>2.01.04.02</b>		Facilitate the Community Development Fund for sustainability and environmental projects. <b>Reporting Officer:</b> Kristyn McCaskill <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Community Development Fund 2016/2017 funded 4 sustainability and environment projects.
		<b>2.02</b>		Strategy: Protect, enhance and improve access to our coastal reserves and waterways.
		<b>2.02.01</b>		Strategic Indicator: Adopt and implement key initiatives from the Coastal Management Plan and Vegetation Management Plan.
✓	100%	<b>2.02.01.01</b>		Implement beach access renewal and risk mitigation program. <b>Reporting Officer:</b> Lauren Schneider <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Council was unsuccessful in an application to the State Governments Coastal Risk Mitigation funding for implementation of the Coastal Access Capital Works Program 16/17.
✓	100%	<b>2.02.01.02</b>		Seek funding to assist in implementation actions of the Coastal Management Plan and Vegetation Management Plan. <b>Reporting Officer:</b> Lauren Schneider <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Council was unsuccessful in its funding application to State Government's Coastal Risk Mitigation Program for the implementation of its Coastal Access Audit Capital Plan. Council was successful in gaining funding through the Climate Change Fund to undertake Stage 1 of a Local Coastal Hazard Assessment.
→	65%	<b>2.02.01.03</b>		Implement the Moyjil-Point Ritchie Conservation Management Plan to guide the protection and management of the site. <b>Reporting Officer:</b> Lauren Schneider <b>Completion Date:</b> 30/06/2017

**Activities & Initiatives 2016 - 2017**  
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- Report:** The Moyjil Project Committee has commenced implementation of priority actions set out in the Conservation Management Plan. Actions include the formalisation of the Committee governance structure and the Moyjil Point Ritchie Procedures Manual.
- 2.02.02** Strategic Indicator: Undertake programs that enhance the health of our rivers and wetland systems.
- 80% **2.02.02.01** Support the MAD for the Merri Committee and host the Warrnambool & District Landcare Network Facilitator.  
**Reporting Officer:** Lauren Schneider  
**Completion Date:** 30/06/2017  
**Report:** Council continues to support the MAD for the Merri Committee and host the Warrnambool & District Landcare Network Facilitator.
- 50% **2.02.02.02** Support the community in undertaking appropriate and valuable restoration projects along our rivers and wetlands.  
**Reporting Officer:** Lauren Schneider  
**Completion Date:** 30/06/2017  
**Report:** Council is continuing to support community projects along our waterways. This is being undertaken through support of the Warrnambool District Landcare Facilitator role and through the implementation of Council's Revegetation Policy and Guidelines.
- 2.02.03** Strategic Indicator: Review the combined needs of all users of lady bay including safer boating facilities and provide for a sustainable future.
- ↓ 50% **2.02.03.01** Progress masterplan for safer boating facilities in preparedness for funding application.  
**Reporting Officer:** Rohan Mckinnon  
**Completion Date:** 30/06/2017  
**Report:** Functional design for the Port of Warrnambool safer boating facilities has been completed and funding application submitted to the State Government for consideration. The funding application for safer boating facilities was unsuccessful. The Foreshore Precinct Framework Plan is nearing exhibition which provides context of the proposed Port of Warrnambool facilities with regards to the surrounding area and uses. A funding application will need to be made next year.
- 20% **2.02.03.02** Implement priority actions from the Coastal Management Plan relating to access points along the coast.  
**Reporting Officer:** Lauren Schneider  
**Completion Date:** 30/06/2017  
**Report:** Council received State Government funding for the implementation of the Coastal Access Capital Works Program.
- 2.03** Strategy: Promote sustainable transport systems.
- 2.03.01** Strategic Indicator: Implement key actions from Council's Sustainable Transport Strategy.
- 85% **2.03.01.01** Implement works programs consistent with the Sustainable Transport Strategy for pedestrians and bicycles.  
**Reporting Officer:** Paul Cugley  
**Completion Date:** 30/06/2017  
**Report:** Footpath works completed in Bromfield St Mortlake Road and Drummond St
- 80% **2.03.01.02** Monitor and report to Council usage data for key sustainable transport routes.  
 On Road Bike Lanes completed in City Centre



**Activities & Initiatives 2016 - 2017**  
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**Reporting Officer:** Paul Cugley  
**Completion Date:** 30/06/2017  
**Report:** Following to date has been audited.

- Safe Routes to school
- Botanic Precinct
- East Precinct
- All school crossings
- Forshore Promenade

→ 75% **2.03.01.03** Implement the Healthy Moves Program and support local walking and cycling groups.

**Reporting Officer:** Paul Cugley  
**Completion Date:** 30/06/2017  
**Report:** 2016 Healthy Moves program has been completed. 2017 Program has commenced with 10 schools

**2.03.02** Strategic Indicator: Pursue funding to implement key actions relating to sustainable transport as outlined in the City Centre Revitalisation Plan including rail, bus, cycling and trails initiatives.

**2.03.03** Strategic Indicator: Advocate for renewal of the Warrnambool Railway Precinct to facilitate improved traffic flow, parking and accessibility and implement actions from the Railway Station Precinct Plan.

→ 75% **2.03.03.01** Establish the Railway Precinct Carpark facility.

**Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2017  
**Report:** MOU with VicTrack has been executed. Design work under way.

**2.04** Strategy: Create natural and open space environments in Warrnambool.

**2.04.01** Strategic Indicator: Adopt and implement an Open Space Strategy for Warrnambool.

→ 60% **2.04.01.01** Seek funding and allocate resources to implement actions from Open Space Strategy.

**Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2017  
**Report:** Funding is being sought on an on-going basis for open space initiatives.

**2.04.02** Strategic Indicator: Ensure new growth areas in Warrnambool cater effectively for the public open space needs of residents in accordance with growth area structure plans and the Warrnambool Open Space Strategy.

→ 60% **2.04.02.01** Align open space requirements from new developments with Councils Open Space Strategy, structure plans and development plans.

**Reporting Officer:** Lauren Schneider  
**Completion Date:** 30/06/2017  
**Report:** The Open Space Strategy is considered during the assessment and preparation of development plans and structure plans on an on-going basis.

**2.04.03** Strategic Indicator: Improve accessibility to Warrnambool's parks and open spaces by improving linkages, trails etc. and ensuring adequate infrastructure in local neighbourhoods in accordance with the Warrnambool Open Space Strategy.

✓ 100% **2.04.03.01** Implement Councils Small Infrastructure projects to improve linkages within the municipality.

**Reporting Officer:** David Harrington  
**Completion Date:** 30/06/2017

**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

- Report:** The 2016/17 projects have been prioritised and allocated. The delivery of these projects has been passed to the relevant business manager to implement.
- 2.04.04** Strategic Indicator: Mitigate growth area impacts on existing residential locations.
- 25% **2.04.04.01** Acknowledge the infrastructure needs of existing residential neighbourhoods and balance with the needs of new growth areas.
- Reporting Officer:** Scott Cavanagh
- Completion Date:** 30/06/2017
- Report:** Continuing to assess and implement plans for existing and new infrastructure. Existing infrastructure programs include footpath and road safety.
- Infrastructure renewal funding gap of \$2 - \$3 M per annum is restricting ability to maintain existing service quality and standards.
- Major infrastructure includes Simpson Street Drainage and Russells Creek Floodwalls.
- 2.05** Strategy: Increase access to sustainability initiatives for the community and Council.
- 2.05.01** Strategic Indicator: Promote and facilitate opportunities for the community to take advantage of National, State and local environmental initiatives.
- ✓ 100% **2.05.01.01** Seek funding to explore the feasibility of waste to energy technology for Warrnambool.
- Reporting Officer:** Glenn Reddick
- Completion Date:** 30/06/2017
- Report:** Funding was sought through the Federal Governments Jobs and Innovation initiative. Unfortunately the application was not successful
- 2.05.02** Strategic Indicator: Seek the support of appropriate agencies to ensure the Warrnambool community has access to contemporary and innovative sustainability programs.
- ✓ 100% **2.05.02.01** Facilitate the Sustainable Living Festival.
- Reporting Officer:** Lauren Schneider
- Completion Date:** 30/06/2017
- Report:** The Sustainable Living Festival 2017 occurred on 24 and 25 February. This years festival included the introduction of the Schools Day and the Roubaix (sustainable transport). The festival provided an opportunity for engagement with the local community on environmental and sustainable practices, events, groups and products.
- 75% **2.05.02.02** Quarterly distribution of the Smart Living Newsletter including any information for opportunities for grants or rebates.
- Reporting Officer:** Lauren Schneider
- Completion Date:** 30/06/2017
- Report:** Ongoing. Council publishes the Smart Living Newsletters quarterly. The newsletter provides information on upcoming events, current projects and upcoming funding opportunities.
- 2.06** Strategy: Balance financial viability with environmental sustainability.
- 2.06.01** Strategic Indicator: Implement plans and strategies that improve Warrnambool's environmental sustainability and achieve efficiency gains.
- 40% **2.06.01.01** Implement the bore and irrigation project at Brierly Reserve.
- Reporting Officer:** Rohan Mckinnon
- Completion Date:** 30/06/2017

**Activities & Initiatives 2016 - 2017**  
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- Report:** Detailed Irrigation plans will be completed before Easter, with quotation sought for perspective suppliers. Ppower upgrade works have been referred to Powercor for completion.  
Bore and internal power upgrade are being priced.
- 70% **2.06.01.02** Seek funding to implement Council's Climate Change Action Plan.  
**Reporting Officer:** Lauren Schneider  
**Completion Date:** 30/06/2017  
**Report:** Council's Climate Change Action Plan 2012 is due for review in 2017/2018.
- Council has received significant funding from the State Government through the Climate Change Fund Program and commenced stage 1 of the Barwon South West Local Coastal Hazard Assessment, a partnership project between four Councils, two Coastal Committees of Management and the State Government.
- 80% **2.06.01.03** Review Councils Environmental Sustainability Strategy.  
**Reporting Officer:** Lauren Schneider  
**Completion Date:** 30/06/2017  
**Report:** The Green Warrnambool Report completed in 2016 is a review of the Environmental Sustainability Strategy and provides a summary of key highlights and achievements of the Environmental Sustainability Strategy 2008-2013. The Green Warrnambool Report will inform the development of the next Environmental Sustainability Strategy.
- 80% **2.06.01.04** Participate in the Climate Resilient Communities of the Barwon South West Project with the aim of embedding climate change adaptation in council operations.  
**Reporting Officer:** Lauren Schneider  
**Completion Date:** 30/06/2017  
**Report:** The Climate Resilient Communities of the Barwon South West Project is ongoing. A Climate Change Adaptation Plan is currently being developed and will integrate the Climate Change Action Plan 2012 and other relevant plans and policies as appropriate.
- 2.07** Strategy: Manage Council assets in a sustainable manner.
- 2.07.01** Strategic Indicator: Review and update Council's renewal funding model to ensure Council adequately funds asset replacement and maintenance while considering Council's risks.
- 70% **2.07.01.01** Review and update Council's 10 Year Capital Works Renewal Plan, incorporating renewal, upgrade and new projects.  
**Reporting Officer:** John Finnerty  
**Completion Date:** 30/06/2017  
**Report:** This review is underway and being completed in conjunction with the review of Asset Management Plans. 15 year renewal gap is in excess of \$50M and annual shortfalls approximately between \$2-\$3M.
- 70% **2.07.01.02** Develop an Asset Accounting Policy providing guidance for capitalisation, depreciation and valuations.  
**Reporting Officer:** John Finnerty  
**Completion Date:** 30/06/2017  
**Report:** An Asset Accounting Policy is under development, with a first draft having been prepared and reviewed by Finance.



**Activities & Initiatives 2016 - 2017**  
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- 80% **2.07.01.03** Participate in the Climate Resilient Communities of the Barwon South West Project with the aim of embedding climate change adaptation in council operations.  
**Reporting Officer:** Lauren Schneider  
**Completion Date:** 30/06/2017  
**Report:** The Climate Resilient Communities of the Barwon South West Project is ongoing. A Climate Adaptation Plan is currently being developed and will integrate the Climate Change Action Plan 2012 and other relevant plans and policies as appropriate.

**3 A LIVEABLE CITY****3.01** Strategy: Improve community health, wellbeing and safety.**3.01.01** Strategic Indicator: Work in partnership with others across the Great South Coast to address the significant health and wellbeing issues that impact on our communities.

- 75% **3.01.01.01** Advocate for resources to address regional health and wellbeing priorities.  
**Reporting Officer:** Lisa McLeod  
**Completion Date:** 30/06/2017  
**Report:** WCC has successfully attracted external funding for key priority areas including promoting water as the drink of choice and change to walking behaviours. Council staff continue to collaborate with and advocate in partnership with the South West Primary Care Partnership, Regional Justice, Department of Health and Human Services to confirm, increase awareness of and attract resources to address shared health and wellbeing priorities.
- 3.01.02** Strategic Indicator: Work in partnership with the local community to address the significant health and wellbeing issues that impact the Warrnambool community as outlined in the Warrnambool Health and Wellbeing Plan 2013 - 2017.
- 60% **3.01.02.01** Review and evaluate the Warrnambool Health and Wellbeing Plan 2013 - 2017.  
**Reporting Officer:** Lisa McLeod  
**Completion Date:** 30/06/2017  
**Report:** A review of the policy context and analysis of health and wellbeing trends is underway with the support of SW Primary Care Partnership. This review will feed into a health partners forum in July.

- 75% **3.01.02.02** Engage with partners and the community to commence development of the Warrnambool Health and Wellbeing Plan for 2017 - 2021.  
**Reporting Officer:** Lisa McLeod  
**Completion Date:** 30/06/2017  
**Report:** Community engagement to inform the review of the Health and Wellbeing Plan 2013-2017 is being undertaken as part of the Warrnambool 2040 Community Plan Phase 1 engagement from April to June. A partners forum will be hosted after the community engagement is completed to share the learnings and determine the revisions needed. South West PCP is supporting Council's process by providing data trends analysis and a review of Health and Wellbeing policy to inform the review.

- 50% **3.01.02.03** Embed the Healthy Achievement Standards within Early Years Settings.  
**Reporting Officer:** Tina McLeod  
**Completion Date:** 30/06/2017

**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

		<b>Report:</b>	Healthy Achievement standards are supported through the Early Years Services with the roll out of the Stephanie Alexander Kitchen Garden Programs Project, across all 13 sites.
	<b>3.01.03</b>	Strategic Indicator: Implement the Municipal Road Safety Strategy to improve road safety in the community.	
→	75%	<b>3.01.03.01</b>	Identify and implement road safety improvements (minor works) in accordance with the Road Safety Audits. <b>Reporting Officer:</b> Paul Cugley <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Works program developed to undertake works. Current funding was used to subsidise other road safety projects Lighting improvements at Daltons/Bromfield and Laverock / Woodend Intersections and signage improvements at Mahoneys Rd
✓	100%	<b>3.01.03.02</b>	Review Blackspot and TAC funding opportunities with VicRoads. <b>Reporting Officer:</b> Paul Cugley <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Review of projects has been undertaken. Following projects have been submitted for funding Blackspot Timor and Kelp St Intersection TAC Koroit St Pedestrian Crossing City Centre Speed Reduction and Traffic Calming
	<b>3.01.04</b>	Strategic Indicator: Work with the CFA to promote fire safety and implement the Municipal Fire Prevention Plan.	
✓	100%	<b>3.01.04.01</b>	Implement actions from the Municipal Fire Prevention Plan. <b>Reporting Officer:</b> Glenn Reddick <b>Completion Date:</b> 30/06/2017 <b>Report:</b> All actions have been implemented.
	<b>3.01.05</b>	Strategic Indicator: Maintain a contemporary Municipal Emergency Management Plan.	
→	40%	<b>3.01.05.01</b>	Finalise documentation for the Municipal Flood Emergency Plan. <b>Reporting Officer:</b> Justin Hinch <b>Completion Date:</b> 30/06/2017 <b>Report:</b> A draft plan being finalised by lead agency VICSES, to be circulated to Council and other emergency management agencies for review.
→	75%	<b>3.01.05.02</b>	Complete annual review of the Municipal Emergency Management Plan. <b>Reporting Officer:</b> Justin Hinch <b>Completion Date:</b> 30/06/2017 <b>Report:</b> The plan is being re-written to align with recent emergency management policy updates. The revised plan will be presented to the Municipal Emergency Management Planning Committee for endorsement before being presented to Council for information.
	<b>3.01.06</b>	Strategic Indicator: Participate in regional community safety initiatives.	
→	75%	<b>3.01.06.01</b>	Review emerging road safety and traffic management issues in consultation with Victoria Police and VicRoads. <b>Reporting Officer:</b> Paul Cugley <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Last meet in October 2016. Scheduled to meet in April 2017.
✓	100%	<b>3.01.06.02</b>	Complete a review of the Warrnambool Road Users Plan.

**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports****Reporting Officer:** Paul Cugley**Completion Date:** 30/06/2017**Report:** Internal review of Current Users Plan has been completed. Funding to update plan has been successful and project will commence in the coming months.**3.02** Strategy: Develop and support sport and recreation activities to promote healthy lifestyles and community wellbeing.**3.02.01** Strategic Indicator: Increase participation in sport and recreation programs.→ 25% **3.02.01.01** Complete the East Parks project.**Reporting Officer:** Russell Lineham**Completion Date:** 30/06/2017**Report:** Detailed design for the park infrastructure is underway. Tenders for the lighting component has been awarded and works program being developed.→ 75% **3.02.01.02** Deliver the Active Hub initiative in different parts of the City.**Reporting Officer:** Lisa McLeod**Completion Date:** 30/06/2017**Report:** The Active Hub trailer and games have been utilised at the Civic Green daily during January and on the Main Beach as part of Council's Beach Fest Program from 9 - 12 January. A series of Active Hub events in local neighbourhood parks is being planned for "ACTIVE Autumn" in April and May.→ 75% **3.02.01.03** Grow the usage of the Connect Warrnambool website and Facebook page by 10%.**Reporting Officer:** Lisa McLeod**Completion Date:** 30/06/2017**Report:** Since Sept 2016 the number of registered clubs and groups on the The Connect Warrnambool database hosted at [www.connectwarrnambool.com.au](http://www.connectwarrnambool.com.au) has grown by around 5% from 198 to 212 clubs and groups, across 22 sectors (from community groups, sport & recreation, to art groups & service clubs) From September 2016 to April 2017 Facebook Page has grown from 3500 to 4433 likes and averages 6000 engagements\* per month (likes, clicks & shares).→ 50% **3.02.01.04** Grow overall participation in sport and aquatic programs at Council operated facilities by 3%.**Reporting Officer:** Russell Lineham**Completion Date:** 30/06/2017**Report:** Focus is on achieving growth targets in both Gymnastics (Warrnambool Stadium) and Learn to Swim (AquaZone), Both programs exceeding targets at this stage.**3.02.02** Strategic Indicator: Implement initiatives and review the Warrnambool Recreation Plan 2007 - 2017.→ 35% **3.02.02.01** Develop the 2017 - 2027 Sport, Recreation and Physical Activity Strategy.**Reporting Officer:** Kim White**Completion Date:** 30/06/2017**Report:** On track. The second stage of the project commenced in February. Governance arrangements for the project were endorsed. Inaugural meetings of the Project Control Group and Internal Reference Groups have occurred. The external reference group meeting is planned for the end of April. The first stage of consultation will occur in conjunction with Warrnambool 2040 engagement from April to June.



**Activities & Initiatives 2016 - 2017**  
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- 50% **3.02.02.02** Complete the following community infrastructure projects; East Warrnambool Neighbourhood Parks, Brierly Reserve Master Plan Stage 2 (bore reestablishment and oval irrigation), Dennington Recreation Reserve Pavilion Redevelopment and Friendly Societies Park Sport Ground Lighting Redevelopment.  
**Reporting Officer:** Kim White  
**Completion Date:** 30/06/2017  
**Report:** E.Wmbl Park. Works to commence in 2017 in conjunction with Simpson St works to racecourse. Brierly Reserve bore & ground irrigation detailed design, underway. Works due to start post Cricket season May 2017. Dennington Rec Reserve. Procurement underway & bldg works commence June 2017. Friendly Societies Lighting Redevelopment detailed design underway.
- 75% **3.02.02.03** Complete the Lake Pertobe Master Plan and develop an implementation plan.  
**Reporting Officer:** Kim White  
**Completion Date:** 30/06/2017  
**Report:** The draft master plan is currently being considered by the community until 24 April. Over 200 people called in to the listening post held at the Fresh Market in early April and over 40 submissions have been submitted on yoursay.
- 3.02.03** Strategic Indicator: Develop a Strategic Plan for the future use of Reid Oval.  
✓ 100% **3.02.03.01** Complete the Reid Oval Development Plan and commence planning for its implementation.  
**Reporting Officer:** Kim White  
**Completion Date:** 30/06/2017  
**Report:** The plan was endorsed by Council in February. A bid of \$100,000 to commence the detailed design process is being considered as part of the 2017/18 budget.
- 3.03** Strategy: Develop and support cultural activities that provide opportunities to celebrate, engage and participate in creative and artistic endeavours.
- 3.03.01** Strategic Indicator: Increase participation in Council's cultural programs.  
→ 25% **3.03.01.01** Support ongoing Creative Victoria funding partnership by developing audience development strategies and plans for the Lighthouse Theatre and Warrnambool Art Gallery.  
**Reporting Officer:** Russell Lineham  
**Completion Date:** 30/06/2017  
**Report:** Both services are working on their audience development plans which are the funder's requirement for 2016/17
- 50% **3.03.01.02** Complete the Museum Accreditation Program for the Warrnambool Art Gallery.  
**Reporting Officer:** Russell Lineham  
**Completion Date:** 30/06/2017  
**Report:** Stage 1 of the process is complete: Accreditation reports submitted and first inspection held. WAG to submit further information as requested.
- 3.03.02** Strategic Indicator: Work with local networks and organisations to promote cultural development across Warrnambool through the Creative Warrnambool Network.  
✓ 100% **3.03.02.01** Work with local networks and organisations as part of the Creative Warrnambool Network.  
**Reporting Officer:** Russell Lineham  
**Completion Date:** 30/06/2017  
**Report:** Council continues to work with the Creative Arts Network and staff, and also provides additional support in helping artists within our sub-region to update the Arts Atlas

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	<b>3.03.03</b>	Strategic Indicator: Strengthen partnerships and support cultural initiatives of the Warrnambool community.
→	75%	<b>3.03.03.01</b> Work in partnership with Local Aboriginal groups to increase the interpretation of local stories and places for the enrichment of community and tourism understanding and respect. <b>Reporting Officer:</b> Andrew Paton <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Engagement occurring with Local Indigenous Groups to inform the renewal of the Flagstaff Hill Maritime Village precinct, including a Welcome to Country initiative.
<b>3.04</b>		Strategy: Invest in and create opportunities for children and young people to reach their potential and participate fully in society.
	<b>3.04.01</b>	Strategic Indicator: Work in partnership to address low levels of educational attainment across the region by implementing the Great South Coast Beyond the Bell Regional Action Plan.
✓	100%	<b>3.04.01.01</b> Support the Beyond The Bell Warrnambool LAG with both backbone support and officer participation for Great South Coast Educational Attainment Project ("Beyond the Bell"). <b>Reporting Officer:</b> Vikki King <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Backbone support in place at the Local Area Group, and representation is in place at all 3 levels of the BTB Organisation. Membership has increased 10 fold, and funding & actions rolling out
	<b>3.04.02</b>	Strategic Indicator: Work with the local community to address low levels of educational attainment across Warrnambool by leading the implementation of the Great South Coast Beyond the Bell Warrnambool Community Action Plan.
→	85%	<b>3.04.02.01</b> Review and implement the Warrnambool Community Action Plan for Beyond the Bell. <b>Reporting Officer:</b> Vikki King <b>Completion Date:</b> 30/06/2017 <b>Report:</b> BTB Board now elected and established; Structure under review. BTB Local Area Group each working on top priority projects, Early Years Literacy and Social Wellbeing.
	<b>3.04.03</b>	Strategic Indicator: Work to improve the integration and effectiveness of Council programs driving improvement in educational attainment across the City.
→	50%	<b>3.04.03.01</b> Continue to participate in the local and regional Early Year's Alliance(s). <b>Reporting Officer:</b> Tina McLeod <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Participation from Early Years staff through the GSCEYN and the Child Family Alliance continues on a monthly basis, meetings held from governance to practitioner levels are supported across the Children's and Family Services Team.
→	60%	<b>3.04.03.02</b> Continue to deliver the Indigenous Language in Preschools Project. <b>Reporting Officer:</b> Tina McLeod <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Two Indigenous workers have been contracted to train and teach the language, ensuring it is embedded across a number of sites on a sustainable basis longer term.
✓	100%	<b>3.04.03.03</b> Review the Early Years Client Journey Project and establish an action plan. <b>Reporting Officer:</b> Tina McLeod <b>Completion Date:</b> 30/06/2017



**Activities & Initiatives 2016 - 2017**  
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- Report:** The findings of the review are now informing the next stage of focus for the Beyond The Bell Local Area Group's Social Wellbeing, and Early Year's Literacy working groups.
- 60% **3.04.03.04** Continue to work in partnership with the Schools Network to assist the community with kinder and school readiness.  
**Reporting Officer:** Tina McLeod  
**Completion Date:** 30/06/2017  
**Report:** Training is being rolled out from the Department of Education for all Early Years services and schools to improve transition to schools for children. Relevant WCC staff are attending
- 3.05** Strategy: Take the next steps to improving the quality of public library services in Warrnambool.
- 3.05.01** Strategic Indicator: Advocate for a new joint use Library and Learning Centre for Warrnambool.
- 75% **3.05.01.01** Progress the business case for the Joint Use Library and Learning Centre.  
**Reporting Officer:** Russell Lineham  
**Completion Date:** 30/06/2017  
**Report:** Funds now in place to commence the negotiation and development of the business case for the Joint Use Library Centre. Council will be actively liaising with all key stakeholders including South West TAFE and the State Government.
- 50% **3.05.01.02** Participate and drive strategy with Corangamite Regional Library Corporation.  
**Reporting Officer:** Russell Lineham  
**Completion Date:** 30/06/2017  
**Report:** Council representatives on the Corporation Board have been actively engaged in developing the Board's New Draft Library Plan for the next four years
- 3.06** Strategy: Deliver high quality community services that strengthen client health and wellbeing.
- 3.06.01** Strategic Indicator: Achieve external accreditation in all Community Services areas against relevant legislation and industry standards.
- 3.07** Strategy: Promote an inclusive, connected, diverse and resilient community.
- 3.07.01** Strategic Indicator: Celebrate volunteer participation throughout the Warrnambool community.
- 75% **3.07.01.01** Support local volunteer involving organisations to recognise and celebrate volunteerism.  
**Reporting Officer:** Richard Stone  
**Completion Date:** 30/06/2017  
**Report:** Volunteer connect is working with local organisations to celebrate volunteering as part of volunteer week in May
- 3.07.02** Strategic Indicator: Address the high levels of family violence within our community by promoting improved gender equity in aspects of community life.
- 75% **3.07.02.01** Implement the actions of the Great South Coast Prevention of Violence Against Women and Children Strategy.  
**Reporting Officer:** Lisa McLeod  
**Completion Date:** 30/06/2017

**Activities & Initiatives 2016 - 2017**  
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			<b>Report:</b> Council participation on the Regional Strategy Working Group is progressing Council actions. Implementation of a '16 days of Action' Campaign in November/December included initiatives supported and delivered by the Council's Events, Lighthouse Theatre, Archie Graham and Art Gallery teams. A screening of Embrace documentary sold out, and the number of tree-wrapping sponsors increased from 2015.
→	75%	<b>3.07.02.02</b>	Participate in the Everybody's Business Action Plan to reduce violence against women with disabilities. <b>Reporting Officer:</b> Richard Stone <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Everybody's Business Actions are currently being implemented. Executive group currently completing and submitting funding applications to fund outstanding (unfunded) actions
		<b>3.07.03</b>	Strategic Indicator: Develop a more inclusive approach to community planning and development that encompasses Community accessibility, Positive ageing, Cultural diversity, People and places.
→	50%	<b>3.07.03.01</b>	Work in partnership with clubs, groups and other stakeholders to build their capacity and grow inclusive, active living program in the City by 10%. <b>Reporting Officer:</b> Richard Stone <b>Completion Date:</b> 30/06/2017 <b>Report:</b> On track. Councils community programs area has established partnerships with a number of community groups which has created and increased opportunities for older residents to participate in physical and social activity.
→	70%	<b>3.07.03.02</b>	Work within existing networks and alliances to support the development of a more inclusive community. <b>Reporting Officer:</b> Richard Stone <b>Completion Date:</b> 30/06/2017 <b>Report:</b> The Capacity Access and Inclusion branch has delivered a number of initiatives and projects that support an inclusive community
✓	100%	<b>3.07.03.03</b>	Develop a Council 2016 - 2025 Disability Action Plan. <b>Reporting Officer:</b> Richard Stone <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Disability Action Plan developed and adopted
<b>3.08</b>			Strategy: Ensure community, recreation and cultural services and facilities are responsive to changing community needs and expectations.
		<b>3.08.01</b>	Strategic Indicator: Undertake comprehensive reviews of current Community Services to ensure quality and efficiency.
✓	100%	<b>3.08.01.01</b>	Implement the recommendations from Councils NDIS Readiness Project. <b>Reporting Officer:</b> Richard Stone <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Complete
		<b>3.08.02</b>	Strategic Indicator: Review strategy for open space planning.
→	35%	<b>3.08.02.01</b>	Implement recommendation from the adopted Open Space Strategy. <b>Reporting Officer:</b> Jenny Emeny <b>Completion Date:</b> 30/06/2017 <b>Report:</b> Progress is being made on the Open Space Strategy. A three year progress report is in preparation.

**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

- 3.09** Strategy: Support events that deliver economic, social, environmental and cultural outcomes for the community.
- 3.09.01** Strategic Indicator: Review Council's strategic approach to events.
- 30% **3.09.01.01** Review Council's strategic direction for tourism and events investments aligned to community well-being goals.  
**Reporting Officer:** Andrew Paton  
**Completion Date:** 30/06/2017  
**Report:** The development of a new Events Strategy has commenced.
- 30% **3.09.01.02** Review, maintain and expand the events program in line with the current 5 year Warrnambool City Council Event Strategy.  
**Reporting Officer:** Kim Griffith  
**Completion Date:** 30/06/2017  
**Report:** Development of a new Events Strategy has commenced.
- ✓ 100% **3.09.01.03** Deliver the 2016 Fun4Kids program within budget, evaluate, measure and revisit the vision, goals, sustainability and strategic objectives for the future.  
**Reporting Officer:** Kim Griffith  
**Completion Date:** 30/06/2017  
**Report:** Event delivered, increase in local community attendance, decrease in ticket sales from 2015 event. Review & development of the next Events program underway
- 30% **3.09.01.04** Develop Events and Visitor Strategy for Warrnambool City Council.  
**Reporting Officer:** Kim Griffith  
**Completion Date:** 30/06/2017  
**Report:** The development of a new Events Strategy has commenced.

**4 A CITY OF GROWTH**

- 4.01** Strategy: Encourage creativity and innovation in urban design and development.
- 4.01.01** Strategic Indicator: Promote and deliver sustainable design workshops to the community.
- 10% **4.01.01.01** Facilitate Toolbox Talk sessions which promote sustainable design and use of sustainable materials and techniques.  
**Reporting Officer:** Julie Perry  
**Completion Date:** 30/06/2017  
**Report:** A date and topics for the next Toolbox Talk night is to be scheduled.
- 20% **4.01.01.02** Plan for the Building Design Recognition Award for end of 2017 through the City Landscape Development Advisory Committee.  
**Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2017  
**Report:** The Building Design Recognition Awards are due to be held in the second half of the 2017 year.
- 4.01.02** Strategic Indicator: Promote and revise Warrnambool City Council Statutory Building service.
- 75% **4.01.02.01** Discharge legal obligations in the provision of building services, education and information.  
**Reporting Officer:** Julie Perry  
**Completion Date:** 30/06/2017  
**Report:** The provision of City Building Services is ongoing and in accordance with the Building Control Act.
- 4.01.03** Strategic Indicator: Promote city renewal through building projects that are innovative and add to diversity of uses.



**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

- 
- 60% **4.01.03.01** Work with landowners, businesses and community and seek funding to upgrade selected laneways in the City Centre.  
**Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2017  
**Report:** Streetscape concepts and design drafts completed on some laneways. Funding options for implementation being investigated.
- 50% **4.01.03.02** Introduce and promote City Renewal Building Facade Upgrade and Access Grant Scheme to facilitate shop owners/operators to improve street presentation of their buildings and to provide all abilities access.  
**Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2017  
**Report:** Communication with stakeholders has started and will be strengthened by media communication and next round of engagement to promote the scheme.
- 4.01.04** Strategic Indicator: Complete and implement the Warrnambool Heritage Gap Study and promote heritage developments.
- 50% **4.01.04.01** Renew Heritage Advisory Service.  
**Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2017  
**Report:** The Heritage Advisory Service is available to residents of the Warrnambool community.
- 35% **4.01.04.02** Review Heritage Strategy.  
**Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2017  
**Report:** The review of the Heritage Strategy has commenced and is being undertaken in house.
- 4.01.05** Strategic Indicator: Prepare a Housing Diversity Strategy to ensure housing growth in established areas occurs in the right way and in appropriate locations.
- 40% **4.01.05.01** Complete the Housing Diversity Strategy.  
**Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2017  
**Report:** The housing diversity strategy back ground report (draft) has been completed and is progressing in-house.
- 4.02** Strategy: Invest in planning and infrastructure for growth areas.
- 4.02.01** Strategic Indicator: Deliver roads, drainage and community infrastructure commitments as outlined in structure plans for growth areas.
- 50% **4.02.01.01** Facilitate and promote land and infrastructure development in accordance with Structure Plans and Development Plans for the growth areas.  
**Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2017  
**Report:** Regular liaison occurs with developers and landowners across the City's numerous growth areas.
- 4.02.02** Strategic Indicator: Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.
- 25% **4.02.02.01** Implement Stage 2 of the Simpson Street tunnel upgrade.  
**Reporting Officer:** Rohan McKinnon  
**Completion Date:** 30/06/2017

**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

- Report:** Council has entered into an agreement with Warrnambool racing club to locate the retention stormwater basin and stormwater harvesting system in the centre of the racetrack. Council will also need enter into a licence with DELWP for the on track facilities. A consultant has been engaged to design Stage 2 works. The first phase of the works has been completed with the creation of a new box culvert under the racecourse. The consultant is preparing functional designs for the racecourse retention basin, stormwater harvesting system and diversion drains.
- ✓ 100% **4.02.02.02** Deploy resources to focus on the premium quality presentation of high profile areas.
- Reporting Officer:** Glenn Reddick  
**Completion Date:** 30/06/2017
- Report:** Resources are now in place to raise the standards of presentation in high profile areas. This is evidenced by an improvement in presentation in a number of areas including gateway entrances, Lake Pertobe, Bluehole and a number of others. Although this action is completed, efforts will be ongoing.
- 4.03** Strategy: Support and promote economic development in Warrnambool with a focus on job creation and investment.
- 4.03.01** Strategic Indicator: Engage strongly with local key industries and the small business sector to support their long term sustainability.
- 60% **4.03.01.01** Continue investment in Councils primary tourism assets through the Surfside Holiday Park Development Plan and Flagstaff Hill Maritime Village Renewal Plan.
- Reporting Officer:** David McMahon  
**Completion Date:** 30/06/2017
- Report:** A \$3 million (\$2 million funded by the State Government) renewal of the Flagstaff Hill Maritime Village precinct is presently under way. Capital works towards upgrading toilet and shower blocks at the Holiday Parks is well advanced.
- 75% **4.03.01.02** Participate and drive reform in visitor services along the Great Ocean Road region.
- Reporting Officer:** Andrew Paton  
**Completion Date:** 30/06/2017
- Report:** Council is presently participating in a review of its Visitor Services as part of a Great Ocean Road Regional Tourism initiative.
- 80% **4.03.01.03** Undertake Business Visitation Program across key economic precincts in our City.
- Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2017
- Report:** Business Visitation Program in the Industrial precinct completed Dec 2016. An initiative to consult startup and home based businesses to begin March 2017. Intensive business engagement occurring with City Centre businesses during the renewal works program.
- ✓ 100% **4.03.01.04** Deliver the Annual Warrnambool Business Festival.
- Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2017
- Report:** 2016 Small Business Festival ran throughout August 2016, facilitating 28 events in Warrnambool and attended by more than 700 people.



**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

- 4.03.02** Strategic Indicator: Contribute to the Great South Coast Food and Fibre Action Plan and promote the economic opportunity to relevant Warrnambool businesses.
- 75% **4.03.02.01** Assist with securing resources to implement the Great South Coast Food and Fibre Action Plan.  
**Reporting Officer:** Andrew Paton  
**Completion Date:** 30/06/2017  
**Report:** Council is taking a leadership role towards seeking funding for the GSC Food and Fibre Action Plan. The recruitment of an Executive Officer has occurred and members of the GSC food and fibre council have been met twice to drive and oversee the implementation of the plan.
- 70% **4.03.02.02** Promote business delegations and economic prospects including the Changchun Warrnambool economic Partnership Program.  
**Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2017  
**Report:** Warrnambool : China Bureau launched January 2017 supporting 22 individual businesses across the region to-date.
- 4.03.03** Strategic Indicator: Promote Warrnambool's competitive advantages to potential investors.
- 80% **4.03.03.01** Update the Investment Prospectus promoting Warrnambool's attributes to potential investors.  
**Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2017  
**Report:** Descriptions of major projects and Investments are being placed on Council's Economic Profile section of the website to promote activity occurring across the City and region.
- 75% **4.03.03.02** Implement City Wide Housing Strategy priority actions  
**Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2017  
**Report:** Structure planning for the future urban growth area has commenced with background technical reports being funded by the VPA, the housing diversity strategy, population growth monitoring and land supply monitoring are underway along with the industrial buffers study.
- 4.03.04** Strategic Indicator: Deliver skilled migration and jobs initiatives that assist filling regional job vacancies.
- 50% **4.03.04.01** Provide a certification service for employer sponsored visa nominations as the Great South Coast's Regional Certifying Body (RCB).  
**Reporting Officer:** Philip Hoggan  
**Completion Date:** 30/06/2017

**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

**Report:** Warrnambool City Council continues to perform the Commonwealth Gazetted Regional Certifying Body (RCB) role for the Great South Coast group of Councils (including Glenelg and Colac-Otway Shire Councils). The RCB receives and assesses employer submissions for skilled positions nominated under the Regional Sponsored Migration Scheme (RSMS) Subclass 187 Visa. The RCB recommends those nominations to the Department of Immigration & Border Protection that show the nominating business to be operating lawfully, legally and profitably and the nominated position to be one in current skilled shortage for the region. First quarter 2017 nominations have surged to levels not seen since the 2008-2012 skilled migration, program-supported period. In this quarter nineteen (19) nominations have been processed, representing 61% of the total nominations received for all of 2016.

**4.03.05** Strategic Indicator: Support and promote economic development in Warrnambool with a focus on job creation and investment.

→ 80% **4.03.05.01** Develop, analyse and circulate up-to-date economic and demographic data for investors and businesses in our City.

**Reporting Officer:** Shaun Miller

**Completion Date:** 30/06/2017

**Report:** Access to economic data and the city's major projects have been made available online.

→ 60% **4.03.05.02** Promote and facilitate investment in the Warrnambool Regional Airport Business Park and other employment precincts in Warrnambool.

**Reporting Officer:** Shaun Miller

**Completion Date:** 30/06/2017

**Report:** Promoted the Aviation Park in a number of areas including a presence at the Avalon Airshow 2017. Construction of a new 1,200 m2 hangar adjacent to the HEMS4 facility is under way.

**4.03.06** Strategic Indicator: Seek alliances that improve our city's connection to the latest available communication technologies.

→ 65% **4.03.06.01** Engage with "digital" business champions in our City to promote the capacity and capability of businesses towards accessing next generation broadband.

**Reporting Officer:** Shaun Miller

**Completion Date:** 30/06/2017

**Report:** NBN Co rollout has occurred in Warrnambool over the past quarter. Council has assisted the NBN Co community relations manager to link with local businesses and industry during this rollout, including successfully advocating a regional city event to take place in the City Centre.

**4.03.07** Strategic Indicator: Create an economic strategy in partnership with industry that builds on Warrnambool's key strengths and drivers.

→ 75% **4.03.07.01** Implement Surfside Development Plan.

**Reporting Officer:** Andrew Paton

**Completion Date:** 30/06/2017

**Report:** Capital works for the renewal of a number of toilet and shower blocks at Holiday Parks will occur during the 2016/17 financial year.

→ 75% **4.03.07.02** Seek to develop visitor economy priority project (both private and public sector) to align to State Government Visitor Economy economic pillar.

**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

			<b>Reporting Officer:</b>	Andrew Paton
			<b>Completion Date:</b>	30/06/2017
			<b>Report:</b>	Manager Visitor Economy appointed to align with the State Government's Visitor Economy Strategy and associated potential funding streams.
✓	100%	<b>4.03.07.03</b>	Implement priority actions from the Warrnambool Economic Development & Investment Strategy (2016 - 2020).	
			<b>Reporting Officer:</b>	Shaun Miller
			<b>Completion Date:</b>	30/06/2017
			<b>Report:</b>	Economic Development and Investment Strategy (2016-2020) endorsed by Council. Implementation plan and progress to be reported to Council.
		<b>4.03.08</b>	Strategic Indicator: Work with Great Ocean Road Regional Tourism (GORRT) to implement regional priorities and local Destination Action Plans.	
➔	75%	<b>4.03.08.01</b>	Continue to leverage exposure and visitation intention for Warrnambool through GORRT strategic marketing.	
			<b>Reporting Officer:</b>	Andrew Paton
			<b>Completion Date:</b>	30/06/2017
			<b>Report:</b>	New Visit Warrnambool website to be launched shortly in conjunction with Great Ocean Road Regional Tourism Board. Tourism Industry breakfast briefing in planning.
		<b>4.03.09</b>	Strategic Indicator: Engage with the State Government regarding tourism opportunities on Crown Land, in particular Flagstaff Hill.	
➔	75%	<b>4.03.09.01</b>	Complete and launch Flagstaff Hill Maritime Village Renewal Plan through Stage 1 funding.	
			<b>Reporting Officer:</b>	David McMahon
			<b>Completion Date:</b>	30/06/2017
			<b>Report:</b>	\$2.95 million Flagstaff Hill Maritime Village Redevelopment is scheduled to be completed in the 2016/17 financial year.
➔	30%	<b>4.03.09.02</b>	Further develop prospectus for private investment to Flagstaff Hill Maritime Village precinct aligned to Flagstaff Hill Maritime Village Renewal Project.	
			<b>Reporting Officer:</b>	David McMahon
			<b>Completion Date:</b>	30/06/2017
			<b>Report:</b>	Follow-up occurring from the previous Flagstaff Hill Expression of Interest process to attract private investment on-site. Ongoing discussions with State Government regarding tourism opportunities on Crown Land.
		<b>4.03.10</b>	Strategic Indicator: Develop key strategies to support Deakin Warrnambool student numbers and its connectivity with Warrnambool.	
➔	30%	<b>4.03.10.01</b>	Develop initiatives that support growth in enrolments at the Warrnambool Campus in partnership with the Warrnambool Tertiary Education Provider.	
			<b>Reporting Officer:</b>	Shaun Miller
			<b>Completion Date:</b>	30/06/2017
			<b>Report:</b>	Council is represented on the South West Advisory Group, a newly formed committee to advise Deakin Warrnambool Campus on strategies and initiatives to grow enrolments while also supporting international student engagement through our Sister-City in Changchun
		<b>4.03.11</b>	Strategic Indicator: Create a supportive investment environment which encourages business development and local innovation and jobs growth in the region.	
➔	50%	<b>4.03.11.01</b>	Case-manage investment enquiries that contribute to employment opportunities or offer significant benefit to the local community.	



**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

**Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2017  
**Report:** Presently case managing a number of enquiries generated through a combination of customer requests and direct business engagement for investment proposals at existing and new sites.

**4.04** Strategy: Manage a viable port facility.

**4.04.01** Strategic Indicator: Identify options to provide safer boating and harbour facilities at the Port of Warrnambool, to maximise the significant tourism and commercial potential of the harbour.

**4.04.02** Strategic Indicator: Identify funding options to implement improvements to port facilities in partnership with government.

↓ 75% **4.04.02.01** Develop functional design and business case for funding application/s related to the Safer Boating Facilities project.

**Reporting Officer:** Rohan McKinnon

**Completion Date:** 30/06/2017

**Report:** An application to the State Government Boating Safety and Facilities 2016/2017 Program was unsuccessful. Preliminary investigation works will be undertaken with a view to applying for the 2017/2018 program with a more developed case.

**4.05** Strategy: Deliver leading edge city planning services to the Warrnambool community.

**4.05.01** Strategic Indicator: Implement key recommendations of the Planning Scheme Rewrite Project.

→ 95% **4.05.01.01** Complete the Warrnambool Planning Scheme Rewrite.

**Reporting Officer:** Jodie McNamara

**Completion Date:** 30/06/2017

**Report:** Stage 2 of the Planning Scheme re-write is underway. Logans Beach Strategic Framework Plan is currently being reviewed.

✓ 100% **4.05.01.02** Implement recommendations of C93 Panel Report.

**Reporting Officer:** Julie Glass

**Completion Date:** 30/06/2017

**Report:** The recommendations of the C93 Panel Report have been implemented in full, and Amendment C93 has been adopted by Council on 4 July 2016.

**4.05.02** Strategic Indicator: Complete infrastructure agreements and development plans for the North East Warrnambool growth area.

**4.05.03** Strategic Indicator: Undertake continuous improvement of the City Development Toolkit and internal processes to improve statutory planning process.

→ 75% **4.05.03.01** Implement the findings from the Statutory Planning internal audit.

**Reporting Officer:** Lauren Schneider

**Completion Date:** 30/06/2017

**Report:** The Statutory Planning internal audit recommendations are being implemented. The Statutory Planning Toolkit is currently being reviewed following recent changes to the Planning Scheme.

**4.05.04** Strategic Indicator: Complete review and rezoning of North Dennington growth area and adopt a development plan for the area.

**4.05.05** Strategic Indicator: Initiate monitoring and control systems for infrastructure works in growth areas as strategic planning is completed.

→ 75% **4.05.05.01** Report into Councils Development Control Group in line with Councils Developer Contributions Policy and Procedure document.



**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

		<b>Reporting Officer:</b>	David Harrington
		<b>Completion Date:</b>	30/06/2017
		<b>Report:</b>	Ongoing reporting and compliance of DCP's. Developer contributions are being monitored and strategic actions are being taken where variance to agreed parameters occurs.
<b>4.05.06</b>		Strategic Indicator: Complete City Centre Revitalisation Plan and growth area planning and confirm Warrnambool's urban growth boundary.	
→	55%	<b>4.05.01.01</b>	Support Warrnambool City Centre through continuous implementation of key priority initiatives identified in the City Centre Revitalisation Plan 2012.
		<b>Reporting Officer:</b>	Shaun Miller
		<b>Completion Date:</b>	30/06/2017
		<b>Report:</b>	Stage 1 of 2 of City Centre Revitalisation commenced construction in February 2017. Stage 2 design consultation under way.
<b>4.06</b>		Strategy: Create a thriving and culturally rich City Centre supported by secondary retail precincts.	
		<b>4.06.01</b>	Strategic Indicator: Prioritise and implement the City Centre Revitalisation Plan.
✓	100%	<b>4.06.01.01</b>	Commence construction of Stage 1 of the City Centre Renewal Project.
		<b>Reporting Officer:</b>	Shaun Miller
		<b>Completion Date:</b>	30/06/2017
		<b>Report:</b>	Stage 1 construction of the City Centre Renewal project commenced February 2017.
→	50%	<b>4.06.01.02</b>	Facilitate Liebig Street Leadership Group based on stakeholder representation.
		<b>Reporting Officer:</b>	Shaun Miller
		<b>Completion Date:</b>	30/06/2017
		<b>Report:</b>	Regular engagement occurring with the Liebig St Leadership Group including business support initiatives.
→	60%	<b>4.06.01.03</b>	Maintain regular communication with businesses and community throughout City Centre Renewal Project.
		<b>Reporting Officer:</b>	Shaun Miller
		<b>Completion Date:</b>	30/06/2017
		<b>Report:</b>	Regular program of newsletters, social media updates, SMS and in-person engagement. Liebig Street shopfront opened in Nov 2016.
		<b>4.06.02</b>	Strategic Indicator: Adopt a car parking strategy as an adjunct to the City Centre Revitalisation Plan.
✓	100%	<b>4.06.02.01</b>	Implement the City Centre Renewal - Free Parking Strategy.
		<b>Reporting Officer:</b>	Ian Fitzgibbon
		<b>Completion Date:</b>	30/06/2017
		<b>Report:</b>	Educational material, machine programming and signage has been developed and will be in place at 1 November for the beginning of the free parking period as per the Strategy.
✓	100%	<b>4.06.02.02</b>	Undertake a review of disabled parking in the City Centre.
		<b>Reporting Officer:</b>	Glenn Reddick
		<b>Completion Date:</b>	30/06/2017
		<b>Report:</b>	The review has been undertaken and individual projects will be funded progressively through the parking fund.
<b>4.06.03</b>		Strategic Indicator: Facilitate public and private investment in the Warrnambool commercial zones.	

**Activities & Initiatives 2016 - 2017**  
**Action Status with Revisions/Reports**

- 
- ✓ 100% **4.06.03.01** Work with key city centre landowners, businesses and community to prepare streetscape designs for Liebig Street between Koroit Street and Merri Street and Koroit Street between Liebig Street and Kepler Street.  
**Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2017  
**Report:** Stage 1 detailed design completed.
- 4.06.04** Strategic Indicator: Grow the retail industry in Warrnambool through expansion in neighborhood activity centres, convenience centres and retail stores in the city.
- ➔ 50% **4.06.04.01** Deliver Council's Business Support Package for Stage 1 of the City Centre Renewal Project.  
**Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2017  
**Report:** In consultation with the Liebig Street Leadership Group, delivery of Council's Business Support package such as marketing and promotions, free parking, facade and access improvement grants, and advisory support workshops is underway.
- 4.06.05** Strategic Indicator: Improve pedestrian safety for all ages and abilities in the city, particularly the CBD and core retail precincts.
- ✓ 100% **4.06.05.01** Implement Safer Roads and roadside pedestrian crossing projects in Viaduct Road and Hopetoun Road.  
**Reporting Officer:** Paul Cugley  
**Completion Date:** 30/06/2017  
**Report:** Both projects completed in July 2016

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**5.4 MONTHLY FINANCE REPORT – MARCH 2017****PURPOSE**

***This report updates Council on the financial performance for the 9 months ended 31 March 2017.***

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**EXECUTIVE SUMMARY**

- This Finance Report compares actual financial results against budget for the 9 months from 1 July 2016 to 31 March 2017.
- The report sets out financial results for Councils Recurrent (day to day operations) Projects, Capital Works, Rates and Loan activities.
- Year to date budgets are profiled monthly to reflect the timing of cash inflows and outflows.
- Overall the 9 month actual results indicate a favourable financial position of \$901,000 when compared to the YTD Budget.

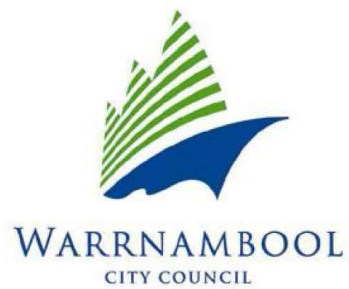
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**MOVED: CR. HULN**  
**SECONDED: CR. CASSIDY**

**That the report be received.**

**CARRIED – 7:0**

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# Monthly Financial Report

## March 2017



**Monthly Financial Report**

March 2017

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## Monthly Financial Report

March 2017

**I. Executive Summary**

The monthly report is designed to illustrate the financial performance and position of Warrnambool City Council compared to its adopted and revised seasonalised budget for the period ending 31 March 2017.

The below summary compares Net Results (Revenue less Expenditure) for both Recurrent and Capital Works Budgets.

Overall the 9 month actual results indicate a favourable financial position to budget of \$901k.

Key Financial Results	Adopted Budget \$'000	Revised Budget \$'000	Forecast \$'000	YTD Budget \$'000	YTD Committed \$'000	YTD Variance \$'000
Rates	34,119	34,119	34,316	34,086	34,302	217 ▲
Recurrent	(21,884)	(22,145)	(22,400)	(16,002)	(16,040)	(37) ▼
Operational Project	(405)	(1,469)	(1,475)	(211)	34	245 ▲
Capital Works	(12,540)	(12,812)	(12,338)	(12,042)	(11,554)	488 ▲
Loans	743	(457)	(457)	(1,468)	(1,478)	(10) ▼
Surplus / (Deficit)	0	2,798	2,798	2,084	2,084	0 =
Total	33	33	444	6,447	7,348	901 ▲

**Recurrent:** is \$37k unfavourable to budget due to the following main reasons;

- Two unbudgeted positions relating to City Centre Renewal being allocated to recurrent operating costs and not captured in the project.
- Over spent on staff costs in Holiday Parks and Flagstaff Hill.
- Lower than budgeted occupancy levels at Centre Based Childcare.
- Offset by increases in town planning income under then new user fee rates, increase animal registrations and recurrent grant funding for parenting and child services.

**Projects:** is \$245k ahead of budget and relates mainly to timing variances on projects where grants have been received at the start of the project.

**Capital Works:** is \$488k favourable to budget mainly due to the timing of bridge constructions and Port of Warrnambool harbour feasibility.

The forecast details a year end net surplus of \$444k, a \$411k favourable position to the adopted budget position. This is largely due to:

- Rates increase of \$198k for supplementary rates and the Gateway Plaza redevelopment.
- Reduction in capital expenditure of \$435k with Ziegler Pde bridge construction not required at budgeted levels and a reduction in the saleyards capital allocation to offset the reduced saleyards recurrent operating forecast.
- Offset by an unfavourable recurrent position of \$255k to budget due to the closure of Flagstaff Hill in May/June for the redevelopment project, saleyards throughput not at budgeted levels, and the lower than budgeted occupancy levels at centre based childcare facilities.

## Monthly Financial Report

March 2017

**2. Top 5 Favourable to Budget Recurrent Services**

The below summary details the year to date Top 5 Services with a favourable position to budget and associated commentary.

No.	Key Financial Results	Adopted Budget \$'000	Revised Budget \$'000	Forecast \$'000	YTD Budget \$'000	YTD Committed \$'000	Variance \$'000	
1	City Development and Strategy	(1,016)	(1,016)	(926)	(837)	(654)	183	▲
2	Home Care	(145)	(147)	(115)	(103)	12	114	▲
3	Roads Maintenance	(1,320)	(1,327)	(1,298)	(969)	(865)	104	▲
4	Regulatory Control	745	760	876	937	1,039	102	▲
5	Parenting & Child Services	27	27	75	20	112	92	▲

**Commentary****1: City Development and Strategy:**

**Reason:** Significant increase in user fees and charges for town planning applications and a reduction in payroll expenditure due to staff vacancies.

**2: Home Care:**

**Reason:** Increase packages income and a one-off Veteran Affairs income for prior year services, along with a reduction in payroll expenditure due to staff changes.

**3: Roads Maintenance:**

**Reason:** Reactive maintenance tracking under budget. An increase in capital works undertaken by staff has impacted on the operational maintenance program. This area has also been impacted by the system not calculating employee oncosts correctly (see Employee Oncosts explanation on the next page).

**4: Regulatory Control:**

**Reason:** Significant increase in animal registrations and fines along with off-street parking, offset by an increase commitment for the RSPCA service agreement.

**5: Parenting & Child Services:**

**Reason:** Grant funding has exceeded budgeted expectations and expenses are lower as there are scarce resources available.

## Monthly Financial Report

March 2017

**3. Top 5 Unfavourable to Budget Recurrent Services**

The below summary details the year to date Bottom 5 Services with an unfavourable position to budget and associated commentary.

No.	Key Financial Results	Adopted Budget \$'000	Revised Budget \$'000	Forecast \$'000	YTD Budget \$'000	YTD Committed \$'000	Variance \$'000
1	Saleyards	437	437	287	378	228	(151) ▼
2	Employee Oncosts	187	17	(19)	(177)	(300)	(122) ▼
3	Construction Engineering	(270)	(270)	(393)	(216)	(323)	(107) ▼
4	Infrastructure Development & Projects	(1,270)	(1,297)	(1,391)	(984)	(1,086)	(103) ▼
5	Flagstaff Hill	(451)	(443)	(676)	(321)	(410)	(89) ▼

**Commentary****1: Saleyards:**

**Reason:** Throughput is down 10k head of cattle and expected to be down by 15k by year end. Expenses have been held back and managed to the end of the year.

**Action:** Reactive maintenance is only being undertaken with a view to reducing the expenditure however this will not be enough to offset the decrease in throughput, and are forecasting a \$150k unfavourable variance to budget at year end.

**2: Employee Oncosts:**

**Reason:** Internal employee oncosts recovery not being calculated correctly by the system.

**Action:** Correction of \$600k made in April and impacting Parks & Garden, Road, Footpaths & Drainage maintenance. Finance is working with these areas but are expecting them to meet their full year budget.

**3: Construction Engineering:**

**Reason:** Lower than expected salary recharges due to change in activities.

**Action:** MEG reviewing financial position of the Council as a whole to offset the increase.

**4: Infrastructure Development & Projects:**

**Reason:** 2 unbudgeted salaries relating to the City Centre Renewal Project offset by an increase in fees for subdivision supervision of works.

**Action:** MEG reviewing financial position of the Council as a whole to offset the increase.

**5: Flagstaff Hill:**

**Reason:** Payroll costs are significantly higher than budget along with reduced revenue for the shipwreck sound and light show.

**Action:** Expenditure will be tightly controlled with all non-mandatory expenditure closely scrutinised. Rostering will be tightly managed which will stop the leaking of unnecessary shifts, but it will not markedly improve the current over expenditure in this area. Flagstaff Hill is closing for 6 weeks in May/June for the redevelopment which will reduce revenue and discretionary costs however there is still an element of fixed costs to incur during this time.



## Monthly Financial Report

March 2017

## 4. Key Performance Indicators

Financial Sustainability Ratios	Target	Revised Budget	YTD Committed	Status	Commentary
Adjusted Underlying Result	0% to 10%	3%	35%	▲	This will reduce during the course of the year as we continue to receive non-rate revenue.
Level of Dependence on General Rate Revenue	< 55%	48%	54%	▲	This will improve during the course of the year as we continue to receive non-rate revenue.
Self Financing	> 20%	21%	NA	NA	Is based on surplus from cash flow operating activities.
Current Ratio	1.5 to 3.0 times	1.0 times	2.9 times	▲	This will reduce during the year as debtors decline with payment of the 2 remainder quarterly rate instalments.
Indebtedness	< 40%	18%	17%	▲	Well within acceptable levels
Debt Servicing Ratio	< 10%	5%	1%	▲	This will increase at year end when new borrowings are taken-up, however it will remain in acceptable levels.
Asset Renewal	> 90%	90%	125%	▲	Will increase during the year as renewal expenditure occurs.
Capital Replacement	> 1.5 times	1.5 times	1.6 times	▲	Will increase during the year as capital expenditure occurs.
Cash Balance	>= \$10.0 m	\$7.9 m	\$13.3 m	▲	Above target
Unrestricted Cash	> \$2.0 m	\$0.6 m	\$6.1 m	▲	Above target

## Key Performance Indicators Definitions

Financial Sustainability Ratios	Explanation	Calculation
Adjusted Underlying Result	Indicates Council's ability to generate sufficient revenue to cover operating costs including cost of replacing assets.	Underlying Surplus / Underlying Revenue
Level of Dependence on General Rate Revenue	Measures Council's reliance on operating revenue from rates.	Rates / Total Revenue
Self Financing	Indicates Council's ability to generate sufficient operating cash flows to invest in asset renewal and repay any debt it may have incurred in the past.	Cash Operating Surplus / Underlying Revenue
Current Ratio	Measures the extent to which Council has liquid assets available to meet short term financial obligations.	Current Assets / Current Liabilities
Indebtedness	Measures Council's level of reliance on debt to fund capital programs.	Non-Current Liabilities / Own Source Revenue
Debt Servicing Ratio	Indicates Council's ability to meet current debt instalments with recurrent revenue.	Interest Expense + New Loans / Total Revenue
Asset Renewal	Indicates Council's ability to maintain existing assets at a consistent rate.	Renewal Capital Expenditure / Depreciation
Capital Replacement	Indicates Council's ability to replace assets at a rate consistent with their consumption.	Capital Expenditure / Depreciation
Cash Balance	Level of cash the Council holds.	Cash at bank
Unrestricted Cash	Level of cash the Council holds that is not restricted for a specific purpose and is available for general purposes.	Cash at bank minus provisions, bonds and open space reserves

## Monthly Financial Report

March 2017

## 5. Statement of Comprehensive Income

	Adopted Budget \$'000	Revised Budget \$'000	Forecast \$'000	YTD Budget \$'000	YTD Committed \$'000	Variance		
						\$'000	%	
Revenue								
Rates and Charges	34,119	34,119	34,316	34,086	34,302	216	0.6%	▲
Statutory Fees and Fines	1,200	1,420	1,581	1,222	1,616	395	32.3%	▲
User Fees	16,528	16,539	15,322	12,571	11,908	(662)	(5.3%)	▼
Recurrent Grants	12,355	12,921	13,167	9,589	9,915	326	3.4%	▲
Non-Recurrent Grants	1,818	7,472	7,090	4,120	3,510	(610)	(14.8%)	▼
Contributions - Cash	623	3,978	4,193	1,187	1,414	227	19.1%	▲
Contributions - Non Cash	4,000	4,000	4,000	106	106	(0)	(0.0%)	▼
Other Income	350	362	379	227	285	57	25.3%	▲
Interest Income	434	434	386	306	237	(69)	(22.6%)	▼
Revenue Total	71,427	81,350	80,435	63,413	63,293	(120)	(0.2%)	▼
Expenses								
Employee Benefits	30,427	30,830	30,751	23,717	23,693	24	0.1%	▲
Materials and Services	22,020	24,224	24,219	16,847	16,922	(75)	(0.4%)	▼
Bad and Doubtful Debts	102	272	115	75	107	(32)	(43.2%)	▼
Finance Costs	595	595	510	389	335	54	14.0%	▲
Other Expenses	823	808	715	502	475	27	5.3%	▲
Depreciation	10,000	10,000	10,000	0	30	(30)	0.0%	▼
Net loss / (gain) on asset disposal	1,309	1,154	993	(347)	(431)	84	19.5%	▲
Expenses Total	65,276	67,882	67,303	41,183	41,132	51	0.1%	▲
Net Surplus / (Deficit)	6,151	13,468	13,132	22,230	22,161	(68)	(0.3%)	▼
Other Comprehensive Income								
Net asset revaluation	10,000	10,000	10,000	0	0	0	0.0%	▬
Total Comprehensive Income	16,151	23,468	23,132	22,230	22,161	(68)	(0.3%)	▼
Net Underlying Surplus / (Deficit)	2,151	9,468	9,132	22,124	22,056	(68)	(0.3%)	▼

**Net Surplus:** The year to date net surplus of \$22.16m is an unfavourable position to budget by \$68k. The operating surplus will reduce during the remainder of the financial year to a budget of \$9.26m due to expenditure levels outpacing revenue as the full rates revenue was raised in July.

**Revenue:** is \$120k unfavourable to budget due to:

- User Fees are \$662k below budget due to lower occupancy at centre based child care (\$454k), family day care (\$110k) and after kinder care (\$49k) along with lower occupancy at shipwreck bay holiday park (\$80k) and lower throughput at the saleyards (\$143k).
- Non-Recurrent Grants are \$610k below budget due to a timing variance for receipt of the North Warrnambool floodplain grant and flagstaff hill redevelopment project.
- Offset by increases in:
  - Statutory Fees and Fines are \$395k above budget due to an increase in planning application fees, higher building permit activity due to the RSL redevelopment and the animal registrations.
  - Recurrent Grants are \$326k above budget due to centre based child care receiving 2015/16 funding in this year, along with grant funding exceeding targets for maternal child and health.
  - Rates revenue of \$216k above budget due to supplementary rates and the Gateway Plaza redevelopment.

**Monthly Financial Report**

March 2017

**Expenses:** is \$51k favourable to budget due to:

- Net loss/gain on asset disposal \$84 favourable to budget due to the higher sale price of assets than the book value.
- Finance costs are \$54k favourable to budget as the budget was set with a higher anticipated borrowing balance at the start of the year.
- Offset by increases in
  - Materials and Services \$75k unfavourable to budget due to increases in toilet operations, new bins, and garden maintenance.

## Monthly Financial Report

March 2017

## 6. Balance Sheet

	2016/17 Opening Balance \$'000	Movement \$'000	YTD Closing Balance \$'000
<b>Current Assets</b>			
Cash & Cash Equivalents	2,227	1,800	4,027
Investments	10,000	2,000	12,000
Trade and Other Receivables	3,458	7,707	11,164
Other Assets	533	(132)	400
<b>Current Assets Total</b>	<b>16,217</b>	<b>11,374</b>	<b>27,592</b>
<b>Non-Current Assets</b>			
Trade and Other Receivables	161	0	161
Investments in associates	493	0	493
Property Plant & Equipments	647,211	4,471	651,681
<b>Non-Current Assets Total</b>	<b>647,865</b>	<b>4,471</b>	<b>652,336</b>
<b>Total Assets</b>	<b>664,083</b>	<b>15,845</b>	<b>679,928</b>
<b>Current Liabilities</b>			
Trade and Other Payables	4,564	(2,032)	2,532
Trust Funds and Deposits	720	(58)	662
Provisions	5,669	0	5,669
Interest-bearing Loans and Borrowings	1,985	(1,478)	507
<b>Current Liabilities Total</b>	<b>12,938</b>	<b>(3,568)</b>	<b>9,370</b>
<b>Non-Current Liabilities</b>			
Provisions	569	0	569
Interest-bearing Loans and Borrowings	7,915	0	7,915
<b>Non-Current Liabilities Total</b>	<b>8,484</b>	<b>0</b>	<b>8,484</b>
<b>Total Liabilities</b>	<b>21,422</b>	<b>(3,568)</b>	<b>17,854</b>
<b>Net Assets</b>	<b>642,661</b>	<b>19,413</b>	<b>662,074</b>
<b>Equity</b>			
Accumulated Surplus	201,134	19,590	220,725
Reserves	441,526	(177)	441,349
<b>Total Equity</b>	<b>642,661</b>	<b>19,413</b>	<b>662,074</b>

**Cash & Investments:** Have remained steady since the start of the year and total \$16.02m at the end of March.

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

**Borrowings:** Have been reducing throughout the year with quarterly interest and principal repayments. It is anticipated that new borrowings of \$1.50m will be taken up in June.



## Monthly Financial Report

March 2017

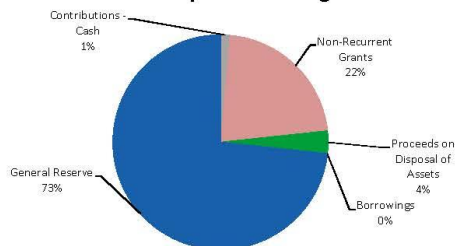
## 7. Capital Expenditure and Funding

**Capital Expenditure:** year to date expenditure is \$15.93m which is favourable to budget by \$984k due to Ziegler Pde bridge construction not required at budgeted levels, and timing variances for road construction, flagstaff hill redevelopment and Port of Warrnambool harbour feasibility.

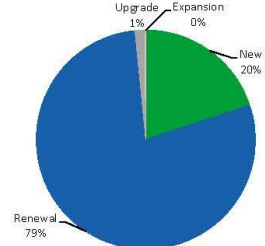
**Capital Funding:** year to date has been financed by 73% from Council Reserves and 22% from Grants. Council Reserves funding percentage will reduce during the next four months as additional contributions and grants are received along with take-up of borrowings.

	Adopted Budget \$'000	Revised Budget \$'000	Forecast \$'000	YTD Budget \$'000	YTD Committed \$'000	Variance \$'000	
<b>Expenditure</b>							
New	1,491	5,960	4,438	3,516	3,169	347	▲
Renewal	12,894	17,153	15,997	13,086	12,513	573	▲
Upgrade	329	498	430	287	228	59	▲
Expansion	34	51	44	30	24	6	▲
<b>Capital Expenditure</b>	<b>14,747</b>	<b>23,662</b>	<b>20,910</b>	<b>16,918</b>	<b>15,934</b>	<b>984</b>	▲
<b>Funding</b>							
Contributions - Cash	25	2,770	246	207	220	13	▲
Non-Recurrent Grants	1,818	7,455	6,375	4,110	3,500	(610)	▼
Proceeds on Disposal of Assets	364	519	680	454	539	85	▲
Borrowings	2,700	1,500	0	0	0	0	—
General Reserve	9,840	11,418	13,609	12,148	11,675	473	▲
<b>Capital Funding</b>	<b>14,747</b>	<b>23,662</b>	<b>20,910</b>	<b>16,918</b>	<b>15,934</b>	<b>984</b>	▲

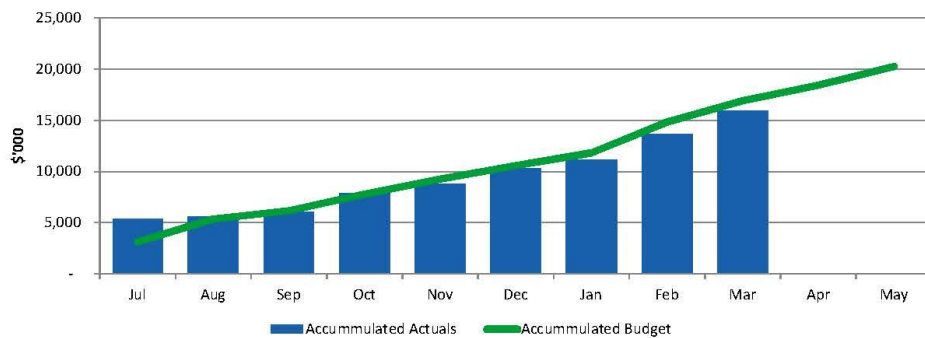
YTD Capital Funding



YTD Capital Expenditure by Category



Capital Expenditure Actuals vs Revised Budget



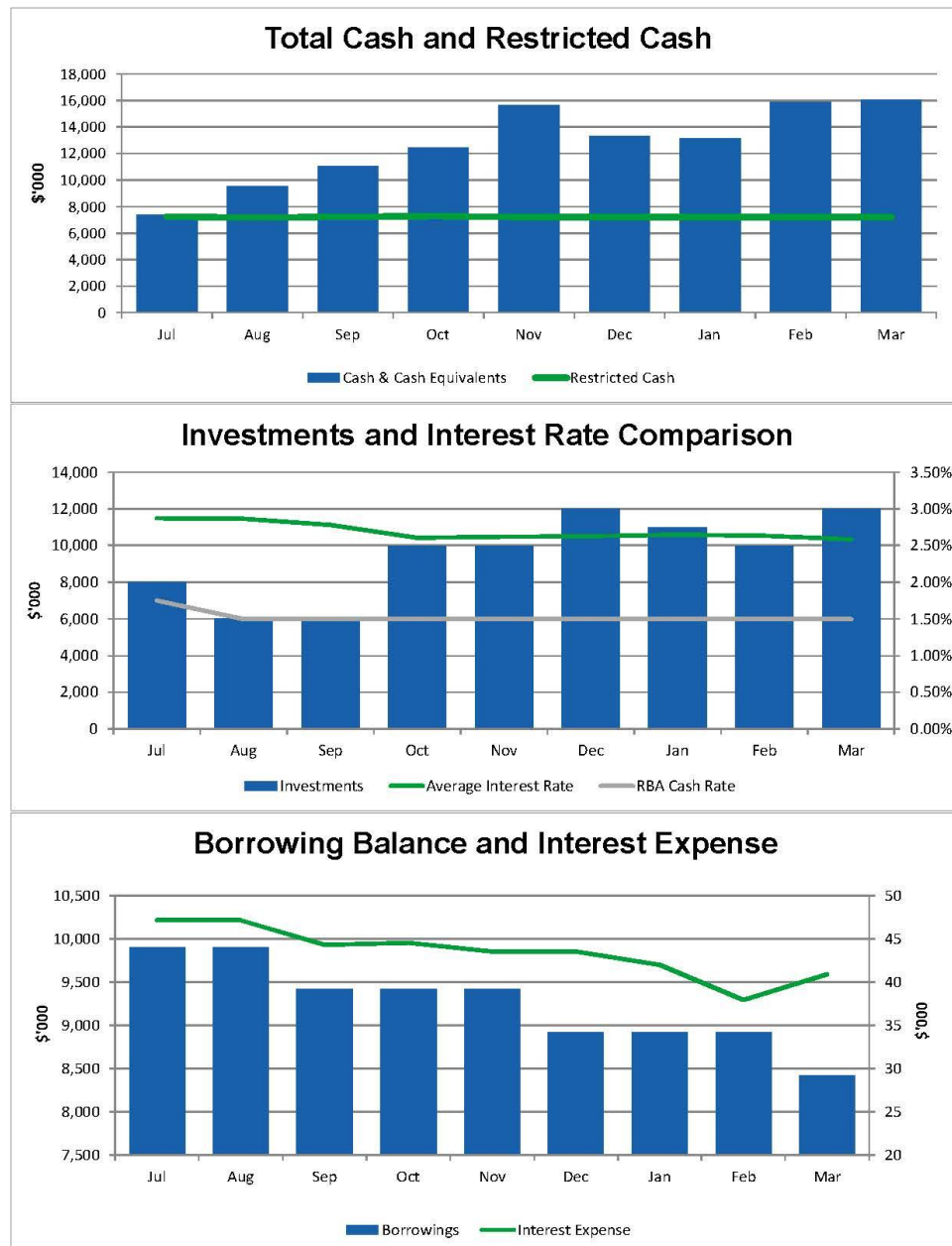
## Monthly Financial Report

March 2017

## 8. Treasury Report

**Cash:** Total cash held (including investments) at the end of March is \$16.03m, of which \$7.2m is restricted.

**Investments:** The average interest rate held on investments at the end of March is 2.59%, which is 1% higher than the cash rate.



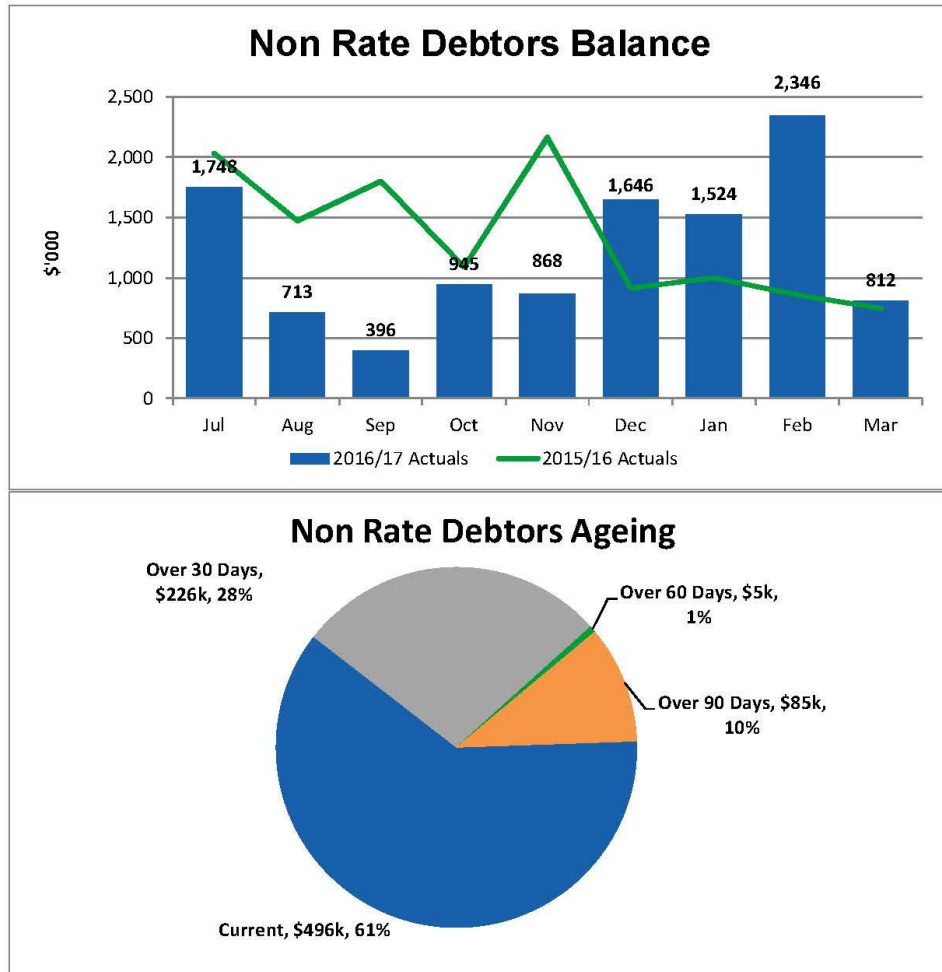
## Monthly Financial Report

March 2017

## 9. Debtors Report

**Non Rate Debtors:** has decreased to \$812k in March, with \$496k or 61% classified as current, and \$226k or 28% as over 30 days. This level of debt is held due to the raising of the following:

- Creative Victoria Grant of \$125k (outstanding)
- Port of Warrnambool Grant for \$89k (outstanding)

Aged Debt Includes:

30+ Days: Various Regional Councils for Regional Cities Contribution \$ 119k, Port of Warrnambool Grant \$89k

60+ Days: HACC \$3k, General Debtors \$1k

90+ Days: Botanic Rd & Mortlake Rd Bus Stop Grants \$57k, Family Day Care \$10k, Property Leases (Council Houses) \$6k, HACC \$5k

## Monthly Financial Report

March 2017

## 10. Budget Variations and Impacts

Item	Ledger No.	Variation Status	Budget Variation \$	Cumulative Total \$
Adopted Budget Surplus				33,192
Rollovers - Net		MEG	(2,513,287)	(2,480,095)
Cash Surplus Bought Forward		MEG	2,513,287	33,192
<b>September Quarter Variations</b>				<b>33,192</b>
<b>December Quarter Variations</b>				<b>33,192</b>
<b>March Quarter Variations</b>				<b>33,192</b>
TAC Road Users Plan Revenue	523500-1845		17,100	50,292
TAC Road Users Plan Expenditure	523500-1845		(17,100)	33,192
Regional Cities Victoria Contribution	510000-3080		270,000	303,192
Regional Cities Victoria Expenditure	510000-3080		(270,000)	33,192
CBD Renewal State Gov't Grant	640300-2090		1,500,000	1,533,192
CBD Renewal Expenditure	640300-2090		(1,500,000)	33,192
Warrnambool Future Urban Growth Program Grant	542000-2173		110,000	143,192
Warrnambool Future Urban Growth Program Expenditure	542000-2173		(110,000)	33,192
RSL Contribution	500000-1290		72,000	105,192
RSL Expenditure			(72,000)	33,192
<b>Revised Budget Surplus</b>				<b>33,192</b>

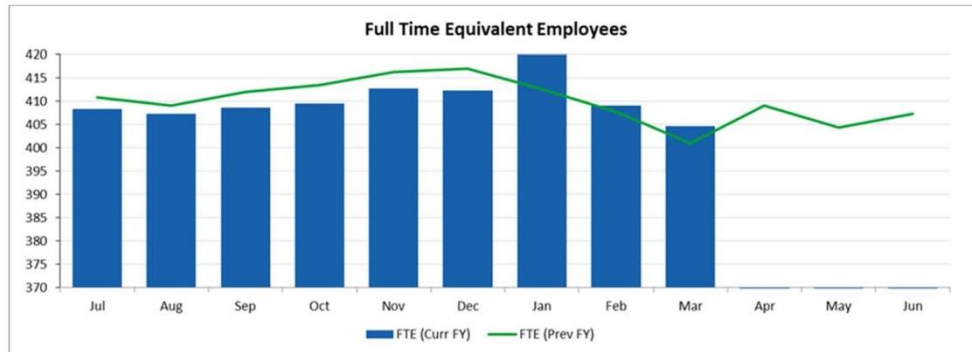


## Monthly Financial Report

March 2017

## II. FTE Report

**Full Time Equivalent:** have reduced in March as anticipated as the seasonal summer period has now finished and staffing levels return to normal levels, which is consistent with the trend last financial year.



## YTD Headcount by Directorate

**Headcount:** the below tables details the headcount of the number of active employees, which details an additional 6 staff members higher than the same time last year.

Directorate	Employee Type				Grand Total 12 mths Ago
	Full Time	Part Time	Casual	Grand Total	
Community Development	55	180	82	317	315
City Infrastructure	88	53	15	156	154
City Growth	33	32	19	84	84
Corporate Strategies	32	25	2	59	58
Executive	3	1	1	5	4
<b>TOTAL</b>	<b>211</b>	<b>291</b>	<b>119</b>	<b>621</b>	<b>615</b>

**Monthly Financial Report**

March 2017

**12. Procurement Report**

	YTD 2016/17	Actuals 2015/16
Total Payments	\$38,196m	\$45,411m
Total Number of Invoices	14,183	19,405
Total Number of Purchase Card Transactions	2,785	2,853
% Usage of Purchase Card Transactions	18%	13%
No. of Active Suppliers	3,696	4,227
No. of Suppliers who have been used only once	636	663
No. of Invoices below \$1,000	11,171	14,444
No. of Suppliers for Top 20% of Expenditure	7	7

**Procurement Initiatives:**

1. Re-negotiated fuel card contract with BP achieving annual savings of \$20k.
2. Reviewed Council mobile phones plans and aligned each phone to most cost effective plan achieving annual savings of \$13k.
3. Utilisation of Purchase Cards for procuring low value items to reduce administrative costs.
4. AGL electronic files uploading directly into TechnologyOne to reduce administrative costs. This will remove the manual processing of 450 invoices annually.
5. Performing accounts payable data analytics semi-annually to ensure supplier details are valid and identify inefficient procurement practices.
6. Banking Tender Joint Procurement contract with 4 other Councils to achieve economies of scale and reduce banking costs.
7. Road Reseals Joint Procurement contract that achieved increased productivity outcomes.

## Monthly Financial Report

March 2017

## i. YTD Payment Table

	March		March YTD	
	2017	2016	2017	2016
\$ Value of EFT Payments	\$5,911,769	\$4,317,766	\$37,329,624	\$37,155,681
No. of EFT Payments	1,015	606	6,602	6,211
\$ Value of Cheque Payments	\$57,857	\$56,574	\$514,484	\$614,995
No. of Cheque Payments	60	58	393	531
\$ Value of Credit Card Transactions	\$44,933	\$39,769	\$352,253	\$261,330
No. of Credit Card Transactions	322	208	2,785	1,764
<b>\$ of Total Payments</b>	<b>\$6,014,559</b>	<b>\$4,414,109</b>	<b>\$38,196,361</b>	<b>\$38,032,006</b>
<b>No. of Total Payments</b>	<b>1,397</b>	<b>872</b>	<b>9,780</b>	<b>8,506</b>

## ii. YTD Purchase Orders Compliance Table

Compliance - YTD	Corporate Strategies	City Infrastructure	Community Development	City Growth	Total
No. of Orders Raised after Invoice	138	683	521	324	1,666
\$ Value of Orders Raised After Invoice	\$242,100	\$1,062,549	\$678,694	\$599,179	\$2,582,522
% of Orders Raised After Invoice	25.99%	15.84%	34.10%	34.84%	22.82%

## iii. YTD Top 10 Suppliers by \$ Value

Top 10 Suppliers By Invoice \$ Value	YTD \$ Amount	No. of Invoices	Average Invoice Amount
State Revenue Office (Fire Service)	\$2,722,739	4	\$680,685
Wheelie Waste Pty Ltd	\$945,190	19	\$49,747
Fulton Hogan Industries Pty Ltd	\$928,479	109	\$8,518
McKinnon Quarries & Earthmoving	\$837,583	10	\$83,758
National Australia Bank	\$834,100	15	\$55,607
Gallagher Bassett Services Workers Compensation	\$784,520	2	\$392,260
AGL	\$681,113	464	\$1,468
Acumen Design Australia Pty Ltd	\$655,281	7	\$93,612
Corangamite Shire	\$617,512	30	\$20,584
Corangamite Regional Library Corporation	\$572,186	3	\$190,729

## Monthly Financial Report

March 2017

## iv. YTD Top 10 Suppliers by Number of Invoices

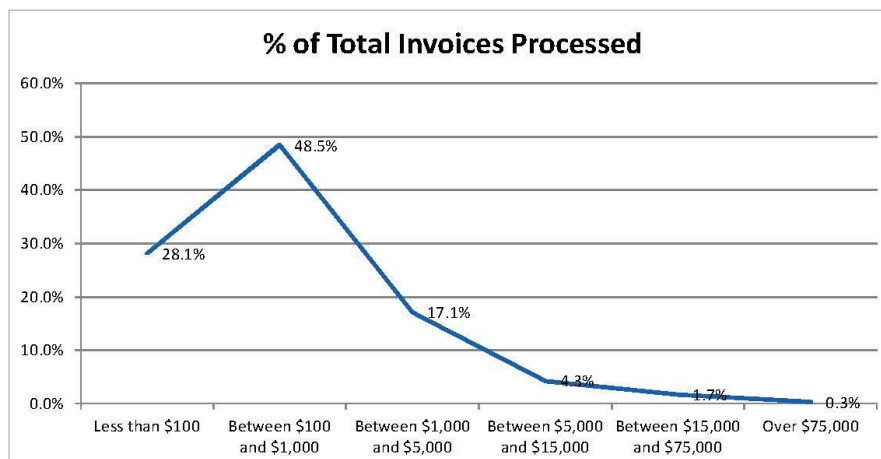
Top 10 Suppliers By Invoice Count	YTD \$ Amount	No. of Invoices	Average Invoice Amount
AGL	\$681,113	464	\$1,468
Wannon Region Water Authority	\$373,218	447	\$835
Grahams Cleaning Supplies	\$66,026	345	\$191
Materia Bros	\$24,322	275	\$88
Pontings Timber & Hardware	\$30,802	258	\$119
Swintons IGA Supermarket	\$16,143	256	\$63
Westvic Waste and Recycling	\$81,719	207	\$395
Meat Barn Australia	\$11,972	195	\$61
Bunnings Group	\$28,520	193	\$148
The T-Shirt Shop	\$28,670	175	\$164

## v. YTD Purchase Order Delegation Limit Approval Table

Order Approvals - YTD	Corporate Strategies	City Infrastructure	Community Development	City Growth	Total No. of Orders Approved	% of total Order Approvals	\$ Value of Orders Approved	% of Total Value of Orders
Less than \$5k (Service Co-ordinator)	490	3,957	1,470	857	6,774	92.8%	5,707,252	21.7%
\$5k to \$25k (Service Manager)	33	273	51	61	418	5.7%	4,416,852	16.8%
\$25k to \$75k (Manager)	7	62	6	11	86	1.2%	3,681,380	14.0%
\$75k to \$150k (Director)	0	8	0	1	9	0.1%	971,161	3.7%
\$150k to \$300k (CEO)	1	6	1	0	8	0.1%	1,522,268	5.8%
Greater than \$300k (Council)	0	5	0	0	5	0.1%	9,983,039	38.0%

## vi. YTD Invoices Processed within \$ Ranges

Invoices Processed - YTD	Corporate Strategies	City Infrastructure	Community Development	City Growth	Total No. of Invoices Processed	% of Total Invoices Processed	\$ Value of Invoices Processed	% of Total Value of Invoices
Less than \$100	531	1,633	1,449	552	4,165	28.1%	213,786	0.8%
Between \$100 and \$1,000	1,092	3,442	1,839	802	7,175	48.5%	2,632,801	10.0%
Between \$1,000 and \$5,000	664	1,146	449	275	2,534	17.1%	5,563,146	21.2%
Between \$5,000 and \$15,000	167	276	133	57	633	4.3%	5,310,309	20.2%
Between \$15,000 and \$75,000	97	117	18	15	247	1.7%	8,177,937	31.1%
Over \$75,000	19	29	1	0	49	0.3%	9,160,648	34.9%





**Appendix A: Detailed YTD Net Recurrent Results****Recurrent YTD Net Results By Directorate**

Directorate	Adopted Budget \$'000	Revised Budget \$'000	Forecast \$'000	YTD Budget \$'000	YTD Committed \$'000	Variance \$'000	
Corporate Strategies	(3,682)	(3,842)	(3,570)	(2,972)	(3,203)	(232)	▼
City Infrastructure	(11,574)	(11,584)	(11,731)	(8,198)	(8,278)	(80)	▼
Community Development	(3,966)	(3,907)	(3,932)	(3,088)	(2,902)	185	▲
City Growth	(2,662)	(2,812)	(3,167)	(1,745)	(1,656)	89	▲
<b>Total Recurrent Surplus / (Deficit)</b>	<b>(21,884)</b>	<b>(22,145)</b>	<b>(22,400)</b>	<b>(16,002)</b>	<b>(16,040)</b>	<b>(37)</b>	▼

**Recurrent YTD Net Results by Program**

Cost Centre	Adopted Budget \$'000	Revised Budget \$'000	Forecast \$'000	YTD Budget \$'000	YTD Committed \$'000	Variance \$'000	Major Variances > \$20k
<b>Grand Total</b>	<b>(21,884)</b>	<b>(22,145)</b>	<b>(22,400)</b>	<b>(16,002)</b>	<b>(16,040)</b>	<b>(37)</b>	▼
<b>Corporate Strategies</b>							
Revenue Services	(945)	(945)	(791)	(864)	(825)	39	▲ Major Favourable Variance
Governance & Risk	(610)	(598)	(584)	(522)	(500)	22	▲ Major Favourable Variance
Financial Services	(791)	(791)	(793)	(585)	(565)	19	▲
Banking & Treasury	3,130	2,969	3,217	2,627	2,643	16	▲
Corporate Overheads	(307)	(276)	(271)	(210)	(197)	13	▲
Sundry Corporate	(342)	(342)	(288)	(201)	(193)	8	▲
Council Contributions	(344)	(138)	(130)	(102)	(96)	6	▲
Elected Council	(518)	(598)	(580)	(489)	(484)	5	▲
Communications	(307)	(307)	(307)	(242)	(242)	(0)	▼
Property Management	289	289	258	214	212	(2)	▼
Information Services	(2,060)	(2,060)	(2,054)	(1,673)	(1,677)	(4)	▼
Executive Office	(483)	(483)	(495)	(361)	(375)	(14)	▼
Corporate Strategies Directorate	(277)	(277)	(283)	(202)	(219)	(17)	▼
Organisation Development	(742)	(742)	(738)	(564)	(583)	(19)	▼
Depreciation	0	0	(0)	0	(30)	(30)	▼ Major Unfavourable Variance
Employee Oncosts	187	17	(19)	(177)	(300)	(122)	▼ Major Unfavourable Variance
Saleyards	437	437	287	378	228	(151)	▼ Major Unfavourable Variance
<b>Total Corporate Strategies</b>	<b>(3,682)</b>	<b>(3,842)</b>	<b>(3,570)</b>	<b>(2,972)</b>	<b>(3,203)</b>	<b>(232)</b>	▼
<b>City Infrastructure</b>							
Roads Maintenance	(1,320)	(1,327)	(1,298)	(969)	(865)	104	▲ Major Favourable Variance
Regulatory Control	745	760	876	937	1,039	102	▲ Major Favourable Variance
Environmental Health	(381)	(413)	(379)	(265)	(219)	47	▲ Major Favourable Variance
Footpaths/Bicycle Path Maintenance	(238)	(235)	(217)	(176)	(134)	42	▲ Major Favourable Variance
Parks & Gardens	(3,566)	(3,566)	(3,574)	(2,673)	(2,632)	40	▲ Major Favourable Variance
Immunisation	(104)	(86)	(79)	(106)	(100)	6	▲
Street Cleaning	(280)	(280)	(287)	(210)	(208)	3	▲
Fleet Management	989	996	984	728	729	1	▲
Infrastructure Services Administration	(597)	(597)	(607)	(434)	(434)	0	▲
City Infrastructure Directorate	(286)	(304)	(326)	(228)	(231)	(3)	▼
Council Houses	102	102	95	77	69	(8)	▼
Environment Management	(309)	(309)	(308)	(235)	(245)	(10)	▼
External Recharges	29	29	17	22	8	(14)	▼
Port of Warrnambool	4	4	4	26	9	(17)	▼
Airport	(177)	(177)	(184)	(116)	(134)	(18)	▼
Building Maintenance Management	(1,520)	(1,505)	(1,505)	(1,207)	(1,240)	(32)	▼ Major Unfavourable Variance
Drainage Maintenance	(793)	(776)	(809)	(599)	(653)	(54)	▼ Major Unfavourable Variance
Waste Management	(2,333)	(2,333)	(2,352)	(1,570)	(1,629)	(59)	▼ Major Unfavourable Variance
Infrastructure Development & Projects	(1,270)	(1,297)	(1,391)	(984)	(1,086)	(103)	▼ Major Unfavourable Variance
Construction Engineering	(270)	(270)	(393)	(216)	(323)	(107)	▼ Major Unfavourable Variance
<b>Total City Infrastructure</b>	<b>(11,574)</b>	<b>(11,584)</b>	<b>(11,731)</b>	<b>(8,198)</b>	<b>(8,278)</b>	<b>(80)</b>	▼

Cost Centre	Adopted Budget \$'000	Revised Budget \$'000	Forecast \$'000	YTD Budget \$'000	YTD Committed \$'000	Variance \$'000	Major Variances > \$20k
<b>Community Development</b>							
Home Care	(145)	(147)	(115)	(103)	12	114	▲ Major Favourable Variance
Parenting & Child Services	27	27	75	20	112	92	▲ Major Favourable Variance
Gymnastics Stadium	7	7	38	(16)	19	35	▲ Major Favourable Variance
Maternal Child & Health	(256)	(247)	(208)	(187)	(153)	34	▲ Major Favourable Variance
Pre-Schools	(28)	(28)	44	33	65	32	▲ Major Favourable Variance
Planned Activity Group	(10)	(10)	(5)	(11)	20	31	▲ Major Favourable Variance
Warrnambool Multi-Purpose Stadium	(54)	(43)	(41)	(38)	(15)	23	▲ Major Favourable Variance
Pre-School Field Officers	(41)	(41)	(27)	(32)	(14)	18	▲
Archie Graham Centre	(198)	(197)	(198)	(150)	(133)	17	▲
Early Years Customer Service & Admin	(443)	(432)	(448)	(325)	(311)	14	▲
Respite Care Services	0	2	2	4	16	12	▲
Outside School Hours Care	67	67	71	62	71	9	▲
Home Maintenance	19	19	23	14	22	8	▲
Assessment	(16)	(16)	(16)	(12)	(5)	7	▲
Volunteer Services	(54)	(54)	(50)	(20)	(15)	4	▲
Rural Access	0	(2)	(2)	8	12	4	▲
Capacity Access and Inclusion Admin	(22)	(22)	(22)	(13)	(9)	4	▲
Municipal Library	(803)	(798)	(799)	(599)	(597)	2	▲
Children and Family Services Admin	(21)	(21)	(21)	(11)	(11)	0	▲
National Respite Care Services	(0)	0	0	12	12	0	▲
Reserve Fees	77	77	79	33	33	0	▲
Youth Services	(91)	(91)	(94)	(54)	(54)	(0)	▼
Aquazone	(450)	(438)	(408)	(401)	(405)	(4)	▼
Community Development Directorate	(474)	(480)	(477)	(326)	(339)	(13)	▼
Meals On Wheels	102	102	87	90	75	(15)	▼
Recreation & Culture Management	(80)	(80)	(99)	(61)	(78)	(17)	▼
Family Day Care	(30)	(30)	(39)	(22)	(42)	(20)	▼
Art Gallery	(479)	(471)	(494)	(428)	(451)	(23)	▼ Major Unfavourable Variance
After Kinder Care	25	25	(13)	19	(7)	(26)	▼ Major Unfavourable Variance
Lighthouse Theatre	(217)	(206)	(220)	(202)	(230)	(27)	▼ Major Unfavourable Variance
General Recreation	(344)	(344)	(410)	(287)	(336)	(49)	▼ Major Unfavourable Variance
Centre Based Child Care	(35)	(37)	(147)	(85)	(166)	(80)	▼ Major Unfavourable Variance
<b>Total Community Development</b>	<b>(3,966)</b>	<b>(3,907)</b>	<b>(3,932)</b>	<b>(3,088)</b>	<b>(2,902)</b>	<b>185</b>	<b>▲</b>
<b>City Growth</b>							
City Development and Strategy	(1,016)	(1,016)	(926)	(837)	(654)	183	▲ Major Favourable Variance
Statutory Building Services	(226)	(226)	(176)	(169)	(80)	89	▲ Major Favourable Variance
Promotions	(315)	(286)	(325)	(205)	(170)	36	▲ Major Favourable Variance
Economic Development	(555)	(555)	(577)	(414)	(382)	33	▲ Major Favourable Variance
City Sustainability	(195)	(195)	(187)	(165)	(150)	15	▲
Tourism Services	(80)	(270)	(255)	(199)	(185)	13	▲
City Growth Directorate	(243)	(243)	(243)	(183)	(173)	10	▲
Fun4Kids	(450)	(450)	(474)	(325)	(323)	2	▲
Community Events	0	0	(0)	0	0	0	▲
Visitor Information Centre	(165)	(162)	(163)	(121)	(133)	(11)	▼
City Renewal	(23)	(23)	(53)	(13)	(55)	(42)	▼ Major Unfavourable Variance
Shipwreck Bay Holiday Park	314	314	240	355	289	(67)	▼ Major Unfavourable Variance
Surfside Holiday Park	743	743	645	852	770	(82)	▼ Major Unfavourable Variance
Flagstaff Hill	(451)	(443)	(676)	(321)	(410)	(89)	▼ Major Unfavourable Variance
<b>Total City Growth</b>	<b>(2,662)</b>	<b>(2,812)</b>	<b>(3,167)</b>	<b>(1,745)</b>	<b>(1,656)</b>	<b>89</b>	<b>▲</b>

**Appendix B: Detailed YTD Net Project Results****Projects YTD Net Results by Directorate**

Cost Centre	Adopted Budget \$'000	Revised Budget \$'000	Forecast \$'000	YTD Budget \$'000	YTD Committed \$'000	Variance \$'000	
<b>Grand Total</b>	(405)	(1,469)	(1,475)	(211)	34	245	▲
<b>Corporate Strategies</b>							
Corporate Strategies Directorate	0	0	0	72	72	0	■
Organisation Development	0	0	20	0	0	0	■
Executive Office	0	(161)	(161)	43	117	75	▲
<b>Total Corporate Strategies</b>	0	(161)	(141)	115	189	75	▲
<b>City Infrastructure</b>							
Regulatory Control	(25)	(25)	(37)	(12)	(12)	0	▲
Environment Management	0	0	0	(5)	(4)	0	▲
Infrastructure Development & Projects	0	0	(2)	17	33	15	▲
<b>Total City Infrastructure</b>	(25)	(25)	(40)	(0)	16	16	▲
<b>Community Development</b>							
Community Development Directorate	0	(95)	(102)	(83)	(124)	(41)	▼
General Recreation	(30)	(76)	(76)	7	3	(4)	▼
Capacity Access and Inclusion Admin	0	(120)	(119)	(77)	(80)	(3)	▼
Municipal Library	(40)	(40)	(40)	0	0	0	■
Aquazone	(20)	(80)	(80)	(46)	(46)	0	■
Rural Access	0	(3)	0	(2)	0	2	▲
Art Gallery	0	(7)	(1)	(5)	(1)	4	▲
Youth Services	(0)	(3)	1	18	24	6	▲
Archie Graham Centre	0	(50)	(50)	(38)	(27)	11	▲
National Respite Care Services	0	(15)	(15)	(11)	0	11	▲
Regional Early Years	(0)	(139)	(137)	(60)	(38)	22	▲
Pre-Schools	0	(46)	(36)	(30)	11	42	▲
Centre Based Child Care	0	(113)	(113)	(72)	(34)	38	▲
<b>Total Community Development</b>	(90)	(786)	(769)	(400)	(312)	87	▲
<b>City Growth</b>							
City Sustainability	0	(26)	(53)	132	120	(12)	▼
Flagstaff Hill	0	(3)	7	(2)	(1)	1	▲
Tourism Services	0	(30)	(45)	4	6	2	▲
Promotions	0	(5)	(20)	(5)	0	5	▲
City Renewal	0	(10)	(7)	(10)	(2)	8	▲
City Development and Strategy	(290)	(376)	(377)	(49)	(21)	28	▲
Economic Development	0	(47)	(30)	4	38	34	▲
<b>Total City Growth</b>	(290)	(497)	(526)	74	140	66	▲



**Appendix C: Detailed YTD Net Capital Results****Capital YTD Net Results by Directorate**

Cost Centre	Adopted Budget \$'000	Revised Budget \$'000	Forecast \$'000	YTD Budget \$'000	YTD Committed \$'000	Variance \$'000	
<b>Grand Total</b>	(12,540)	(12,812)	(12,338)	(12,042)	(11,554)	488	▲
<b>Corporate Strategies</b>							
Banking & Treasury	227	(76)	156	434	435	0	▲
Information Services	(350)	(478)	(478)	(219)	(214)	5	▲
Saleyards	(180)	(211)	(24)	(31)	(24)	8	▲
<b>Total Corporate Strategies</b>	(303)	(765)	(347)	184	197	13	▲
<b>City Infrastructure</b>							
Drainage Construction	(2,725)	(1,312)	(1,490)	(1,039)	(1,314)	(275)	▼
Airport	(30)	(60)	(68)	(55)	(68)	(13)	▼
Footpath/Bicycle Path Construction	(338)	(170)	(170)	(127)	(140)	(13)	▼
Road Construction	(2,871)	(229)	(164)	(1,846)	(1,854)	(9)	▼
Construction Engineering	(49)	(49)	(48)	(37)	(45)	(8)	▼
Infrastructure Development & Projects	(5)	(5)	(9)	(5)	(9)	(4)	▼
Environment Management	(80)	(80)	(80)	(5)	(4)	1	▲
Other Construction	(860)	(1,069)	(1,140)	(840)	(836)	4	▲
Footpaths/Bicycle Path Maintenance	(290)	(290)	(290)	(218)	(204)	14	▲
Parks & Gardens	(50)	(89)	(97)	(45)	(25)	21	▲
Carpark Construction	(430)	(41)	(59)	(52)	(3)	49	▲
Buildings Construction	(1,170)	(1,145)	(1,119)	(859)	(788)	71	▲
Port of Warrnambool	0	(204)	(264)	(204)	(79)	125	▲
Fleet Management	(1,054)	(1,488)	(1,430)	(1,150)	(1,009)	142	▲
Bridge Construction	(350)	(873)	(434)	(623)	(411)	212	▲
<b>Total City Infrastructure</b>	(10,301)	(7,104)	(6,863)	(7,105)	(6,790)	316	▲
<b>Community Development</b>							
Lighthouse Theatre	(30)	(30)	(37)	(30)	(37)	(7)	▼
Rural Access	(50)	(50)	(50)	(23)	(29)	(6)	▼
Aquazone	(40)	(40)	(40)	(27)	(27)	0	▲
Archie Graham Centre	(20)	(20)	(21)	(15)	(11)	4	▲
Art Gallery	(55)	(55)	(46)	(50)	(46)	4	▲
General Recreation	(345)	(1,190)	(1,215)	(447)	(441)	6	▲
Warrnambool Multi-Purpose Stadium	(61)	(61)	(65)	(54)	(47)	6	▲
Children and Family Services Admin	(40)	(161)	(161)	(101)	(17)	84	▲
<b>Total Community Development</b>	(641)	(1,607)	(1,636)	(746)	(655)	92	▲
<b>City Growth</b>							
Development Contribution Plans	0	106	(8)	106	100	(6)	▼
City Renewal	(1,000)	(2,170)	(2,275)	(2,144)	(2,135)	10	▲
Flagstaff Hill	(0)	(963)	(923)	(2,023)	(2,012)	11	▲
City Sustainability	0	(14)	(14)	(18)	0	18	▲
Surfside Holiday Park	(295)	(295)	(272)	(295)	(260)	35	▲
<b>Total City Growth</b>	(1,295)	(3,336)	(3,493)	(4,374)	(4,306)	68	▲



## **5.5 NEWS AND SOCIAL MEDIA POLICY**

### **PURPOSE**

*The Media Policy is due to be updated.*

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### **EXECUTIVE SUMMARY**

- With the line between traditional news media and social media increasingly blurred a policy addressing both has been developed. It is proposed that this policy replace the Media Policy and the internal Social Media Policy which applies to staff.
- The News and Social Media Policy – refer **Appendix A** does not seek to inhibit people's right to express a view. It does provide guidelines around how to do so without misrepresenting Warrnambool City Council, breaching copyright laws or defaming individuals.
- Council depends on news and social media to inform the community about Council activities. Council also receives feedback from the community via social media.
- The draft News and Social Media Policy will help ensure consistent and clear information is delivered to the community from the Council.

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**MOVED: CR. NEOH**  
**SECONDED: CR. HERBERT**

**That the News & Social Media Policy as presented be adopted.**

**CARRIED – 7:-0**

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### **BACKGROUND**

The draft News and Social Media Policy describes the way in which Council will communicate decisions, policies, programs, services and activities to the community via news media. It also acknowledges the significant role of social media.

Social media can be used to engage the community and complements other forms of communication to improve access, community engagement and delivery of services.

For several years Council has had a Media Policy for staff and Councillors to govern and guide interactions with the media, usually print, radio and television media.

In 2014 Council introduced an internal Social Media Policy to help guide staff in their use of social media, both for work and outside the workplace.

The combining of media and social media policies reflects the reality of the merging of traditional and social media forms.

The draft News and Social Media Policy recognises that online media is an essential tool for Council, allowing it to quickly connect with the community and have two-way conversations.

Council uses social media to promote its various enterprises including the Lighthouse Theatre, Warrnambool Art Gallery, South-West Victorian Livestock Exchange and AquaZone.

The policy also provides guidance for Council staff and councillors when interacting with the news media, which usually means the Warrnambool newspaper and radio stations.

The long-standing arrangement is for the Mayor or CEO to be the official spokespeople when discussing Council matters.

Councillors are also entitled to discuss matters with the media but are required to provide clarity around whether the views being expressed are personal or reflect formal Council decisions.

On operational matters the Chief Executive Officer may authorise relevant staff to provide comments to the media.



WARRNAMBOOL  
CITY COUNCIL

## **News & Social Media Policy**

POLICY TYPE: Council

APPROVAL DATE: [MMM YYYY]

REVIEW DATE: [MMM YYYY]

**NEWS AND SOCIAL MEDIA POLICY - DRAFT****DOCUMENT CONTROL**

<b>Document Title:</b>	<i>News &amp; Social Media Policy</i>
<b>Policy Type:</b>	<i>Council</i>
<b>Responsible Branch:</b>	<i>Communications Branch</i>
<b>Responsible Officer:</b>	<i>Manager Communications</i>
<b>Document Status:</b>	<i>DRAFT</i>
<b>Approved By:</b>	<i>Council</i>
<b>Adopted Date:</b>	<i>[MMM/YYYY]</i>
<b>Review Date:</b>	<i>[MMM/YYYY]</i>

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**NEWS AND SOCIAL MEDIA POLICY - DRAFT****1. INTRODUCTION****1.1 Purpose**

Print, radio and online media are key communication tools that allow Council to engage with and inform the community about Council activities, programs, events services and initiatives. Collectively they play a critical role in facilitating transparency and public trust.

The intent of the policy is to provide a consistent and coordinated framework, ensuring Council's communications with the news media and our interactions on social media are accurate and professional.

Councillors and staff of Warrnambool City Council are expected to demonstrate standards of conduct and behaviour that are consistent with relevant legislation, regulations and policies. This policy provides understanding and guidance for Councillors, staff, contractors and volunteers on the use of news and social media for the purposes of promoting Council activities and the 'personal' use of social media where Warrnambool City Council is a topic of online discussion and should be read in conjunction with the Councillor and Staff Codes of Conduct.

**1.2 Scope**

The policy applies to all Council services, Councillors, employees, contractors (third party agents), volunteers and committees when representing Council in the media. This policy applies to all verbal and written comments in the media, public speaking engagements, media releases and the use of social media.

**1.3 Definitions**

Term	Definition
Council	Warrnambool City Council
Community	People who live, work in or visit Warrnambool
Social media	Internet-based tools that facilitate conversations. Use of social media by Council staff is covered in the Social Media Policy (2014).
Community engagement	The processes and interactions that occur between the Council, the general community and community groups.
Consultation	A two-way relationship with Council providing information to the community and community groups, accepting and considering feedback and providing information on outcomes.
News media	Radio stations, newspapers, television and websites that provide news coverage which meets standards described in the Australian Press Council's Statement of General Principles.
Social media	Internet-based tools that facilitate conversations
Blog/blogger	A blog is a website created by a person to record their opinions, interests, etc. A blogger posts content to the blog.

Warning - Uncontrolled when printed.

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Policy Type: Council | Responsible Branch: Communications | Approved Date: [MMM YYYY] | Review Date: [MMM YYYY]

**NEWS AND SOCIAL MEDIA POLICY - DRAFT****1.4 References**

<b>Relevant Legislation</b>	<ul style="list-style-type: none"> <li>• Australian Human Rights Commission Act 1986 (Comm)</li> <li>• Age Discrimination Act 2004 (Comm)</li> <li>• Copyright Act 1968 (Comm)</li> <li>• Crimes Act 1958 (Vic)</li> <li>• Defamation Act 2005 (Vic)</li> <li>• Disability Discrimination Act 1991 (Comm)</li> <li>• Fair Trading Act 1999 (Vic)</li> <li>• Fair Work Act 2009 (Comm)</li> <li>• Freedom of Information Act 1982 (Vic)</li> <li>• Local Government Act 1989 (Vic)</li> <li>• Equal Opportunity Act 2010 (Vic)</li> <li>• Racial and Religious Tolerance Act 2001 (Vic)</li> <li>• Racial Discrimination Act 1975</li> <li>• Privacy and Data Protection Act 2014</li> <li>• Public Records Act 1973 (Vic)</li> <li>• Spam Act 2003 (Comm)</li> <li>• Sex Discrimination Act 1984 (Comm)</li> <li>• Wrongs Act 1958 (Vic)</li> </ul>
<b>External Sources/Standards</b>	<ul style="list-style-type: none"> <li>• Statement of General Principles by the Australian Press Council (<b>Appendix A</b>)</li> </ul>
<b>Council &amp; Organisational Policies</b>	<ul style="list-style-type: none"> <li>• Councillor Code of Conduct</li> <li>• Staff Code of Conduct</li> <li>• Community Engagement Policy</li> <li>• Privacy Policy</li> <li>• Audio Recording of Meetings Policy</li> <li>• Caretaker (Elections) Policy</li> <li>• Councillors IT Equipment – Conditions of Use Policy</li> <li>• Risk Management Policy</li> <li>• Equal Opportunity Policy</li> <li>• Bullying and Harassment Policy</li> <li>• Acceptable Computer Use Policy</li> <li>• Sponsorship Policy</li> <li>• Records Management Policy</li> </ul>

**2. POLICY****2.1 Policy Statement**

This policy outlines the importance of communicating with the news media in order to maintain Council's commitment to being an open and accountable organisation.

In applying scrutiny to and coverage of Council activities, news media supports Council's efforts to maintain strong relationships with our community and therefore a functional relationship between Council and news media is highly desirable.

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**NEWS AND SOCIAL MEDIA POLICY - DRAFT**

The Policy describes the way in which Council will communicate decisions, policies, programs, services and activities to the community via news media and also acknowledges the role of social media. Social media can be used to engage the community and complements other forms of communication to improve access, community engagement and delivery of services.

The Policy complements Council's Community Engagement Policy which outlines Council's commitment to involving the community in decision-making.

**2.2 Policy Objectives**

The objectives of this Policy are to:

- Ensure news media receives accurate information in a timely manner
- Ensure that there are clear processes in place in using the media to communicate key Council decisions and messages.
- Detail the roles and responsibilities of councillors/staff in terms of media management, authorised spokespersons and the responsibility for pro-active promotion of Council services, events and activities.
- Provide guidelines for councillors and staff in the use of social media

**2.3 Policy Principles**

The following guiding principles set out how as Council and the organisation we will engage and interact with the community through news and social media platforms.

**2.3.1 News Media Enquiries**

Warrnambool City Council will endeavour to provide timely, accurate information to the news media to maintain the reputation and integrity of Council and to ensure openness and accountability.

In responding to inquiries from news media, Warrnambool City Council expects media coverage that conforms to standards set by the Australian Press Council (refer **Appendix A**).

News media inquiries will be addressed promptly and courteously and will be directed through the Communications Branch to ensure a co-ordinated, organisation-wide approach.

Media releases and responses issued by the Council will be archived electronically in the Council's records management system.

Inquiries via social media (including bloggers) will be considered as general inquiries and will be handled by either the Communications Branch or referred to City Assist unit for action through Council's Customer Request Management system.

**NEWS AND SOCIAL MEDIA POLICY - DRAFT****2.3.2 Reporting on Council decisions**

All media releases on Council decisions shall be coordinated through Council's Communications branch.

Once a decision is made by Council, media releases should reflect the decision of Council not the personal interpretations of Councillors or officers. This will help ensure the media and community understand the decisions of Council.

A summary of Council decisions is also reported through editions of Council's E-news editions. A subscription service to E-News is available through Council's website.

Audio recordings of Ordinary and Special meetings of Council are available for download on the internet via the Council's website by noon the day following the meeting (refer Council's Audio Recording of Council meetings Policy)

**2.3.3 Authorised Media Spokespersons**

The Mayor is the official spokesperson on behalf of Council on matters where the Council has an official position, the matter relates to a Council decision or policy, State or Federal matters affecting local government and local issues that impact the community.

The Chief Executive is the official spokesperson for all operational matters relating to the organisation including staffing and the structure of the organisation, and issues relating to service provision or day-to-day business of Council. Where appropriate the Chief Executive shall authorise relevant Council staff to speak on operational matters.

**2.3.4 Councillors' role in the media**

There may be times when a Councillor as an individual wishes to comment to the media about issues relating to Council. Councillors can express their own views through the media, however they must make it clear it is their own view and does not represent the position of Council. As stipulated in the Code of Conduct, Councillors (as a courtesy) should advise the Council's Communication manager of any media undertakings.

**2.3.5 Media support**

The role of Council's Communications Branch is to help promote the programs, initiatives, services and strategic policy decisions of Council and to support the Mayor and Chief Executive as official spokespersons.

Communications Branch support is reserved for actual Council decisions and activities and does not extend to promoting or explaining matters raised by Councillors through the media, unless they have been considered and a majority Council decision has been made.



**NEWS AND SOCIAL MEDIA POLICY - DRAFT****2.3.6 Council social media accounts/sites**

A number of Council operations and enterprises use social media as a promotional tool.

Those posting content on Council social media sites should be mindful of the prohibited content described in item 2.3.8 of this policy.

Social media posts should relate directly to the operation for which the social media account was established.

Approval for official Council social media sites shall be authorised through the Communications manager on behalf of the Chief Executive.

Council social media sites created or contributed to:

- Must be readily edited, improved or removed;
- Have a moderator appointed to regularly check the material posted on the site;
- should comply with Australian web standards for accessibility;

Council information should not be made available on non-compliant platforms.

Council staff establishing a social media site must consider if it is necessary and whether they have the time to commit to ensuring the site is effective.

Usernames and passwords for Council social media sites must be reported to the Communications Branch in order for them to assist in site moderation or retiring the site if required.

Statements or announcements posted by staff on Council social media sites:

- must be authorised by the Communications Branch;
- disclose only publicly available information;
- must be and comply with all relevant Council policies.

Staff using social media to disseminate information should be mindful of Australian competition laws and refrain from relaying, repeating or disseminating (e.g. retweeting) social media messages issued by other organisations including private businesses as to do so may promote one business over another or involve Council in matters outside the scope of local government activity.

**2.3.7 Personal use of social media**

Warrnambool City Council recognises that Councillors and Council staff use social media in their personal lives. This policy does not intend to discourage nor unduly limit personal expression or online activities. However, there is the potential for damage to be caused (either directly or indirectly) to the Council in certain circumstances via personal use of social media when users can be identified with Council.

Councillors and Council staff should be aware that content published on social media is, or may become publicly available, even from personal social media accounts.

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**NEWS AND SOCIAL MEDIA POLICY - DRAFT**

Councillors and staff must ensure, they:

- are mindful that their behaviour is bound by the Councillor/Staff Codes of Conduct and therefore any views expressed should be clearly identified as their own and not those of Council;
- don't use a work email address to register personal social media accounts;
- don't make comments that are obscene, defamatory, threatening, harassing, discriminatory or hateful to, or about work, colleagues, peers or Council.

Councillors and staff must not post comments or images that are, or could be perceived to be:

- made on behalf of City Council
- so harsh or extreme in criticism that they raise questions about the capacity to work professionally or impartially as a Councillor or employee (such comments would not have to relate directly to their area of work)
- compromising the capacity to fulfil duties as a Councillor or staff member in an impartial and unbiased manner. This applies particularly where comment is made about Council policies and programs.
- so strong in criticism of Council that it could seriously disrupt the workplace. (Councillor/staff members should resolve concerns via internal dispute resolution mechanisms)
- unreasonable criticism of Council clients or other stakeholders
- compromising public confidence in Council.

When considering making personal comments, Councillors and staff should reflect on the following questions:

- could my comments cause Council stakeholders or Warrnambool residents to lose confidence in my ability to work in a professional manner?
- are my comments consistent with how the community expects Councillors/staff to operate and behave?
- could my comments lower or undermine the reputation of Council?
- are my comments lawful? For example, do they comply with anti-discrimination legislation and laws relating to defamation?

### **2.3.8 Prohibited news/social media content**

The following are not permitted under any circumstances when Councillors or Council staff on behalf of Council engage with the community via the news and or social media:

- Abusive or profane language
- Content which is false or misleading
- Confidential information about Council or third parties
- Copyright or Trademark protected materials
- Discriminatory material in relation to a person or group based on age, ethnicity, disability, gender, nationality, marital or parental status, political opinion/affiliation, race, religious belief, sexual orientation,...
- Material that would offend contemporary standards of taste or decency

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**NEWS AND SOCIAL MEDIA POLICY - DRAFT**

- Material that would bring the Council into disrepute
- Material that would breach applicable laws eg privacy, copyright, trade practices, etc
- Materials that could compromise a Council employee or systems safety
- Spam, meaning the distribution of unsolicited bulk electronic messages
- Statements that may be considered to be bullying or harassment
- Personal details or references to elected members, Council employees or third parties, which may be inconsistent with Council Privacy Policies/requirements?

**3. ROLES AND RESPONSIBILITIES**

Role	Responsibilities
All Users	When using Council media platforms: <ul style="list-style-type: none"> <li>• adhere to Warrnambool's City Council's Codes of Conduct, policies and procedures</li> <li>• comply with relevant laws and regulations</li> <li>• seek authorisation/assistance from the Communications Branch</li> <li>• behave with caution, honesty and respect</li> <li>• have sound reasons for using social media for work;</li> <li>• use correct spelling and grammar; and</li> <li>• reinforce the integrity, reputation and values of Warrnambool City Council.</li> </ul>
Staff and contractors	<ul style="list-style-type: none"> <li>• Seek approval from relevant manager for business strategy incorporating social media</li> <li>• Seek advice and authorisation from Communications Branch about using social media and developing a communications plan to support business strategy</li> <li>• Seek approval for council branding of social media &amp; register social media account/tools/site with the Communications Branch</li> <li>• Seek training and development for using social media</li> <li>• Understand and comply with the provisions in this policy</li> <li>• Seek advice from the Communications Branch if unsure about applying the provisions of this policy</li> <li>• Be familiar with the end user licence agreements of any external social media tools being used</li> </ul>
Managers and Supervisors	<ul style="list-style-type: none"> <li>• Ensure staff and contractors are provided with a copy of this policy</li> <li>• Ensuring staff and contractors under their control comply with actions and procedures detailed in this Policy.</li> </ul>
Information Services Branch	<ul style="list-style-type: none"> <li>• Facilitate secure access to support delivery of council business via social media</li> <li>• Regularly back up and archive internally hosted social media sites</li> </ul>
Communications	<ul style="list-style-type: none"> <li>• Coordinate the authorisation of use of social media tools for</li> </ul>

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Branch	conducting council business <ul style="list-style-type: none"> <li>• Provide advice and assist with the development of communication plans using social media</li> <li>• Educate staff and contractors about this policy and their responsibilities when using social media</li> <li>• Advise appropriate precautions e.g. disclaimers</li> <li>• Maintain a register of social media being used for conducting council business including records of the business case for using social media, its strategic imperative, the intended administrator, URL, login, password and audience</li> <li>• Monitor social media accounts/tools/sites registered for conducting Council business</li> <li>• Monitor social media for references to Warrnambool City Council</li> <li>• Refer matters where appropriate to Council's Governance &amp; Risk branch where an issue is likely to be contentious or may create legal risk for the Council.</li> </ul>
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4.  
GOVERNANCE  
4.1

**Owner**

The Communication Manager is responsible for monitoring the currency and viability of this policy and updating it where required.

**4.2 Review**

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

**4.3. Charter of Human Rights Compliance**

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

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

**4.4 Enforcement**

For Council staff, contractors and volunteers alleged breaches of this policy may result in a Code of Conduct complaint, disciplinary action, performance management and /or review. Serious breaches may result in suspension or termination of employment or association.

For Councillors, any breach this policy may result in a Councillor Code of conduct complaint.

Warrnambool City Council reserves the right to remove, where possible, content that violates this policy or any associated policies



**NEWS AND SOCIAL MEDIA POLICY - DRAFT****5. APPENDIX A****Statement of  
General Principles****Introduction**

This Statement of General Principles forms part of the Council's Standards of Practice which are binding on all print and online publishers who are members of the Council. The Standards are applied by it when considering and adjudicating on complaints about particular instances of their practice.

The **Standards of Practice** comprise:

- the **Statement of General Principles**;
- the **Statement of Privacy Principles**;
- a series of **Specific Standards of Practice**, which apply the two Statements of Principles to particular aspects of media practice.

The Council's Advisory Guidelines may also be taken into account but are not binding Standards.

The Standards of Practice apply to text, headlines, photographs, graphics, captions, audio, video and all other forms of published material, but not to advertising.

Publishers and editors are responsible for taking reasonable steps to comply with the Standards in their print and online publications. This applies to actions by their employees and external contributors, including those who are not journalists.

Publisher members are also obliged under the Council's Constitution to cooperate with its handling of complaints. This includes publishing all Council adjudications relating to their particular publications.

**Preamble to the General Principles**

In a democratic society, all people have the right to freedom of expression and to be informed. These rights cannot be secured unless the press is free to publish facts and opinions without fear or favour.

Freedom of the press, however, carries responsibilities to the public. Liberty does not mean licence, and due regard must be given to other important freedoms, rights and values which are in the public interest.

Accordingly, the Press Council has laid down the following General Principles to which all publisher members are committed by the Council's Constitution.

**NEWS AND SOCIAL MEDIA POLICY - DRAFT****The General Principles**

Publications are free to publish as they wish by reporting facts and expressing opinions, provided they take reasonable steps to comply with the following Principles and the Council's other Standards of Practice.

**Accuracy and clarity**

1. Ensure that factual material in news reports and elsewhere is accurate and not misleading, and is distinguishable from other material such as opinion.
2. Provide a correction or other adequate remedial action if published material is significantly inaccurate or misleading.

**Fairness and balance**

3. Ensure that factual material is presented with reasonable fairness and balance, and that writers' expressions of opinion are not based on significantly inaccurate factual material or omission of key facts.
4. Ensure that where material refers adversely to a person, a fair opportunity is given for subsequent publication of a reply if that is reasonably necessary to address a possible breach of General Principle 3.

**Privacy and avoidance of harm**

5. Avoid intruding on a person's reasonable expectations of privacy, unless doing so is sufficiently in the public interest.
6. Avoid causing or contributing materially to substantial offence, distress or prejudice, or a substantial risk to health or safety, unless doing so is sufficiently in the public interest.

**Integrity and transparency**

7. Avoid publishing material which has been gathered by deceptive or unfair means, unless doing so is sufficiently in the public interest.
8. Ensure that conflicts of interests are avoided or adequately disclosed, and that they do not influence published material.

**Explanatory Notes**

"**Person**" includes a group or category of people (provided it is reasonably specific and limited in number) and a corporation or other legal entity.

"**Sufficiently in the public interest**": The necessary level of justification in the public interest is proportionate to the gravity of the potential breach of the Principles. Relevant factors to consider may include, for example, the importance in the public interest of:

- (a) ensuring everyone has genuine freedom of expression and access to reliable information;
- (b) protecting and enhancing independent and vigorous media; public safety and health; due administration of justice and government; personal privacy, and national security;
- (c) exposing or preventing crime, dishonesty and serious misconduct or incompetence (especially by public figures).

## **5.6 COMMUNITY ENGAGEMENT POLICY**

### **PURPOSE**

***This report presents the reviewed Community Engagement Policy.***

---

### **EXECUTIVE SUMMARY**

- Council's engagement with the community is guided by the Community Engagement Policy which assists Council in connecting with the community and seeking feedback in relation to key projects and initiatives.
- The policy is due for review.
- The policy assists in achieving the strategic objective of Council to "practice good governance through openness and accountability" which is contained in the Draft Council Plan.

---

**MOVED: CR. CASSIDY**  
**SECONDED: CR. ANDERSON**

**That Council adopt the revised Community Engagement Policy.**

**CARRIED – 7:0**

---

### **BACKGROUND**

Council routinely reviews all its policies and the Community Engagement Policy is due for review.

Community engagement comprises the processes and interactions that occur between the Council and the community. It allows the community to become meaningfully involved in decisions which affect their wellbeing and quality of life.

Community engagement by Council on major projects and initiatives is now a requirement and expectation.

Over the past year a number of major community engagement activities have been carried out by Council for projects including Warrnambool 2040, the Reid Oval Development Plan and master plans for Lake Pertobe and Warrnambool Botanic Gardens.

The Council community engagement website, *yoursaywarrnambool.com.au* continues to be a useful tool in reaching out to the community.

### **ISSUE**

The review of our community engagement policy has resulted in minor changes to the policy. More detail has been added around the purpose of the policy including the identification of stakeholders; there is also more detail in the policy scope including detail around the need for a range of engagement approaches and techniques depending on the issues or projects being considered.

The policy is supported by a "community engagement tool kit" which provides a practical guide for staff needing to carry out community consultations.

Council remains guided by the Public Participation Spectrum (inform, consult, involve, collaborate, empower) developed by the International Association for Public Participation.

**CONSULTATION**

Council managers who are involved in undertaking or co-ordinating community engagement activities were consulted during the review of the policy.

**FINANCIAL IMPACT**

Community engagement activities around major projects such as the Council Plan are considered in budget allocations. Consideration is also given to community engagement activities for major capital works projects such as road building or the development of major plans and strategies.





WARRNAMBOOL  
CITY COUNCIL

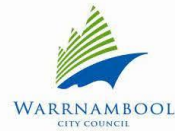
## Community Engagement Policy

POLICY TYPE: Warrnambool City Council

APPROVAL DATE: DRAFT MAY 2017  
REVIEW DATE:

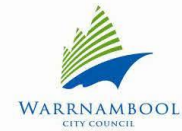
**COMMUNITY ENGAGEMENT POLICY****DOCUMENT CONTROL**

Document Title:	<i>Community Engagement Policy</i>
Policy Type:	<i>Warrnambool City Council</i>
Responsible Branch:	<i>Communications Department</i>
Responsible Officer:	<i>Manager Communications</i>
Document Status:	<i>Draft</i>
Adopted By:	<i>Warrnambool City Council</i>
Adopted Date:	
Review Date:	<i>2017</i>

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## COMMUNITY ENGAGEMENT POLICY



### 1. INTRODUCTION

#### 1.1. Purpose

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

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

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

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

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

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

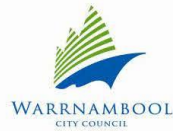
The purpose of undertaking community engagement is:

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

The tangible benefits of community engagement can include:

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





## COMMUNITY ENGAGEMENT POLICY

### 1.2. Scope

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

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

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

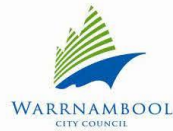
Community engagement must be undertaken when it is required by legislation and when an issue or activity has the potential to affect residents or other stakeholders.

Community engagement should occur when:

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

### 1.3. Definitions

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

**COMMUNITY ENGAGEMENT POLICY****1.4. References**

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

**2. THE ENGAGEMENT PROCESS****2.1 Plain English**

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

**2.2 Core activities and values**

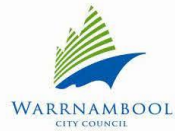
The purpose of the following activities and values is to aid in decision-making which reflects the interests and concerns of the community.

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

**2.3 Engagement levels**

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

## COMMUNITY ENGAGEMENT POLICY



International Association  
for Public Participation  
Australasia

## IAP2 Public Participation Spectrum

Developed by the International Association for Public Participation

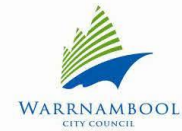
INCREASING LEVEL OF PUBLIC IMPACT

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

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## COMMUNITY ENGAGEMENT POLICY

---



### 3. FURTHER INFORMATION AND ADVICE

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

### 4. GOVERNANCE

#### 4.1. Owner

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

#### 4.2. Review

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

#### 4.3. Compliance Responsibility

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

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

##### 4.3.2. Managers and Supervisors

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

##### 4.3.3. All Employees

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

#### 4.4. Charter of Human Rights Compliance

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

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



**5.7 PETITION (JOINT LETTER) - FOR COUNCIL TO IMPROVE PUBLIC TOILETS & CHANGE FACILITIES AT MCGENNAN'S CAR PARK****PURPOSE**

*To respond to the petition received on the McGennan's public toilets.*

---

**EXECUTIVE SUMMARY**

- Council at its 3 April 2017 meeting received a petition with 73 signatures which requested that Council improve the public toilets and change facilities at McGennan's car park (Refer **Appendix A**).
- In accordance with Council's Local Law L1 Governance, the petition was referred to the Chief Executive for consideration and response.
- Council has a Warrnambool Public Amenities Strategy which contains a detailed 10 Stage/Year priority improvement plan for public amenities (Refer **Appendix B**).

---

**MOVED: CR. HULIN**  
**SECONDED: CR. ANDERSON**

**That Council:**

1. **Note that the replacement of the McGennan's Public Amenities is identified as a priority action in the Warrnambool Public Amenities Strategy 2013.**
2. **Write to the author of the petition and provide them with a copy of the Warrnambool Public Amenities Strategy and advise that replacement works are now scheduled for 2019/20.**

**CARRIED – 7:0**

---

**BACKGROUND**

Council at its 3 April 2017 meeting received a petition with 73 signatures which requested that Council improve the public toilets and change facilities at McGennan's Car Park

In accordance with Local Law L1 Governance, the petition was referred to the Chief Executive for consideration and response.

**ISSUES**

At its meeting of 9 September 2013 Council adopted the Warrnambool Public Amenities Strategy 2013. This Strategy undertook a comprehensive examination of existing public amenities and provided an assessment of performance, risk and user needs for the provision of public amenities, the management and operations of the public amenities and capital expenditure.

The Strategy included a detailed Capital Works Plan which identified some 22 projects which were prioritised over a 10 year period. Since adoption of the plan a number of priorities have been delivered, some elevated in priority and a number still to complete.

The McGennan's amenities replacement project was originally designated as a Year 5 (2018/19) project, however is now more likely to occur in 2019/20.

**CONSULTATION / COMMUNICATION**

The Chief Executive will delegate to relevant officers to liaise with the petitioners via the petition organiser (first signatory) to inform them what actions are proposed and when.

Jill Exell  
28 Roxburgh Court  
WARRNAMBOOL VIC 3280

11 January 2017

Kylie Gaston, Mayor  
Warrnambool City Council  
Liebig Street  
WARRNAMBOOL VIC 3280

Dear Kylie and Councillors

With tourism being a prominent industry in our city we applaud the Warrnambool City Council for its works and maintenance in the beach area including the beautiful playground picnic facilities of Lake Pertobe, the beach showers and bike racks along the foreshore.

However, whilst the surf club has change rooms and toilets and there is a great facility provided near Middle Island, there is an ongoing need for a similar facility to be provided at McGennan's carpark. Whilst we realise that swimming safety flags are provided at the surf club, one only has to visit the beach at McGennan's on any warm day during January and February to understand that there are as many people frequenting this part of the beach. The antiquated toilet block near Pertobe Road is simply not appropriate for visiting or residential families or individuals to change for their swim.

It must also be noted that on nearly every morning over summer and some winter mornings there are groups of middle aged people who body board at McGennan's who have to change in their cars ....not a pretty sight for anyone walking the promenade!!

To this end we ask that a suitable facility like the one at near Middle Island on Viaduct Road or the unisex cubicles being used in many beaches around Australia, be provided at McGennan's carpark on the vacant land opposite the outdoor shower.

Please address this issue at your next meeting

Yours in anticipation



Jill Exell  
Resident Beach user

This letter is supported by the following residents of Warrnambool.....

NAME	ADDRESS / CONTACT
JEANICA MADDER	4 ROXBURGH CRT W'BOOL
MICHAEL PAGE	151 WHITEY RD W'BOOL
Ewen Horwill	Annette crt W'BOOL
Debra Sutton	HOPKINS PT RD W'BOOL



This letter is  
a bit water  
damaged as it  
was taken to the  
beach for people  
to read + sign.



Request for change room / toilet facility to be provided at McGennan's carpark  
(see attached letter)

NAME	ADDRESS / CONTACT
JENNY JOHNSON	26 ROXBURGH CRT, W'BOOL
BRIAN PARKINGHORN	3/255 LIEBIG ST W'BOOL
Patricia M'Gennisk	11 Pecten Ave W'boool
Cathy Gibbons	29 ROXBURGH CRT W'BOOL
Peter Gibbons	" " " "
Parking Habersfield	353 Caramut Rd Warrnambool
Michelle Lyons	44 Boston Street Warrnambool
<del>George Lythe</del>	" " "
George Lythe	" " "
Andrea Lyon	27 Breton St, W'boool
Janet Sheel	31 Black & Koroit
Dorothy Rooney	19 Roxburgh Crt W'Boool
Rebecca Northing	26 Minerva Dr. W'boool
DAVID BARTON	4 HOPKINS PT RD. W'BOOL
Aimette Stevens	55 Henna St. W'boool
CATHY HARPER	298 LIKE VIEW RD, KOROIT
Danise Borton	36 Jukes St. W'boool
Val Adison Walker	2 KALEY CR W'boool
ANNA BOLLIGEN	4 JOINT WAY, WOODWARD
AL PARKER	4 JOINT WAY, WOODWARD
Val Ryan	4/17 Hickford Pde W'boool
M. Ryan	25 Edison Rd W'Boool
R. SAMRAI	265 Bridge Rd, Woodward
RAE SAMRAI	265 BRIDGE ROAD, WOODWARD
Alison Packer	6-6 CRIBBO, ST W'BOOL
Georgina Jones	8 Millbrook Place
Anne Jones	" " "
Paul McIVERN	6 JEDBURGH WAY
BEV MCILLERN	6 JEDBURGH WAY
Margaret Cope	15 ACHILLES AVE
Gemma Sheldon	78 JAPAN STREET
James McGennisk	103 Glenferrie Rd Harrow
Elyse McGennisk	523 Archers Rd Byaduk Nth
Brigiana M'Gennisk	3 Skipton Street Ballarat
Davidson Jill Davidson	54 Ryot St Warrnambool
JO DOVER	5 Cavers Mews - Warrnambool
Mareen Bayard	7 HAWICK PLACE WARRNAMBOOL
Vicki Bayard	4 Tedbury Way, Warrnambool
Morag Boes	1 HAWICK PLACE, WARRNAMBOOL
Jon Jenkins	12 ROXBURGH CRT Warrnambool
TAN DAUDINETO	7 Millie Pl, Warrnambool
Jodie Fleming	12 ROXBURGH CRT Warrnambool
	20 ROXBURGH CRT W'BOOL



Jill Exell  
28 Roxburgh Court  
WARRNAMBOOL VIC 3280

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Kylie Gaston, Mayor  
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Please address this issue at your next meeting

Yours in anticipation

Jill Exell  
Resident Beach user

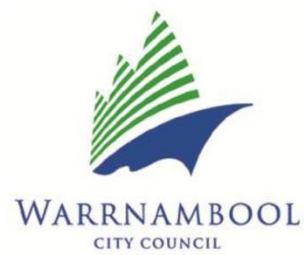
This letter is supported by the following residents of Warrnambool.....

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Clare Vaughan	46 HICKLORD Rd W'BOON



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Hazel Davy	6 Lawson Ct Wannambool
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John Maddock	37 Memberg Way Wannambool 3280.
Rona Burgess.	14 Roxburgh Crt Wannambool
A Dwyer	P.O. Box 183, Wannambool





# Warrnambool Public Amenities Strategy 2013





# Warrnambool Public Amenities Strategy 2013

Version 2

Warrnambool City Council

Civic Centre

25 Liebig Street

WARRNAMBOOL VIC 3380

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Strategy produced by:

**gilbert consulting pty ltd**

with assistance of:

Project Working Group;

Warrnambool City Council Staff; and

the Community



## 1 Acknowledgement

The Strategy was prepared by Gilbert Consulting Pty Ltd with the valuable assistance of the Strategy Project Working Group, Warrnambool City Council Staff and the Warrnambool community who contributed important information and feedback.

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**Attachment 1 – Map of Public Toilets**

**Attachment 2 – Performance Rating Score Cards for Each Public Amenity**

**Attachment 3 – Community Survey Questionnaire - Analysis of Results**

**Attachment 4 – Assessment Guidelines for Public Toilet Infrastructure**

**Table 1 - 'Performance' Rating Score Card –Master Copy**

**Table 2 - Guide to Assessing 'Raw Score' for each evaluation 'Element'**

**Table 3 - Raw Score Explanation Notes**

**Table 4 – Risk Matrix**

**Table 5 - 'Weightings Score – Maximum Consequences of Failure'**

**Table 6 - 'Minor Works'**

## 2 Executive Summary

The Warrnambool Public Amenities Strategy 2013 works towards making Warrnambool a great place for people to live in and visit through providing and managing an appropriate network of public toilets that are convenient, safe, clean and accessible.

The Public Amenity Strategy 2013 identifies the short, medium and long term provision and maintenance of Warrnambool's public amenities that:



- ✓ Best service the Warrnambool community with public amenities;

- ✓ Responds to community needs in relation to public toilets; and

- ✓ Improves the availability, safety and quality of public toilets available within Warrnambool.

Currently the Warrnambool community, visitors and tourists have access to 28 separate public amenities located along the foreshore, at shopping centres, attached to recreation and sporting facilities or free standing in gardens, parks and reserves.

There are other council controlled buildings where the public can access toilet facilities. However these are usually restricted to the times the buildings are open and are not considered as public amenities in this Strategy.

In addition to considering the physical condition of the amenity's buildings, the strategy also assesses the amenity's performance and risk factors ('fit for purpose') in establishing priorities for the types of works and improved operational activities required to lift the safety and quality of the amenities where:

- ✓ Performance is measured against identified community needs of safe, clean and conveniently placed public toilets, disability accessibility legislative changes, and crime prevention through environmental design (CPTED); and

- ✓ Risk considers the likelihood of an adverse event occurring and the severity of the consequences should an event occur.

Community involvement through a survey assisted in focusing recommended actions of the Strategy to align with community needs.

The Strategy provides direction for:

- ✓ Undertaking major capital works of refurbishing, replacing, new or discontinuing the use of public amenities;
- ✓ Undertaking minor works to buildings and/or surrounds to improve performance;
- ✓ Improve maintenance, cleaning and opening times of the amenities;
- ✓ Standards for the design, siting, configuration and numbers of cubicles for different locations and fit-out of the amenities; and
- ✓ Processes for assessing and prioritising the need for additional new amenities.

It also provides guidelines on the role of other strategies and master plans, the preferred distance between public toilets, incorporating crime prevention through environmental design (CPTED) principles, incorporating environmental sustainability features, provision of ancillary services of external and internal showers, drinking water stations, baby change facilities, parents feeding rooms and direction and information signage.

The Strategy proposes a total of forty two (42) actions in addition to a Capital Works Action Plan (details provided on page 27) which prioritises works for the next 10 years that will improve the performance of Warrnambool's public amenities.

The Ten Year Capital Works Action Plan and Consolidated List of Strategy Actions can be found at Sections 19 and 20 of this Public Amenities Strategy (pages 63 and 66).

## 3 Introduction

### 3.1 Background

The Warrnambool Public Amenity Strategy 2013 aim's to:

- Best service the Warrnambool community with public amenities;
- Determine community needs in relation to public toilets; and
- Improve the quality of public toilets available within Warrnambool.

The Warrnambool Public Amenities Strategy 2013 works towards making Warrnambool a great place for people to live in and visit through providing and managing an appropriate network of public toilets that are convenient, safe, clean and accessible.

The community's vision for a liveable city revolves largely around health and wellbeing, and the social and physical attributes (one being public toilets) that contribute to this.

Community well-being is influenced by the ability to access public toilets when planning activities ranging from short distance trips away from the home, undertaking the daily shopping or participating in leisure, recreational or sporting activities.

Many people, including the aged, parents with young children and those with a disability may be restricted from venturing into public places unless they are confident of accessing appropriate public amenities. The Warrnambool community survey respondents clearly identified that the condition and/or lack of toilets affects decisions on activities. Staying at home and not engaging in activities outside the home can negatively impact on the health and wellbeing of the people affected.

The provision and management of conveniently located high quality public amenities with all ability access and modern fittings enhances the experience of the many residents and tourists who enjoy the commercial precincts, beaches, major attractions such as Lake Pertobe, parks and sporting facilities offered by Council.

The challenge is to prioritise the upgrading and/or replacement of the current public amenity assets along with demand for new facilities in new locations.

Traditionally, councils have set priorities for toilet asset works of upgrades, replacement and new facilities based on asset management systems with a focus on the physical condition of the building. There are limitations in basing expenditure on 'condition' only, as it fails to address whether the building is fit for the purpose for which it is being used.

To assist with establishing priorities of works to improve Warrnambool's public amenities this Strategy incorporates a more recent trend of including two further elements into the overall assessment criteria:

- Performance - as measured against identified community needs of safe, clean and conveniently placed public toilets, disability accessibility legislative changes, and crime prevention through environmental design (CPTED); and
- Risk - consideration of the likelihood of an adverse event occurring and the severity of the consequences should an event occur.



This Strategy undertakes a comprehensive examination of existing public amenities and provides a rational assessment centred on performance, risk and user needs for future provision of public amenities, the management and operations of the public amenities and capital expenditure.

Key outcomes of this Strategy provide:

- Guidelines on the distribution of public toilets within parks, along the foreshore and at Activity Centres within Warrnambool.
- A review of the demographic influences on the location and design of public toilet facilities.
- Comment on the output of community engagement and describe what is important to the community.
- Guidelines relating to public toilets in Warrnambool that address the location and frequency of use, mix, size and makeup of a public toilet.
- Levels of service and appropriate hierarchy for public toilets.
- Community need for public toilets and present ways to improve the quality of public toilets available within Warrnambool.
- A comprehensive examination of existing public toilets and develop an assessment process for future public toilet provision and management.
- The future requirements and fit for purpose needs of Warrnambool Council public toilets and establish a program for the renewal or upgrade of toilet facilities at various locations throughout Warrnambool.
- The risks involved in the management and operation of public toilets and provide guidelines to apply CPTED principles to the operation and design of public toilets including guidelines with respect of public toilet safety, hygiene, graffiti etc.
- Council with information on how to manage demand for public toilets and provide cost details that will inform future budgets.
- The maintenance programs that will be adopted in the future to manage the assets.
- The potential to co-locate public toilet facilities within Council buildings e.g., as part of sporting club redevelopments.

### 3.2 Strategic Direction

The Warrnambool Council Plan 2009-2013 (revised) provides the overall strategic direction for the provision and maintenance of public amenities through its vision, mission and strategic indicators which include:

- Vision: – *‘To be a thriving, culturally rich and inclusive leading regional city’.*
- Mission (in part) - *‘Warrnambool City Council will work in collaboration with the community to make Warrnambool a great place for people to live, work and visit’.*
- Strategic Indicators (in part) – *“Manage Council assets in a sustainable manner”.*

Provision of public amenities does not occur in isolation of other activities within the municipality. Warrnambool City Council has developed Policies, Strategies, and Plans which support and foster public amenities. These include:

- Municipal Strategic Statement
- Warrnambool Council Plan 2009-2013 (revised)
- Warrnambool Asset Management Policy
- Warrnambool Draft Building Asset Management Plan
- CBD Revitalisation Plan
- Relevant Master Plans
- Warrnambool Active Ageing Plan 2008
- Health and Wellbeing Plan 2009- 2013
- Community Access Plan 2009/2013

## 4 About Warrnambool

Warrnambool City Council is a municipality in south western Victoria with a population of approximately 34,000 people (ABS, June 2010). Warrnambool is the largest city in the Great Ocean Road region, and Victoria's largest coastal city (outside Port Phillip Bay). A rapidly growing regional centre, the city provides retail, professional, educational, social and health services to a regional catchment of approximately 100,000 people.

Warrnambool is considered the service centre of the region in most sectors, as well as being a popular tourist and retirement destination. Council attributes the significant growth of Warrnambool to the strength of its diverse regional economy and the liveability of the City and its region.



Photo – Botanic Gardens

Warrnambool is also a significant tourist destination attracting up to 700,000 people every year to visit its many attractions including shopping, beaches, breakwater, Lake Pertobe, whale watching, flagstaff hill, parks, botanic and fletcher jones gardens arts centre and lighthouse theatre.

Warrnambool is experiencing growth in all age groups, and considerable labour force/jobs growth relative to total population growth. These factors impact on demand for community services, infrastructure and recreation facilities in the city, particularly in the growth corridors in the north and north east of the city.



## 5 Public Amenities

### 5.1 Total Number of Public Amenities

Like many other municipalities throughout Australia the provision of public amenities in the City of Warrnambool has evolved over many years with toilets being built to meet public demand at specific times and built at various locations where demand was identified. As a consequence some public amenities are very old buildings with older fittings, such as Botanic Gardens and Cramer Street toilets, while others are more recently built new toilets such as at the Foreshore Pavilion and the refurbished and upgraded toilets at Lake Pertobe West. Council generally owns and manages all public amenities except for the Target Foyer Toilets and Parents Room which is owned by Target but managed by Council.

Currently the Warrnambool community, visitors and tourists have access to 28 separate public amenities located along the foreshore, at shopping centres, attached to recreation and sporting facilities or free standing in gardens, parks and reserves.

A map showing the location of each toilet facility is available from the Council or from Council's web site and is shown as **Attachment 1**. It is noted that only 26 of the 28 toilets are listed on the map due to Reid Oval Toilets consisting of three separate amenities.

Seventeen of the toilets are also shown on the National Toilet Map which is a project of the National Continence Management Strategy.

*The Strategy recommends:*

*Action 1 - That the Council's Public Amenities map be updated to reflect the actions recommended in this strategy and as a minimum also include opening times and identify the toilets with disability access. The map to be readily accessible on Council's Web site and a copy provided to the National Toilet Map.*

### 5.2 Types of Public Amenities in Warrnambool

Due to community demands for safer and better equipped public toilets the type of structure and range of comfort fixtures within public toilets have changed over the years. They have evolved from the conventional separate male and female toilets accessed from a passageway/foyer in partly open roofed structures with basic fixtures, to the modern unisex type toilet with a wider range of creature comforts and improved safety with cubicle doors opening directly onto public spaces.

Warrnambool City Council manages the full range of amenities which can be broken down into two main groups:

- Group 1 – Stand Alone Public Amenities; and
- Group 2 - . – Pavilion Type Public Amenities (Toilets incorporated with other structures).



### 5.2.1 Group 1 – Stand Alone Public Amenities

Sixteen (16) Public Amenities are stand-alone toilet facilities which are further classified into three (3) categories – Automated, Conventional Style and Unique.

#### 5.2.1.1 Category 1 - Automated 'Exeloo' Stand Alone Public Amenities



Koroit Street (Corner of Liebig St) Toilet (ID No. 9) is the only Unisex Automated 'Exeloo' type public toilet. These units provide automatic function for: paper dispensing; toilet flushing; hand soap; hand washing; hand drying and door open/close. They are fitted with needle disposal and sanitary disposal facilities. The Koroit Street toilet provides one unisex cubicle which is accessible by people with disabilities and two standard unisex cubicles. This toilet is an older version Exeloo (15 year old) which was built to the standards of the

day and as such does not meet the current minimum internal space requirements for disability access.

#### 5.2.1.2 Category 2 –Conventional Style Stand Alone Toilets

Conventional style toilets generally have separate facilities for male and female with separate entrances to the building. They may contain more than one cubicle and often incorporate a urinal for males. Access to individual cubicles is from within the building. Most offer only basic facilities of toilet paper, hand washing and needle disposal. One toilet, Viaduct Road, also incorporates internal change rooms and showers. Most conventional style toilets are difficult to access for people with disabilities. One conventional toilet (Lake Pertobe West) has been refurbished with the addition of two unisex cubicles meeting current day standards for safety and disability accessibility with doors facing directly to the public areas.

There are two different types of Conventional Style Stand Alone Toilet installations – Newer and Old.

##### a) Newer Conventional Stand Alone Toilets



Six (6) Public Amenities are newer conventional style toilets fully roofed and either with newer fixtures or recently refurbished, but generally limited to fixtures of toilet with paper, hand wash, sharps and sanitary containers. Some may have mirrors. Public amenities within this category include:

- Coles Youngers Carpark (ID No. 2 ) – includes a baby change/feeding room;
- Viaduct Road (ID No. 19) – includes inside change and shower facilities;
- Lake Pertobe West (ID No. 10) – recently refurbished and includes two unisex disability access toilets with cubicle doors opening to the public area;
- Lake Pertobe East (ID No. 11) – recently refurbished;
- Payne Reserve Dennington (ID No. 21); and
- Hopkins River East (Blue Hole) (ID No. 7).

**b) Old Conventional Stand Alone Toilets**

Three (3) Public Amenities are very old conventional toilets generally with no roof over the entry areas and provide limited fixtures of toilet with paper and hand wash only.

Public amenities within this category include:

- Botanic Gardens (ID No. 1);
- Cramer Street (ID No. 3); and
- McGennans Carpark (ID No. 13) - this toilet is fully roofed.

**5.2.1.3 Category 3 – Unique Stand Alone Toilets**

Six (6) Stand Alone Public Amenities have unique features that separate them from the others.

Public amenities within this category include:

- Gillies Street Toilets (ID No. 6) – temporary portable toilets;
- Hopkins River West (Point Richie) (ID No. 8) – self-contained unisex cubicle toilets with disability access and town water but no reticulated electricity or sewerage services;
- Brierly Reserve Toilet (ID No. 22) – recently constructed metal clad single unisex toilet with disability access conjoined with a picnic shelter. Has town water supplemented by a rain water tank;
- Reid Oval Male (ID No. 15a) – male facilities only located at the rear of the pavilion;
- Reid Oval Female (ID No. 15b) - female facilities only located behind the umpires room; and
- Reid Oval Netball Toilets (ID No. 15c) – old shipping containers converted to toilets and due to be decommissioned and replaced with external toilets included into a new Netball Pavilion (only open on event days).

**5.2.2 Group 2 – Pavilion Type Public Amenities (Incorporated with Other Structures)**

Twelve (12) Pavilion Type Public Amenities are incorporated within other structures. There are two design styles:

- Conventional style with cubicles accessed off a foyer, separate entrances for Females and Males, disability access is often difficult and the males usually have a urinal; or
- Modern style with cubicle doors opening directly onto a public area, are unisex toilets and provide good disability access.

The public amenities are placed in three groups based on the type of structure they are incorporated with.

#### 5.2.2.1 Incorporated into Sporting facilities



Seven (7) Pubic Amenities are incorporated into Sporting facilities and are all conventional design style 1. These include:

- Friendly Societies Reserve - Lane Pavilion (ID No. 5);
- Mack Oval (external) (ID No. 12);
- Walter Oval (ID No. 20);
- Allansford Recreation Reserve (ID No. 23);
- Bushfield Recreation Reserve (ID No. 24);
- Dennington Oval (ID No. 25); and
- Merrivale Oval (ID No. 26).

#### 5.2.2.2 Incorporated with Clubs/Commercial activity



Four (4) Pubic Amenities are incorporated with Clubs/Commercial activity. This includes:

- Foreshore Pavilion (ID No. 4)– Mixture of both Modern and Conventional styles amenities incorporated into same building used by the Sailing Club and Café and Bar commercial enterprise;
- Surf Club (external) (ID No. 16)– Modern style amenities incorporated into same building used by the Surf Life Saving Club;
- Proudfoots Boathouse (ID No. 14)– Conventional style amenities incorporated into same building used by Proudfoots Bar and Restaurant; and
- Target Foyer and Parents Room (ID No. 18)–Modern style amenities incorporated into same building used by Target Stores and others.



### 5.2.2.3 Incorporated with a Council building used as a Children Services Centre



One (1) Public Amenity, Swan Reserve (Conventional Style) (ID No. 17) is incorporated with a Council building used as a Children Services Centre which includes a Kindergarten. The toilets also serve an open space area that will soon have a new public playground.

## 5.3 Additional Features

Four (4) of the Warrnambool Public Amenities provide additional features for the comfort of users.

### 5.3.1 Parents (Baby feed and change) Rooms



Two Public Amenities provide separate facilities for parents with babies for feeding and changing. Target Foyer has a parents room located on a lower level of the building separate to the toilets and the Coles Youngers Carpark Public Amenities provides a separate room adjoining the toilets with its own direct access.

### 5.3.2 Internal Showers



Two Public Amenities currently provide internal showers. Surf Club Toilets have a coin operated hot shower facility in the unisex disability accessible cubicle and the Viaduct Toilets have a large change room with multiple cold shower cubicles in both the male and female toilets

## 5.4 Public Toilet Locations and Demand Generators

Public toilets in Warrnambool are located in four main precincts, each generating different challenges and demands.

Precinct	Demand
Foreshore and River Frontage Precinct	All year with high sustained summer peak
Retail/Commercial Precinct	All year high constant demand
Traffic Corridor Precinct	All year 24 hour constant demand
Sports Grounds, Parks, Gardens & Reserves Precinct	Lower demand with occasional peaks usually related to events



#### 5.4.1 Foreshore and River Frontage Precinct

The foreshore and river precinct encompasses the beach frontage, Lake Pertobe, the breakwater and Hopkins River.



Nine (9) of the public toilets are along the foreshore and river precinct enhancing the enjoyment of the beach, lake and river for the community, visitors and tourists.

The challenges of managing these toilets are many and include:

- Peak demand over the summer period places stress on public toilet facilities;
- High number of children during the summer period in the Lake Pertobe and beach areas;
- Some incorporate change rooms for beach users;
- Illegal campers wanting use of the amenities;
- Fishermen requiring late and early access to the amenities;
- Selection of the number of cubicles for new or refurbished toilets; and
- Some are older traditional type amenities, which do not meet today's needs and require replacement.

#### 5.4.2 Retail/Commercial Precinct



Four (4) of the public amenities service the retail and commercial precinct, which comprises the shops and businesses in the city centre.

The challenges of managing these amenities are to:

- Provide sufficient, well-spaced and accessible amenities to services the precinct, especially over the summer peak of holiday makers and tourists.

#### 5.4.3 Traffic Corridor

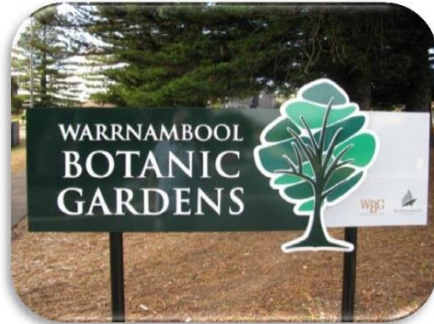


Two (2) of the public amenities service the traffic corridor precinct comprising the main highway passing through Warrnambool

The challenges of managing these amenities are to:

- Provide well sited, safe, clean and accessible toilets of a high standard 24 hours per day for the locals, people passing through and tourists.
- Accommodate the reserve/park user where the toilets are located.

#### 5.4.4 Sporting, Parks, Gardens and Reserves



Seventeen (17) public amenities service sporting grounds, parks and gardens allow people of all ages and ability the freedom to enjoy passive and active pursuits.

The challenges of managing these toilets are to:

- Provide amenities suitable for people of all abilities that are easy to locate, easy to access, safe, clean and open at convenient times.
- To select appropriate numbers of cubicles when replacing or

upgrading these toilets as they tend to experience short term peak demand when an event is held.

### 5.5 Other Council and Privately Owned Toilets Used by the Public

#### 5.5.1 Other Council Owned Toilets

In addition to the designated public toilets managed by the Council there are other council controlled buildings where the public can access toilet facilities during times the buildings are open such as the Warrnambool Arts Centre, Warrnambool Library and Lighthouse Theatre. As these are not designated as Public Amenities, they are not considered in this Strategy.

#### 5.5.2 Privately Owned Toilets

Other amenities the public are able to access are privately owned toilets located within eateries, restaurants, petrol stations and retail stores. These are recognised as supplementing the provision of public amenities in the municipality, although they are often only available to patrons of the establishment, their availability may not be well advertised and the hours they are open can vary.

#### 5.5.3 Shared Responsibility

Council has unique arrangements with two Public Amenities. Coles Younger Carpark toilets are located on private land leased from the owner with Council owning and managing the amenities, and Target Foyer Toilets and Parents Room which are owned by developers of the shopping complex and managed and cleaned by Council.

## 6 Challenges and the Way Forward

In response to higher community expectations this Strategy establishes processes and a program for Council to meet current challenges and progressively upgrade older public amenities and construct new facilities that will:

- Ensure the provision of public amenities support all activities within the municipality including peak demand during the summer period within the resource base of Council;
- Provide and maintain a safe, accessible, high quality and sustainable network of public amenities;
- Improve the accessible of public amenities for people with disabilities;
- Meet current community, visitor and tourists expectations of safety and security through application of the principles of Crime Prevention Thorough Environmental Design (CPTED);
- Allow consideration for additional amenities; and
- Examine the co-location of public amenities with other council buildings and private developments.

Improvement in public toilet asset stock requires Council to address a number of issues and challenges brought about by:

- The popularity of its beaches and rivers attracting a large number of weekend and summer period visitors;
- Sporting and other events attracting peaks in numbers of people at reserves and sports grounds;
- New standards of accessibility for people with disabilities and the principles of CPTED;
- Requirement for provision of change facilities with some foreshore toilets;
- Need for more frequent and higher standard of cleaning;
- Need for ability to park short term close to a public amenity for people with a disability, taxi and bus drivers and trades people;
- Older conventional style public amenities that require upgrading or replacing and ensuring sufficiency of toilets as replacement for traditional multi cubicles toilets which often include urinals;
- Need for some drinking fountains and external and internal shower facilities;
- Consideration of closure of high risk and/or low use public toilets; and
- Need for signage to assist locating the public toilets.



## 7 Community Engagement and Consultation Outcomes

Warrnambool City Council is strongly committed to engaging with communities and stakeholders on decisions which will potentially affect or interest them. Engagement has become an essential part of planning, policy development and service delivery.

Warrnambool City Council view community engagement as a process of working collaboratively with people to address issues affecting their wellbeing to ensure Council remains responsive to community need. Community engagement is the means of aligning Council and community direction in the decision making process.

### 7.1 Community Requests for Service

From January to October 2012 twenty two (22) complaints lodged with the Council's customer service centre were focussed on five toilets; Coles Younger Carpark, Koroit Street, Target Complex, Lake Pertobe East, Cramer Street and Hopkins River (Blue Hole). All complaints centred on the lack of cleanliness, lack of toilet paper and lack of soap to wash hands.

### 7.2 Active Ageing Committee

In March 2012 members of the Active Ageing Committee met to discuss the public toilet listings as budgeted by the Warrnambool City Council Infrastructure Section.

A Working Group of the Active Ageing Committee was convened to examine the application of the World Health Organisation (WHO) Age Friendly City Checklist in Warrnambool.

Following an inspection of toilets (both Council controlled and private) and rating the toilets against WHO criteria of Location; Maintenance; Cleanliness; and Access, the Working Party provided Council with an audit checklist of each individual toilet.

The Committee's overall recommendations for public toilet renewal and extensive maintenance was also provided to Council and included (in no order of priority):

- Main beach near the kiosk – needs considerable upgrading, or replacement, as it serves the main beach – a changing area is also required, possibly within that block.
- Public toilets in, or near Gillies St. – that, at the very least, the temporary toilets are retained, as there is no other toilet block nearby.
- Swan Reserve – upgrading of this block, as it is the main toilet for people passing through the town, is easy to find and accessible, and creates an impression on travellers.
- Botanic Gardens –that a new block be built on the low side of the gardens, near the fence-line on Botanic Rd., which would be accessible to all.

**Further recommendations:**

- That all toilets are adequately lit, to ensure safety for users.



- Whilst we would expect satisfactory cleaning for all public toilets, we would also like to recommend that the two central toilet blocks be cleaned 3 times a day (perhaps at 8am, midday, and 4pm).
- We also trust that the ongoing maintenance of all public toilets will be continued, that is, if there are breakages, for example, these will be repaired.
- Electric hand-dryers are fitted to the central toilets to overcome some of the mess that accumulates on the floor.

### 7.3 Community Engagement 2013

A community engagement plan was prepared and endorsed by Council in March 2013.

Identified as "The loo review, it's everyone's business" the community engagement was conducted for 4 weeks between the 29th March 2013 and 26th of April 2013.

In accordance with the engagement strategy a series of questions were compiled into a survey which were completed either online or in hard copy.

Other engagement methods used included:

- One on one interviews;
- Posters;
- Vox pops;
- Roaming toilet;
- Social media;
- Radio and television interviews;
- C 2 C articles; and
- Newspaper articles.

### 7.4 Survey Results:

The purpose of the engagement was to encourage the community to respond via the online or hard copy surveys.

Through this process, 39 hard copy surveys were collected and 120 online surveys were completed. The hard copy and online survey comments were collated under the respective question headings and a summary of the comments (verbatim) made.

Of the respondents 56% were between the ages of 25-55 years with 32% between the ages of 56-70 years. 70% were female.

The survey results revealed that as an overall ranking 53% respondents rated the Public Amenities as OK or better and 47% as inadequate or worse.

- Warrnambool's toilets are very good (0%), Good (14%), OK (39%), Inadequate (37%), Very Inadequate (10%).

Generally the community confirmed that improvements are required in a number of areas with most interest being:

- ✓ Top priorities for toilets are shopping areas, CBD, Botanic Gardens and major parks.

- ✓ Need for more toilets (80%).
- ✓ Need better communication on how to find them (more and better signage (57%) and include maps of the toilets in tourist brochures (60%)).
- ✓ Base decisions to go somewhere on availability and condition of public toilets (58%).
- ✓ Improved and more frequent cleaning (96%).
- ✓ Use portable toilets (43%).
- ✓ Greater security through increased inspections by security (74%).
- ✓ Preference for opening hours Opening Hours – 24 hours (50%), sunrise to sunset (33%), 7.0 am to 7 pm (16%).
- ✓ Equal support for refurbishing existing stock and building new amenities (50% each.)
- ✓ Safety of public toilets Agree are safe (33%), Neutral (42%), Disagree are safe (21%).
- ✓ Some toilets are preferred over others (83%).
- ✓ Should share toilet facilities with other organisations (83%).
- ✓ Toilets should be accessible.
- ✓ Include showers and baby change facilities in some instances.
- ✓ Need hand soap and drying.

The survey results confirm the direction of the strategy and recommended strategy outcomes expressed as actions for improving the performance of Warrnambool's public toilets.

Analysis of the survey questions is provided in **Attachment 3**

## 7.5 Stakeholder Interviews

Interested stakeholders including Warrnambool Council staff, Victoria Police and Salvation Army were interviewed. They provided valuable information and feedback on the development of the Strategy.

Comments from the Police and Salvation Army support the direction of the Strategy with the Salvation Army raising the opportunity for shared facilities: A summary of the comments is provided:

### Police

- Generally Police have few issues with anti-social behaviour reported.
- Coles car park would be the only block where they have had issues.
- Swan reserve had issues in the past when it was the tourist information centre.
- There is a need for toilets on the main road that are prominent with high visibility for safety for use by travellers. These toilets could be part of a driver reviver type site. Swan reserve is a sensible site. (used the example of the main road toilets in Lismore and also Inverleigh).
- High level of lighting is suggested for improving safety.

- The option of relocating the Gillies St taxi rank and also the toilets to the centre of the Ozone car park or civic green should be investigated.
- Some 24 hour toilets in Warrnambool are not appropriate for use at night, they are probably not used as people are smart enough to stay away at night. (Swan Reserve, Brierly, Ovals, Point Ritchie).
- Toilets that need to be upgraded are McGennans, Coles car park and Swan Reserve.

#### Salvation Army / Salvo Connect

- There are at least 20 people known by the Salvation Army "living rough" in Warrnambool on any given day.
- These people rely on 24 hour access to public toilets, and facilities for free showers to meet their toilet and hygiene needs.
- Currently the Uniting Church provides showering facilities from 9.30am to 1pm Tuesday to Friday at their church hall in Koroit Street. Towels and soap/shampoo are provided. Whilst it is recognised that this is a good service, Salvo Connect would like to see it extended to daily and for longer hours.
- Public shower facilities must be free to meet the needs of the homeless community - even a coin system would be a barrier to access for these people.
- 24 hour access to safe, clean, well lit toilets are required in Warrnambool - preferably in selected areas, but definitely in the CBD.

## 8 Prioritising Public Amenity Improvements

### 8.1 Current Asset Assessment - Building Condition Rating

In the past asset managers have relied heavily on building condition as the means for prioritising improvements works on buildings in order to keep them in a sound useable and safe condition. Warrnambool City Council uses SPM Assets, a building asset management tool, for effectively assessing the condition of its assets for the 'life time' strategic planning of the asset (major works), and routine maintenance or minor works.

This involves periodic inspections of the amenities where the building is assigned a condition rating. Trends in the decline or improvement of the asset are measured (deteriorating, remaining the same or improving) from one inspection to the next. With an assigned expected life, the SPM Assets system assists identifying when the building will require a renewal, upgrade or replacement.

### 8.2 Extending Assessment Beyond 'Condition' Rating Only

There are limitations in basing expenditure on 'condition' only, as it fails to address whether the building is fit for the purpose for which it is being used. 'Fit for purpose' is essential for public amenities. It is no longer acceptable for a public toilet to be housed in a building where it:

- Does not meet user requirements or disability access; or
- Where the location, building design or surrounding area provides places for people to hide with criminal intent or makes the user feel unsafe; or
- Where the fit out and fixtures of the toilet no longer meet current standards and is not clean in appearance.

The Community survey undertaken by the City of Warrnambool and confirmed by other surveys carried out by the City of Melbourne and the City of Glen Eira confirm that cleanliness and safety are the highest requirements for public toilet users.

Traditionally, asset managers relied only on the single criteria of asset condition to establish work needs and priorities. However, this Strategy introduces additional criteria to assist Council's strategic approach for establishing priorities for works of, renewal, upgrade or replacement of Public Amenities and apart from the building condition, also considers:

- Suitability or performance of the Public Amenity asset; and
- Risk – likelihood of failure and severity of consequences, if failure occurs.

Bringing suitability (performance) and risk into asset management is a relatively new approach to asset management. Its strength is in providing a more comprehensive tool for assisting Council in the allocation of valuable financial resources to ensure a better community outcome is achieved.



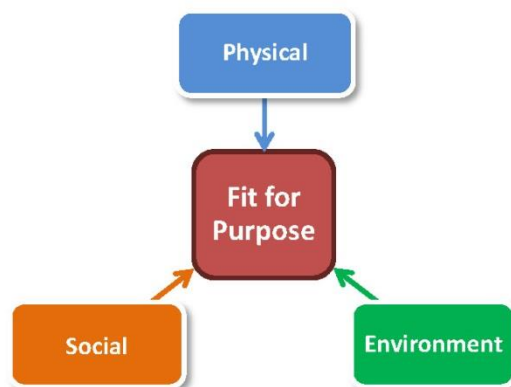
## 9 'All Inclusive' Asset Assessment Process

To appreciate the outcomes, which is the prioritisation of major, minor works and operational improvements for the public amenities detailed in the Public Amenity Ten Year Capital Works Action Plan and other Strategy Actions, an understanding of the assessment process inclusive of performance and risk is required. This section of the Strategy explains the workings of the process incorporating the additional two criteria into the overall assessment of each public amenity.

### 9.1 Performance and Risk Approach

The methodology centres on measuring the 'performance' of a public toilet and 'risk' factors to assess consequences of achieving or not achieving the measures of performance.

For public amenities, the measure of performance is really a measure of 'fit for purpose' and draws upon community expectations, changes in legislation and guidelines relating to the safety of public toilets which can be broadly grouped under three sub- criteria: physical, social, and environment.



The physical, social and environmental sub-criteria are brought together in an asset management process capable of measuring the overall performance or 'fit for purpose' of individual public toilets. By assigning a score against a range of elements for each sub-criteria and weighting the score based on risk allows a performance ranking of toilets for works.

**Physical** elements include the type of public toilet fit-out – such as modern design and fit-outs or older traditional styles, adequacy of number of cubicles and fixtures for user comfort, and proximity of the toilet to other public toilets.

**Social** elements relate to the safety and security of the user. They incorporate physical elements such as siting, visibility and lighting and addresses behaviour such as the potential of concealment and incidents of vandalism, graffiti and anti-social behaviour.

**Environment** elements relate to the maintenance of the building and fixtures and cleanliness.

## 10 Performance and Risk Assessment Process

The assessment involves using a 'Performance Rating Score Card' to obtain a risk based 'Performance Score' out of five (5) to three decimal places for each asset. Under asset management systems, the higher 'Performance Score' indicates the poorer the performance of the asset.

The Performance Score is derived from a three stage process:

- Phase 1 – 'Performance Assessment Raw Score' - initial raw scores assessment;
- Phase 2 – 'Risk of Failure' – assigning risk weightings to the raw scores; and
- Phase 3 – 'Risk Based Performance Score' - final calculation.

### 10.1 Performance Rating Score Card

Performance is a measure of the 'fit for purpose' of the asset.

The performance score is used to evaluate an asset and assist in decision making to set priorities for works; either renew, upgrade, replacement or removal of the asset.

There is little value to the community if an asset is kept in top condition at a high financial cost, where it is no longer useable. For example, you may have a public toilet in a sound building, but it is poorly located, designed and fitted out in a manner that does not meet current access or safety standards as expected by users today.

Assigning a score as a measure of the performance of the toilet requires measuring the public toilet against the three sub-criteria of physical, social and environment. This provides a measure of the response to the following questions:

**Physical** (Fit Out and Location) – How well does the public toilet's internal features rate for all users? Are there other toilet facilities within the vicinity?

**Social** (Safety and Security) – Does the public toilet provide users with a safe and secure environment?

**Environment** (Maintenance and Cleanliness) – Does the public toilet provide the user with an environment of a well maintained and clean facility?

Within each of the sub-criteria, are a number of elements that are assessed in order to gain a broader picture of the performance characteristics. Each element is rated from 1 to 5, and then using a risk matrix (Phase 2) provides a weighted score. Each weighted score is then summed and averaged to obtain an overall performance score for the particular public toilet asset.

Table 1 shows the 'Performance Rating Score Card' which is to be completed for each public amenity to obtain a performance score.

## 10.2 Phase 1 – Assessment Raw Score

The first stage assigns a 'Raw Score' for each element of the 'Performance Rating Score Card'. The 'Raw Score' measures how well an element is provided for and reflects the likelihood of the user being faced with failure of that element operating at its premium level.

**Table 2** is a 'Guide to assessing the 'Raw Score''. Descriptors are provided for each score of 1-5 for each individual element. By choosing the 'best fit' descriptor for the element being assessed will give the appropriate 'Raw Score' value to be inserted into the 'Performance Rating Score Card'.

Assessment and assigning a 'Raw Score' to each element is undertaken by a combination of gathering information and site inspections.

**Table 3 'Raw Score Explanation Notes'** provides guidance on how to undertake the assessment in completing the 'Performance Rating Score Card'.

All tables are colour coded and elements numbered to aid application.

## 10.3 Phase 2 – Risk of Failure

### 10.3.1 Stage 1 - Assigning a 'Risk Weight' to Each Element

In this Phase the 'maximum consequences' of failure (risk) is used to weight individual elements of the Performance Rating Score Card.

The importance of each element used to measure 'fit for purpose' (performance) varies. Each element is assigned a weighting. The weighting (or importance) is derived from the maximum possible consequence if failure was to occur related to each of the individual elements.

The weighting value (1 – 5) is derived from application of the 'Consequences of Failure (occurring)' chart in **Table 4 – 'Risk Matrix'**

The value read from the chart is then entered into the 'Weighting' column of the Performance Score Card. This represents the maximum consequences the user may experience if there is failure of the element as it relates to public toilets.

The maximum consequence of failure (weighting) for a particular element will not change from one toilet to the next. For example, element 2 which is 'Adequacy of number of cubicles' indicates that if there are insufficient cubicles on a regular basis, then the consequence is that people will have to queue or wait – this is deemed as a 'Minor' consequence and a value of 2 is assigned.

**Table 5 - 'Weightings Score – Maximum Consequences of Failure'** provides the 'weightings score' assigned for each element with an explanation of the maximum consequences of failure of that element.

### 10.3.2 Stage 2 – Calculating the 'Weighted Score'

The 'Weighted Score' is a value derived using a Risk Matrix by applying the 'Likelihood' of the element failing ('Raw Score') for each toilet and the maximum 'Consequences' if the element fails (Weighting), and reading the 'Weighted Score' from the Risk Matrix attached as **Table 4 – 'Risk Matrix'**.

#### 10.4 Phase 3 – Risk Based 'Performance Score' Calculation

To obtain the 'Performance Score' for each public amenity the 'Weighted Scores' for each element are summed and reduced to a single value from 1-5, to three decimal places by dividing the total by the number of elements (a total of 22 - allowing for 2a&b, 8a&b and 17a&b to count as 6). This becomes the comparative risk based 'Performance Score' for the particular Public Amenity asset.

**Attachment 1 'Individual Performance Rating Score Cards'** contains the individual evaluation sheets for each of the 26 public amenities.

#### 10.5 Evaluation Outcomes

##### 10.5.1 Rankings

A detailed assessment of each of the 26 public amenities was carried out by inspecting each site during the day and at night, and from interviewing key people to obtain the required information to populate the 'Performance Rating Score Card'.

Using the raw score and assigned risk weightings and applying the risk matrix, a 'Performance Score' was calculated for each public amenity.

Using the 'Performance Score' the toilets were as ranked, with the toilets receiving the highest performance score (poorest performance) identified as those that should be higher on the priority list for consideration for major works.

The following lists Warrnambool's Public Amenities in Priority Upgrade Order, based on performance only, ranked from the lowest performing (highest score) to the best performing (lowest score).



**Public Amenities - Performance Score - Ranked Worst to Best**

Priority Upgrade Order	Asset ID	Public Amenity Name/Location	Performance Score
1	17	Swan Reserve	3.273
2	12	Mack Oval (external)	3.091
3	21	Payne Reserve Dennington	3.045
4	7	Hopkins River East (Blue Hole)	3.000
5	20	Walter Oval (external)	3.000
6	1	Botanic Gardens	3.000
7	6	Gillies Street Portables	2.955
8	11	Lake Pertobe East	2.909
9	13	McGennans Carpark	2.864
10	2	Coles Youngers Carpark	2.818
11	15(a)	Reid Oval toilet blocks - MALE	2.818
12	19	Viaduct Road	2.818
13	26	Merrivale Oval	2.818
14	3	Cramer Street	2.773
15	5	Friendly Societies Reserve (Lane Pavilion external)	2.727
16	8	Hopkins River West (Point Ritchie)	2.682
17	25	Dennington Oval	2.682
18	24	Bushfield Rec Reserve	2.545
19	23	Allansford Rec Reserve	2.545
20	15(b)	Reid Oval toilet blocks - FEMALE	2.500
21	10	Lake Pertobe West	2.455
22	22	Brierly Reserve	2.364
23	4	Foreshore Pavilion	2.318
24	18	Target Foyer and Parent's Room	2.318
25	14	Proudfoots Boathouse (external)	2.273
26	16	Surf Club (external)	2.273
27	9	Koroit Street (Corner of Liebig St)	2.227
	15(c)	Reid Oval toilet blocks - NETBALL	Not Assessed

Note: Reid Oval Toilet Blocks – NETBALL was not assessed as it is planned for decommissioning with the construction of a new Netball Pavilion.

### 10.5.2 Major Works Considerations

In establishing priorities for major works to improve the performance of the public amenities consideration must be given to the rankings in conjunction with:

- The need for new public toilets identified in Master Plans and from community requests; and
- The ability to coordinate upgrading of public toilets with sporting facility (pavilion) upgrades, renewal or new structures.

*The Strategy recommends:*

*Action 2 - That the public amenities with the highest overall performance scores be given the highest priority for consideration of major works from a performance perspective.*

*Action 3 - That in the case of the Gillies Street Portables:*

- a) The replacement be given higher priority than indicated by the Performance Score ranking due to the nature of the building being a portable structure; and*
- b) The siting of the replacement amenity be investigated to determine the most beneficial site e.g. current location or Civic Green.*

*Action 4 - When any pavilion type structure with public toilets is to be upgraded or renewed the public toilet component is also automatically upgraded or renewed.*

*Action 5 – The need for and provision of public amenities must be considered in any planned new developments.*

## 11 Public Amenities Asset Value and Expenditure

### 11.1 Asset Value

The total replacement value of Warrnambool's 26 public amenities is nearly \$14M and needs to be viewed in two parts:

- The total replacement value of Warrnambool's sixteen (16) stand-alone toilets is approximately \$2.9M; and
- The remaining ten (10) public toilets are pavilion style incorporated into sporting pavilions or other buildings with a total replacement value (pavilion and toilet) of \$11M.

### 11.2 Expenditure

The nominal amount spent each year for maintenance and minor renewal works on public amenities assets is approximately \$130,000 p.a. Approximately \$200,000 per annum is spent on public toilet cleaning.

Historically only a small amount of funds have been allowed in the capital funds for expenditure on Public Amenities. However in recognition of the need to make Warrnambool's Public Amenities safer, cleaner and more accessible \$350,000 has been set aside in the 2013/14 Capital budget for new toilets or upgrades of existing toilets.

The ten year Public Amenities Strategy Action Plan is based on a budget allocation of \$350,000 per annum continuing over the ten year period for renewals, upgrades and new public amenities.

## 12 Improving Performance - Capital Works

Achieving best value outcomes for the community within the limitations of funds allocated for Public Amenity capital works requires consideration of the performance rating, building condition, public opinion and purpose for the toilet when selecting projects for capital works funding.

Delivering improved performance of public amenities may not necessarily be simply upgrading all the toilets with the lowest performance ratings or establishing new toilets at new locations, but rather taking a broader view of the public amenities as a system and making decisions that ensures there is an appropriate network of higher performing toilets.

### 12.1 Proposed Capital Works Details

Examining the public toilets as a system and taking into account the performance ranking, building condition, public opinion and purpose for the toilets, the Strategy recommends that the following works will provide the maximum benefit for the users of the public amenities. The following provides detailed explanation in support of the proposed Capital Works expenditure shown in Section 19 - 'Ten Year Capital Works Plan'.

**1. Gillies Street Portables** be decommissioned and replaced with a new stand-alone public amenity facility located at a site to be selected after further evaluation of the whole of the southern precinct needs. Although the current site is adequate it mainly services the safe taxi rank and short term parking for 'drive through' users. Should the toilets be relocated to more central location such as near the village green they would service a broader community. Short term parking can be provided at this site and the safe taxi rank could ultimately be relocated to the same site away from the 'night club' strip.

Even though the portables rated as a higher performer, the nature of the buildings being portable structures dictates this as a higher priority for capital works expenditure.

**1. Central Shopping Precinct** – improve and consolidate the provision of public amenities servicing this area.

The central shopping precinct is serviced by three public toilets that are all within a 120m radius circle of each other. These include Target Toilets, Koroit Street Toilets and Coles Youngers Car Park Toilets.

The proposal is to:

- a) Increase the efficiency and operational standards of the Koroit Street and Target toilets by:
  - Upgrading the Exeloo toilets at Koroit Street which are now fifteen years old and have ventilation problems with a community dislike of the automatic doors. It is proposed that the upgrade consider changing the doors to manual control. These toilets are in need of and overdue for an immediate overhaul; and



- Increase the cleaning frequency and standard of cleaning of the Koroit Street and Target toilets.
- b) Decommission (initially as a trial) the Coles Youngers Car Park toilet as a public toilet. This amenity is currently located on leased land; is not well located, has the worst performance score of the three toilets, requires considerable work to upgrade to acceptable performance standards and has youth loitering outside of them. As the distance between the Target Toilets and the Koroit Street Toilets is less than 240 metres closure will not cause people to have to walk any greater distances to access public toilets.

These works have been given a higher priority as the Koroit Street toilets are overdue for a major overhaul, and it addresses improved performance through making changes to a network of public toilets.

Note that if the trial closure of the Coles Youngers Carpark toilet places unacceptable demand on the Target and Koroit Street toilets then it will need to be upgraded to improve safety by making the cubicle door visible from the public area. This may be achieved by either an upgrade of the layout or making the front wall a see-through perforated screen wall with each cubicle securely enclosed with a lockable door. The baby change/feeding room could have a mirror window covered by a security screen fitted to the front wall allowing parents to observe outside the front of the facility without people being able to look in from the outside.

**2. Swan Reserve** be decommissioned as a public toilet and replaced with a new stand-alone 24 hour public amenity built within the same vicinity (either away from the present building abutting Kepler Street or within the Kepler Street centre road carpark) to service through traffic, users of the Kepler Street centre-road carpark, Swan Reserve and the general community. The actual siting of the new public amenity to be determined taking into account any proposed traffic mitigation works in Kepler Street and development of a children's playground in Swan Reserve.

The existing toilet obtained the worst performance rating. It is an older design and poorly sited adjacent to a Child Service Centre and tucked away from general view. It's design creates hiding places, cubicle doors are not visible from public areas as they open onto a foyer, the entrances to the toilets are partly obscured from some angles due to the building design and vegetation, has poor natural light in toilets and the electric lighting in the toilets and general lighting of approaches to the toilets at night is inadequate.

**2. Mack Oval and Walter Oval Pavilion Toilets** be decommissioned as Public Toilets and a sign placed on each toilet directing people to the nearest Public Toilet. Undertake some work to enable these toilets to be locked and opened for events only.

Both toilets achieved poor performance ratings due to the designs creating hiding places, location of the toilets, poor natural lighting and night lighting on the approaches and in the toilets and no facilities for people with a disability.

**3. Payne Reserve Dennington** – upgrade the existing building to meet current CPTED requirements as the toilet services through traffic (well signed from the highway) and park users.

**3. Hopkins River East (Blue Hole)** – Upgrade the interior of the building and redesign the layout so the toilet facilities meet CPTED and disability access requirements.

**4. Botanic Gardens** – decommission and demolish old existing toilets and build new toilets nearest the greatest user generators but still convenient for all users of gardens (The Botanic Gardens Management Plan shows a toilet to the north of the site near the lake).

**5. McGennans Carpark** – Decommission and demolish the existing toilet and construct a new stand-alone amenity within McGennans carpark closer to the beach, with the actual siting of the new public amenity to be further investigated. Provide change facilities by making toilet cubicles a little larger with a small bench for placing clothing on and provide external showers in accordance with the Ancillary Services – Showers recommendations.

**6. Lake Pertobe East** – Upgrade the interior of the building and extend the facility to increase the number of cubicles to meet CPTED and disability access requirements and increase the capacity of the amenity.

**6. Reid Oval Toilets** – the four public toilets in this precinct be consolidated to provide a modern toilet facility with full disability access.

Reid Oval Precinct effectively has four toilets – Female toilets behind the umpire's room, Male toilets behind the pavilion, Netball toilets which are old shipping containers and Cramer Street toilets which are very old conventional style.

The Netball toilets are soon to be demolished and new netball pavilion with new external toilets are to be built closer to the netball courts. It is understood these external toilets will only be available to the public on event days and will not be listed as public toilets.

The proposal is to:

- Withdraw the public toilet status from the Female and Male toilets as both are not accessible for people with disabilities, have poor access, can be difficult to locate, need improved external lighting and are older conventional style layout (even though the Female toilet has recently been refurbished);
- Decommission and demolish the Cramer Street toilets and build a New Public Amenity with disability access at a nearby location that is equally accessible from the oval area and the playground/walking path areas; and
- Revisit the decision to limit the use of the new netball pavilion external toilets (If only for the short term until the New Public Amenity is constructed).

With the proposed New Public Amenity providing universal access for users of the playspace, seating and bins in the vicinity, it may attract State Government funding.

**7. Viaduct Road** - Upgrade existing facility with new design for the layout of the facility to provide direct access to cubicles, or by the use of perforated screens to make the public area visible when exiting cubicle doors. Provide larger cubicles with a small bench for placing clothing on to accommodate change facilities. As this is a 24 hour facility consider providing one unisex shower cubicle with direct access to the public areas as well as retaining the present external showers.

**7. Merrivale Oval Pavilion Toilets** be considered for delisting as a public toilet as they achieved a poor performance ratings due to the design creating hiding places, location

of the toilets, just adequate natural internal lighting and no internal electric lighting, very poor external lighting on the approaches and in the toilets and no facilities for people with a disability. The toilets be locked and used for events only (after consultation with the clubs and users to validate the need).

However taking into account the remoteness of the toilets, an option may be to delist as a public toilet, and upgrade the lighting and clean up the internal to make safer and more pleasant and leave open for local use only.

**7. Friendly Societies -** Upgrade existing facility with new design for the layout of the facility to provide direct access to cubicles, or by use of perforated screens to make the public area visible when exiting cubicle doors (after consultation with the clubs and users to validate the need).

**7. Hopkins River West (Point Richie) -** Refurbish and alter access ramp.

**8. Dennington Oval –** Refurbish and open foyer area (after consultation with the clubs and users to validate the need).

**8. Bushfield –** Refurbish and open foyer area (after consultation with the clubs and users to validate the need).

**8. Allansford –** Provide a toilet cubicle that is accessible for people with disabilities. area (after consultation with the clubs and users to validate the need)

#### 12.1.1 Choices for Users

Due to the high costs of constructing new toilets an alternative cost effective method for improving the performance of a conventional type toilet is to consider the option of renewing the existing toilet in its current configuration and adding a single unisex cubicle accessible for people with disabilities. The unisex toilet can be located within the building or in a new structure adjoining or near the existing building and be designed and built to meet CPTED requirements for safety (i.e. door opening directly onto public place).

An example is Lake Pertobe West which had the conventional toilets renewed and two unisex toilets accessible by people with disabilities constructed to CPTED principles added to building. This provides the user with a choice of conventional or unisex toilet.



This alternative treatment would be less costly than a demolition and rebuild and the toilet will be both compliant for disability access and provide the general user with the choice to use either the traditional or unisex toilet.



Such treatment could be considered for toilets that are well sited and the building structure is assessed to be in a sound condition. Examples are Lake Pertobe East, Payne Reserve Dennington, Hopkins River East (Blue Hole) and Allansford Recreation Reserve.

Comparative full life cycle cost benefit analysis of the options to rebuild or add a unisex toilet would need to be undertaken to guide the decision on the best alternative.

*The Strategy recommends:*

*Action 6- At the time of proposed works on any of the toilets listed in this Strategy Section 12 assess whether performance improvement may best be achieved by renewing (refurbishing) the existing toilets and adding on a new additional single or multiple unisex cubicles rather than undertaking a total refurbishment or upgrade.*



## 13 Improving Performance – Minor Works and Operational Changes

The high cost of providing new public toilets or undertaking refurbishment (renewal) or reconstruction (upgrade) works, limits the ability of Warrnambool to bring all the public amenities up to modern day standards and expectations. However it is possible to lift the level of performance from the user's perspective by carrying out operational improvements and/or minor works.

Also in some cases improving the performance of a public toilet through operational changes and/or undertaking minor works to the building or surrounds may reduce the urgency to carry out major works.

Utilising the information from the 'Performance Rating Score Card', it is possible to identify areas where improvements to the performance can be improved through:

- Minor Works to building and/or surrounds; and
- Operational Changes.

### 13.1 Minor Works to Building or Surrounds – Targeted Assessment

The second area where it may be possible to improve performance is by undertaking Minor Works (less costly 'maintenance' works to the building and/or surrounds) identified through the 'performance' criteria.

The most notable area is in the Social (Safety and Security) category. Public toilet users have identified that feeling safe and secure while using a public toilet is a high priority requirement. Crime Prevention Through Environmental Design (CPTED) (refer Section 16.5 for details) identifies key aspect of public toilets that address the issues of safety and security. These aspects form the elements of the Social Category of the 'Performance Rating Score Card'.

Undertaking a targeted assessment of the facility based on the CPTED elements of the 'Performance Rating Score Card' allows identification of those toilets that may be made safer and provide a greater sense of security by carrying out specific minor maintenance works to the building and/or surrounds.

The 'Targeted Assessment' requires examining a number of specific works (Vegetation Works and External Structures Works) and specific elements (Specific Element Works) from the relevant elements of the 'Performance Rating Score Card'.

Applying **Table 6** 'Window Assessment Tool' to each toilet, using the individual element scores from the 'Performance Rating Score card' for the relevant elements enables identification of issues of Vegetation, Structures and Elements where minor works may be undertaken to improved performance in the areas of safety and security of the user:

**Table 6.1 - Vegetation Works** – identifies toilets where vegetation may be modified to improve visibility, safe access and remove external hiding places;

**Table 6.2 - External Structures Works** - identifies toilets where external structures may be modified to improve visibility, safe access, remove external hiding places or discourage loitering in the vicinity of the toilet facility; and

**Table 6.3 - Specific Elements Works (Lighting Design and Anti-Social Behaviour)** – identifies toilets where lighting and design modifications or anti-social behaviour deterrents may be undertaken to improve safety of the users.

The tables identify the public toilets and elements that could be modified. Before undertaking the works further investigation is required to determine if it is possible to physically practical to undertake the works and the cost.

The following are examples of the type of works that may be carried out as a result of the 'Target Assessment' that could benefit a number of the public toilets.

### 13.1.1 Vegetation Work

The objective of removal or trimming vegetation which is close to toilet entrances or blocking view lines to the entrances is to lessen the risk of concealment of a person hiding in the vegetation.

#### (a) Vegetation Works trimming.

This generally involves trimming or removal of vegetation that obscures the toilet or the entrances to the toilet that could lead to concealment by a person hiding in the vegetation itself. Examples of public toilets that may benefit are Hopkins River East (Blue Hole) and Botanic Gardens.

### 13.1.2 External Structure Work

External structure work involves a range of different treatments that could apply to some of the toilets subject to a detailed examination of the practicality and cost being undertaken prior to committing to the works. The following provides examples of the minor external structure works.

#### Wall Replacement



Wall replacement relates to making traditional toilets safer by replacing some of the solid walls with 'slatted' or 'perforated' screen walls allowing visibility of cubicle doors from outside the building and people using the toilets able to see out of the building upon leaving the cubicle. This eliminates the 'foyer' where a person could conceal themselves while a cubicle was in use.

The suitability of this treatment depends very much on the design and layout of the traditional toilet cubicles and the location of the urinal in the male toilets.

Friendly Societies Reserve, Hopkins River East (Blue Hole), Lake Pertobe East, Payne Reserve Dennington and Viaduct toilets may benefit from this type of treatment.

Some older conventional toilets also have solid screen walls at the entrances. Replacing these with slatted or perforated screen walls would improve visibility into and out of the toilets improving safety.

Allansford Recreation Reserve, Walter Oval, Mack Oval (Ladies Toilet), Dennington Oval and Merrivale Oval toilets may benefit from this type of treatment.

### **Remove Entry Foyer**

Some conventional style toilets have small foyer entrances with their own door then another door to enter the cubicle. The foyer is a place where a person could conceal themselves.

To improve safety:

- a. the external door which opens into a foyer area before entering a cubicle can be removed and the cubicle doors made lockable; or
- b. the entrance door becomes the lockable door and the internal cubicle door can be removed.



An excellent example of case (a) the Bushfield Recreation Reserve Toilet where the entrance door could be removed or replaced with a see through gate and the doors to the Men's and Disabled toilets become the lockable cubicle doors and the Ladies, which has its own extra foyer area requires removal of the entry door and the two cubicles made the lockable doors. This would allow some natural light to enter from the front area and the windows in the ladies foyer area into an otherwise very dark foyer area.

An example of case (b) would be Lake Pertobe East, although the preference would be to refurbish this toilet and add additional cubicles to cater for the high demand. Also Walter Oval is second example where the screen wall could be removed and new lockable doors placed at the entrance to each of the Mens and Ladies toilets.



*The Strategy recommends:*

*Action 7 - The minor works of vegetation trimming/removal be undertaken as soon as practicable.*

*Action 8 – The potential for minor works to improve performance identified in this Strategy be examined in detail, costed and prioritised.*

*Action 9 - Minor works to improve the performance be undertaken subject to funding and provided the public toilet has not been identified for major works in the near future.*

*Action 10 – The 'Performance' of the public toilet be reassessed once the minor works are completed.*

## 13.2 Improving Performance - Operational Changes

There are two operational areas of cleaning and opening hours if reviewed and changes made will improve the level of performance of public toilets.

### 13.2.1 Frequency and Standard of Cleaning

Many respondents to the community survey were critical of the cleanliness of the public toilets. The community's opinion on the need for improvements is summed up through a couple of respondent's replies which stated:

*"Just clean the toilets"*

*"They should be light, bright, fun, smell fresh and clean, clean, clean"*

In response to the survey question as to whether the designs should be fun, a respondent stated that it did not matter what design it was –

*"As long as they fulfill the needs – clean, well lit, paper, soap, dryer/hand towel, rubbish bin and secure".*

Changes to cleaning frequencies and lifting the standard and extent of cleaning including ensuring paper and bins are available will certainly improve a user's perception of the public amenity and make the visit more acceptable.

Warrnambool has set the programmed frequency of cleaning toilets based on location and usage. The following table details the current cleaning frequencies for each Public Amenity.



**Public Amenities - Cleaning Frequencies**

Asset ID	Public Amenity Name/Location	Cleaning Frequency
1	Botanic Gardens	Twice weekly: Thur and Sun
2	Coles Youngers Carpark	Daily: (twice daily in school holidays)
3	Cramer Street	Twice weekly - Mon and Fri
4	Foreshore Pavilion	Daily: (twice daily between Dec 26 and Jan 31)
5	Friendly Societies Reserve (Lane Pavilion external)	Twice weekly - Mon and Fri
6	Gillies Street Portables	Daily
7	Hopkins River East (Blue Hole)	Thrice weekly: Mon, Thur and Sat (daily during school holidays and whale watching)
8	Hopkins River West (Point Ritchie)	Twice weekly: Mon and Fri (daily in school holidays)
9	Koroit Street (Corner of Liebig St)	Daily: (twice daily in school holidays)
10	Lake Pertobe West	Daily: (twice daily between Dec 26 and Jan 31)
11	Lake Pertobe East	Daily: (twice daily between Dec 26 and Jan 31)
12	Mack Oval (external)	Twice weekly - Mon and Fri
13	McGennans Carpark Road	Daily: (twice daily between December 26 and Jan 31)
14	Proudfoots Boathouse (external)	Daily
15(a)	Reid Oval toilet blocks - MALE	Twice weekly: Mon and Fri
15(b)	Reid Oval toilet blocks - FEMALE	Twice weekly: Mon and Fri
15(c)	Reid Oval toilet blocks - NETBALL	Twice weekly: Mon and Fri
16	Surf Club (external)	Daily (twice daily between 26/12 - 31/1)
17	Swan Reserve	Daily
18	Target Foyer and Parent's Room	Thrice daily
19	Viaduct Road	Daily (twice daily between Dec 26 and Jan 31)
20	Walter Oval (external)	Twice weekly: Mon and Fri
21	Payne Reserve Dennington	Thrice weekly
22	Brierly Reserve	Twice weekly
23	Allansford Rec Reserve	Twice weekly
24	Bushfield Rec Reserve	Twice weekly
25	Dennington Oval	Twice weekly (football season) Weekly (cricket season).
26	Merrivale Oval	Twice weekly

Note - Although the Koroit Street automated 'exeloo' toilets are fitted with wash cycles but these have been disabled and are included in the normal cleaning program.

In response to recent cleanliness complaints Warrnambool has undertaken a review of some cleaning frequencies and improved the management of contract cleaners.

However there is scope to further review the cleaning frequencies and cleaning tasks to be undertaken before the next cleaning contract is awarded.

Increased frequency of cleaning will increase the cleaning costs of the public toilets unless offset reduction in cleaning of other public toilets is possible due to less frequent use or closure.

*The Strategy recommends:*

*Action 11 - That*

- a) The frequency, timing, extent and standards, including an inspection regime between cleans for high use times, be reviewed for the cleaning of all public amenities with particular attention to high use areas, seasonal demand and shared use facilities; and*
- b) Resulting changes be made to the contract toilet cleaning specification.*

### 13.2.2 Emergency Response Cleaning

Unfortunately problems with toilets happen at any time, even just after cleaning, and can render it unusable particularly if it has been soiled.

Currently extra cleaning outside of the programmed cleaning cycle depends upon a user or potential user calling to report the problem, or the cleaning contractor anticipating the need for extra cleaning because of expected higher use from more visitors to the area, or special events.

Users confronted with an unusable toilet should be able to easily report the matter to Council, and be able to find the nearest public toilet.

*The Strategy recommends:*

*Action 12 - That all public amenities be fitted with information boards that:*

- Displays the frequency of cleaning the public toilet;*
- Has the date and time the toilet was last cleaned (information to be provided by the cleaning contractor after each time the toilet is cleaned);*
- The contact phone number to report an incident; and*
- The name and location of the nearest public amenity.*

### 13.2.3 Opening Hours,

#### Opening Hours

Seventeen (17) of the Public Amenities are open 24 hours a day with a further two (2) closed after sunset. The remaining amenities are advertised as being locked at sunset however the reality is that a number are not locked until after 10.00 pm, especially Lake

Pertobe East and West and McGennans Car Park which are locked later to prevent illegal campers from using the park grounds as a toilet.

Locking of toilets at night has led to a decrease in antisocial behavior of vandalism and graffiti.

#### Public Amenities Open and Closing Times

Asset ID	Public Amenity Name/Location	Opening time	Closing time
1	Botanic Gardens	Open Sunrise	One hour after Sunset
2	Coles Youngers Carpark	5am	6pm babies room, 9pm others
3	Cramer Street	24 hour	24 Hour
4	Foreshore Pavilion	Sunrise	Sunset
5	Friendly Societies Reserve (Lane Pavilion external)	24 hour	24 Hour
6	Gillies Street Portables	24 hour	24 Hour
7	Hopkins River East (Blue Hole)	24 hour	24 Hour
8	Hopkins River West (Point Ritchie)	7am (security)	Sunset (closed by security) *
9	Koroit Street (Corner of Liebig St)	6am (automatic)	11pm (automatic)
10	Lake Pertobe West	Sunrise (opened by cleaner)	Sunset (Security)
11	Lake Pertobe East	Sunrise (opened by cleaner)	Sunset (closed by cleaner)
12	Mack Oval (external)	24 hour	24 Hour
13	McGennans Carpark Road	Sunrise (opened by cleaner)	Sunset (security)
14	Proudfoots Boathouse (external)	24 hour	24 Hour
15(a)	Reid Oval toilet blocks - MALE	24 hour	24 Hour
15(b)	Reid Oval toilet blocks - FEMALE	24 hour	24 Hour
15(c)	Reid Oval toilet blocks - NETBALL	24 hour	24 Hour
16	Surf Club (external)	Sunrise (opened by cleaner)	Sunset (closed by security)
17	Swan Reserve	24 hour	24 Hour
18	Target Foyer and Parent's Room	Trading hours (opened by security)	Trading Hours (closed by security)
19	Viaduct Road	24 hour	24 hour
20	Walter Oval (external)	24 hour	24 Hour
21	Payne Reserve Dennington	24 hour	24 Hour
22	Brierly Reserve	Sunrise	Sunset
23	Allansford Rec Reserve	24 hour	24 hour
24	Bushfield Rec Reserve	24 hour	24 hour
25	Dennington Oval	24 hour	24 hour
26	Merrivale Oval	24 hour	24 hour



### 13.2.4 Lighting

There is demand, particularly during the summer period, for public toilet facilities to be open later into the evenings.

A number of the toilets left open overnight have inadequate internal and/or external lighting which may expose users to higher risks and the toilets to incidents of anti-social behavior of graffiti and vandalism. In addition even the toilets locked a little later after sunset should be well lit to prevent the risk of an incident.

The performance evaluation score sheets identify the amenities that could be provided with improved external and/or internal lighting.



Lake Pertobe West – Night Photo

Apart from proposed actions detailed later in the strategy, there are a number of Public Amenities that are open 24 hours or closed after sunset that do have night lighting but would benefit from improved external lighting being installed at the earliest opportunity: These are: Hopkins River East (Blue Hole); Lake Pertobe West, Lake Pertobe East, Viaduct Road, Foreshore Pavilion, Merrivale Oval and Payne Reserve Dennington.

Swan Reserve public amenity also fits into this category, however it is assessed as the worst performing toilet and it is proposed that as a first priority for capital works the toilet be decommissioned and a new stand-alone public amenity be built in the vicinity (actual site to be determined) that will service the Kepler Street central carpark users, through traffic along the Princess Highway and Swan Reserve users.

This strategy proposes that the opening times of all toilets be reviewed with the view to restrict open times to daylight use where appropriate and that all toilets open after sunset are fitted with adequate internal and external lighting.

Although there will be extra operational costs involved in the management of locking and unlocking the toilets if more are restricted to daylight hours, this may be offset by the cost savings on vandalism. In addition not all toilets are fitted with lockable doors or gates and funding will need to be provided to supply and fit new doors and gates in addition to improved lighting.

### 13.2.5 Reducing Number of Cubicles Available

Where public amenities have multiple cubicles with their own lockable doors facing the public areas, through restricting the number open during the low season or low use times will reduce cleaning demands and costs, or allow more frequent cleaning of the open cubicles.

For example when McGennans Carpark facility is replaced with a modern designed facility it would be prudent to limit the number of cubicles open to the public during the off summer period.



*The Strategy recommends:*

*Action 13 – The installation of improved external lighting be undertaken at Hopkins River (Blue Hole); Lake Pertobe West, Lake Pertobe East, Viaduct Road, Foreshore Pavilion and Payne Reserve Dennington public amenities to improve safety.*

*Action 14 – The opening times of public amenities be reviewed with the intention that where possible they be closed from dusk to dawn unless the toilet facility is required to be accessible at night time.*

*Action 15 - If a public toilet is to remain open after dark it must be equipped with adequate internal and external lighting.*

*Action 16 - Where public amenities have multiple cubicles with their own lockable doors facing the public areas consider restricting the number open during the low season or low use periods.*

## 14 Ancillary Services

Bathing Change Rooms, Baby Change Facilities, Baby Feeding Rooms, Showers and Drinking Water Stations are ancillary services that may benefit from being co-located with public amenities, provided public amenity user safety is not compromised.

### 14.1 Bathing Change Rooms



Viaduct Road – Change Room

There is a demand for some bathing change rooms along the foreshore precinct. The only amenity providing change facilities is Viaduct Road which has large communal change rooms with shower cubicles in the Male and Female sections. The change and shower facilities are accessed through the toilet foyer area.

Communal change facilities are now considered a threat to personal safety and the trend is to provide larger toilet cubicles fitted with a small bench for placing clothing on.

*The Strategy recommends:*

*Action 17 – That future provision of any new toilets or the renewal of existing toilets along the foreshore are to accommodate bathing change facilities by providing larger toilet cubicles fitted with a small bench for placing clothing on.*

### 14.2 Baby Change Facilities

Baby change facilities are required in precincts that attract or need to accommodate families with young children such as shopping, foreshore, parks with playground equipment and through traffic precincts. At least one baby change facility should be provided at Public Amenities in each of these precincts and preferably located in the unisex cubicle that is accessible by people with disabilities. Each baby change facility must include a nappy bin.

*The Strategy recommends:*

*Action 18– That future provision of new, refurbished or renewed public amenities at precincts that attract or need to accommodate families with young children include baby change facilities, preferably located in the unisex cubicle that is accessible by people with disabilities.*

### 14.3 Child Toilet Pan



Lake Pertobe East – Child Toilet Pan

Child Toilet Pans are currently provided in precincts that attract or need to accommodate families with young children such as foreshore and parks with playground equipment. At least one child change facility should be provided at Public Amenities in each of these precincts and are best provided in the unisex cubicle accessible by people with disabilities. Note that regulation circulation space must still be provided for people with disabilities.

#### *The Strategy recommends:*

*Action 19 – That future provision of any new toilets or the renewal of existing toilets at precincts that attract or need to accommodate families with young children include a child toilet pan in the unisex cubicle accessible by people with disabilities.*

### 14.4 Baby Feeding Rooms



Coles Youngers – Feeding and Baby Change

Two Public Amenities provide facilities for parents with babies for feeding and changing. Target Foyer has a parents room located on a lower level of the building separate to the toilets and the Coles Youngers Carpark Public Amenity provides a separate room adjoining the toilets with its own direct access.

Public opinion is divided on baby feeding rooms being co-located with public toilets. Usage patterns of the two currently provided indicates a strong preference for them to be

separated with the Coles Younger Carpark facility rarely used. This may also be related to the siting of the two facilities with parents feeling safer in the feeding room located within the target complex rather than out in the carpark.

Public opinion recognises the need for baby feeding rooms in precincts where there is little opportunity to find a private space for feeding.



*The Strategy recommends:*

*Action 20 – That:*

- a) Future provision of baby feeding rooms not be co-located with public toilets but be located as a separate facility (room) within a public or private development; and*
- b) Provision of a baby feeding room is considered in any new council, state government or private development within shopping complexes and the CBD.*

## 14.5 Showers (Internal and External)

### 14.5.1 Internal Showers

Two Public Amenities currently provide internal showers. Surf Club Toilets (not open 24 hours) have a coin operated hot shower facility in the unisex disability accessible cubicle and the Viaduct Road Toilet (open 24 hours) has a large change room with multiple cold shower cubicles in both the male and female toilets.

Although internal showers are not usually provided, there is argument for at least one unisex internal shower to be provided in the foreshore precinct. As Viaduct Road Public Amenity is a 24 hour facility, when the facility is upgrade one unisex shower cubicle with direct access to the public areas should be considered as a replacement for the current internal shower arrangement, as well as retaining the present external showers.

### 14.5.2 External Showers



Foreshore Pavilion, Surf Club, Viaduct Road and River East (Blue Hole) public amenities have external showers. The location of the external showers at each toilet varies from being a shower head attached to an external toilet wall ( Surf Club), specifically designed external tiled showers space (Viaduct Road and Hopkins River East (Blue Hole), and free standing dedicated shower facility a distance away from the entrances (Foreshore Pavilion).

To avoid loitering near toilet entrances, external shower facilities should be located at least 5 metres away from the nearest toilet entrance door.



Toilets servicing the foreshore should be provided with external showers located at least 5 metres away from the nearest toilet door.

*The Strategy recommends:*

*Action 21 – That:*

- a) As a general rule internal showers not be provided in Public Amenities except for the existing internal shower at the Surf Club be retained;*
- b) When Viaduct Road is upgraded the current Male and Female communal room and shower cubicle arrangement be replaced with one unisex shower cubicle with direct access to the public areas; and*
- c) Toilets servicing the foreshore be provided with external showers located at least 5 metres away from the nearest cubicle or entrance door.*

## 14.6 Drinking Water Stations

Warrnambool currently provides external access to water at a number of public amenity buildings in different configurations.

There is a new multi drink water station at the Foreshore Pavilion, a drinking fountain near Cramer Road toilet, a basin and water tap at Brierly Reserve toilet and external water taps at some other locations.



Positioning drinking fountains at or near Public Amenities is sensible in that they provide a focal point, whether a person is shopping, in a park, or accessing the foreshore. Most toilets are also reasonably accessible for people with disabilities.

By providing drink water stations at or near public toilets it:

- Responds to the growing trend of people using refillable drink bottles;
- Encourages the community to utilise potable tap water rather than the less environmentally friendly purchasing of bottled water; and
- Allows maintenance of the drinking water stations to be attended to as frequently as the toilets are cleaned.

Drinking water stations should be accessible by people with a disability, allow drink water bottles be refilled and as many people take their dogs for walks, where appropriate, drinking water for dogs should also be provided.

Siting the drinking fountains at a public toilet must have regard to CPTED requirements which discourages any other infrastructure near a toilet that could contribute to loitering, posing a threat to toilet users.

This can be achieved by locating the drinking fountain forward of the toilet entrance, allowing the toilet users to easily sight people using the drinking fountain, and be placed at least 5 metres away from the toilet entrance to allow people to escape if a threat exists.

*The Strategy recommends:*

*Action 22 – That consideration is given to providing 'Drinking Water Stations' in all appropriate new works or major upgrades of public amenities.*

## 15 Sharing Responsibility for Public Amenities

### 15.1 Sharing with Private Developments

Warrnambool City Council shares responsibility for the Target Complex Toilets and Parents Room (baby feeding and change room). The developers of the complex built the facilities, saving the community the capital cost, and Council maintains and cleans them on the understanding that they are listed as Public Amenities.

The high usage of the toilets and preference of the target parent room over the Coles Youngers Car Park parent room is a testament to the success of the shared arrangement. Users feel much safer and comfortable when using facilities located in doors and near high activity areas.

*The Strategy recommends:*

*Action 23 – That where a new or major refurbishment private development is to occur in a location that has need for public toilets and/or a parents room, Council consider negotiating a shared arrangement for the appropriate number of toilets/parents room with the developer.*

### 15.2 Sharing with Pavilion Type Developments

Warrnambool currently has a number of public toilets located within pavilions or club rooms that are managed and in some instances the construction funded in partnership with community groups. Council carries out the maintenance and cleaning of these facilities and undertakes any renewal (upgrade) works. Examples are the Surf Club, Foreshore Pavilion, Proudfoots Boathouse, Mack Oval, Walter Oval, Allansford Recreation Reserve, Bushfield Recreation Reserve, Dennington Oval and Merrivale Oval.

A new facility to be added that will share toilets is the soon to be replaced "shipping container" stand alone public amenities at Reid Oval with a new netball pavilion (in partnership with the netball club) including external toilets, which will only be available on event days.

Whether funded by Council or in partnership with community groups, construction of pavilions, club rooms or stadiums on Council controlled land should include external toilets and declared Public Toilets where the location demands toilets on a regular basis.

*The Strategy recommends:*

*Action 24 – That construction of pavilions, club rooms or stadium on Council controlled land, whether funded by Council or in partnership with community groups, should include external toilets and Council give consideration of a shared arrangement for them to be listed as Public Amenities where the location demands toilets on a regular basis.*

### 15.3 Other New Sharing Opportunities

#### 15.3.1 Salvation Army – Uniting Church

During the preparation of this Strategy engagement with the Salvation Army has highlighted an opportunity for entering into a shared arrangement for the provision of safe hot shower facilities for the City's homeless.

The Salvation Army raised awareness of the Warrnambool homeless (the Salvos know of 20) that rely on 24 hour access to public toilets, and facilities for free showers to meet their toilet and hygiene needs, and that public shower facilities must be free as even a coin system would be a barrier to access for these people

Currently the Uniting Church provides showering facilities from 9.30am to 1pm Tuesday to Friday at their church hall in Koroit Street. Towels and soap/shampoo are provided. Whilst it is recognised that this is a good service, Salvo Connect would like to see it extended to daily and for longer hours.

Although Council would not normally provide showers, let alone with hot water in public amenities in the CBD, this may be an opportunity for Council to explore sharing with the Uniting Church by providing operating funds to allow the shower days and/ or hours to be extended as a service to the less advantages people in the community.

#### 15.3.2 Jubilee Park

Jubilee Park does not currently have public amenity facilities, although the Jubilee Park, Woodford Master Plan makes provision for a public amenity at this site. The Fishermen's Club building located at Jubilee Park has external toilets which are open only when the club members meet. An alternative to providing a new amenity may be to enter into a sharing arrangement with the Fishermen's Club to use their toilet facilities. As the toilets would require some upgrading works to comply as public toilets, the costs and benefits should be compared to providing a new facility.



*The Strategy recommends:*

*Action 25 – That the opportunity of entering into a sharing arrangement be investigated:*

- a) With the Uniting Church to allow shower days and/ or hours to be extended as a service to the community be investigated; and*
- b) With the Fishermen's Club at Jubilee Park for use of the existing toilets attached to the club building as an alternative to building a new toilet amenity.*

## 16 Guidelines for Design, Siting and Fittings of Public Amenities

When a toilet is to be renewed, upgraded or a new toilet is to be provided, effective planning and design needs to be undertaken to ensure that the installation achieves benefit to the community, is cost effective and minimises negative impacts.

This requires consideration be given to; coordination of all stakeholders, the surrounding environment, accessibility for people of all abilities, Crime Prevention Thought Environmental Design (CPTED), configuration of the toilets, comfort features and environmental sustainability.

### 16.1 Surrounding Environment

Warrnambool public amenities coexist with coastline landscapes, compliment the built environment and blend with the parks and sports ovals and historic elements of the municipality.

#### *The Strategy recommends:*

*Action 26- The design, and siting of public toilets, whether for new facilities or modifications to existing buildings, should be sensitive to the surrounding environment. The design, materials used and finishes should complement the surrounding environment.*

### 16.2 Accessibility For People Of All Abilities

Public toilets must be both accessible and useable by the majority of people of all differing abilities. Design that incorporates the requirements of the Federal Disability Discrimination Act – 1992 and the Australian Standard AS 1428.1 (2009) - Design for Access and Mobility, or successor, will provide people with disabilities access and allow use of the toilet in an equitable and independent manner.

Recent changes to the legislation:

- Has increased the circulation space within toilets for people with disabilities and increased the percentage of people with disability who should be able to use the toilet from 80% to 90%; and
- Requires all new toilet blocks with more than one toilet cubicle to have one cubicle fully compliant for disability access and the second must be accessible for people with disabilities who are 'ambulant'.

Warrnambool's 26 public toilets range from being compliant with the current standards (new developments and some refits of older toilets), being compliant with the older standards (older Exeloo toilets) and those that are non-compliant (older traditional style toilets).

Although new legislation does not apply retrospectively to current toilets, there is always the risk that an aggrieved person may feel discriminated against and Council may be required to take action to upgrade a toilet or face the matter escalating to the Anti-Discrimination Council.

To assist identifying and increasing the number of compliant toilets Warrnambool should consider undertaking the following actions:

- Inspect all public toilets to assess if they comply with the older or new legislation or are non-compliant (particularly in regard to circulation space);
- Identify where minor works may be undertaken to make the toilets for people with disabilities more accessible;
- Update the Warrnambool Toilet Map to clearly identify those toilets which are accessible for people with disabilities and ensure these toilets are appropriately signed;
- Ensure all new toilets are fully compliant;
- When renewing or upgrading an existing toilet it be made compliant; and
- Non-compliant toilets remain non accessible until such time as they are replaced or upgraded.

*The Strategy recommends:*

*Action 27 - To increase the compliance of toilets for people with disabilities that Warrnambool undertake the actions of:*

1. *Inspection of all toilets to ascertain levels of compliance;*
2. *Identify minor works to assist compliance;*
3. *Update the public toilet map identifying accessible toilets;*
4. *Ensure all toilets able to be accessed by persons with disabilities are clearly signed;*
5. *Ensure all new toilets are compliant;*
6. *Ensure all renewal and upgrading works make the toilet compliant; and*
7. *Non compliant toilets remain non accessible until replaced.*

### 16.3 Other Strategies and Master Plans

When any redevelopment is undertaken as a result of recommendations from other strategies, structure plans or master plans then existing toilets, either within buildings or stand alone, should also be renewed or replaced at the same time.

When any new development is undertaken as a result of recommendations from other strategies, structure plans or master plans the impact on existing public amenities, or need for new public amenities, as a result of the new development generating greater need, must be considered and any necessary update of existing toilets or provision of new toilets undertaken.

*The Strategy recommends:*

*Action 28 - Where any redevelopment is undertaken as a result of any recommendations from other strategies and activity master or structure plans, then existing toilets, either within buildings or stand alone, should also be renewed or replaced at the same time.*

*Action 29 - Where any new development is undertaken as a result of recommendations from other strategies, structure plans or master plans the impact on existing public amenities, or need for new public amenities, as a result of the new development generating greater need, must be considered and any necessary update of existing toilets or provision of new toilets undertaken.*

#### 16.4 Distance between Public Toilets

Melbourne City Council's Public Toilet Plan 2008-2013 promotes that toilets should be spaced every 500 metres within the CBD, where there is high pedestrian activity, so that no person has to walk more than 250 metres to a public toilet. Latrobe City Council's public toilet Strategy 2006 adopts a spacing of 1000 metres in the city centres so that no person has to walk more than 500 metres to a public toilet.

Warrnambool's CBD has three toilets spaced less than 140 metres apart and the foreshore area including Lake Pertobe have four toilets ranging from 150 to 250 metres apart. Much of this spacing is not based on spacing criteria but has been driven by high volume intensive use of these areas generating high demand for toilets, particularly over the summer period.

At sports grounds the toilets are generally located within a pavilion with occasional stand-alone toilets. In parks, reserves and along the rivers toilet locations are on a needs basis.

Location of toilets is also guided by other strategies and master plans.

The beach attracts high numbers of people over the summer period and the section between the breakwater and the surf club is serviced by two public amenities 1300 metres apart (Foreshore Pavilion and Surf Club Public Amenities), a maximum walk of over 650 metres to a toilet. Replacement and relocation of the McGennans Road Carpark Park Amenity to a site closer to the beach (refer Section 12.1) will better service the beach visitors by concentrating toilets near the higher use section of the beach and reducing the maximum walking distance to approximately 500 metres for users further along the beach.



*The Strategy recommends:*

*Action 30 – Where possible in high use areas, to accommodate people with disabilities, the aged and children, the spacing between toilets be no more than 500 metres reducing the distance to walk to 250 metres.*

*Action 31 – The proposed replacement of McGennans Road car park public amenity be sited closer to the beach as well as maintaining service for the foreshore shop and amusement area so that beach users have no more than 500 metres to walk to access a toilet.*

*Action 32– Undertake a review of toilet clusters that are closely spaced in the CBD and Reid Oval to determine whether there is opportunity to consolidate the provision of toilets in these areas.*

## 16.5 Crime Prevention Through Environmental Design (CPTED)

CPTED (Crime Prevention Through Environmental Design) is accepted in the design and criminology fields as being a useful tool to reduce the likelihood of crime in set locations. Whilst it is impossible to 'design out' crime, better designed areas have been shown to reduce crime and fear of crime.

CPTED is an approach to crime prevention that takes into account the relationship between the physical environment and the users of that environment.<sup>1</sup>

To maximise the safety of users and lessen or prevent the incidence of crime, the design, location and management of public toilets should be consistent with CPTED principles.

Upgrading of older public toilets and design of new public toilets should meet the requirements of CPTED to avoid operational, use and management problems.

At the early design stage for renewal, upgrade or new toilet facility, the following CPTED principles must be considered:

- **Siting – (Visibility)** – Public toilet should be sited at locations that are highly visible from the surrounding area and not hidden away from public view.
- **Access** - entrances to public toilets should be clearly visible from the street and other public areas; and public toilets in or near playgrounds clearly visible from the playground. Access should not be obscured.
- **Light** - Maximum use of natural light and/or artificial light in the public toilet, and especially if used after dark good artificial lighting in and around the facility.

<sup>1</sup> Victoria Police Website Site – Community Safety – Crime Prevention Through Environmental Design - 2011

- **Location & proximity to other Buildings** – Public toilet should be capable of natural surveillance from pedestrian activity and other building users. Other buildings or landscape features should not obscure the view of the public toilet.
- **Orientation** – Entrances should face towards areas of maximum pedestrian activity.
- **Landscaping** – should not obscure the public toilet. Low landscape planting should be well maintained to a low height.
- **Building materials and finishes** – should be light in colour and a type of material that discourages graffiti which is easy to maintain and is easy to clean.
- **Building Design and Cubicle Configuration** – Design should be welcoming with cubicles having direct access to the public area, natural lighting to be maximised, and light coloured surfaces.
- **Management, Maintenance and Security** – Good maintenance, management and security generally leads to good image, and discourages vandalism and other unsocial activities.

The performance assessment of Warrnambool's public amenities has embraced the CPTED principles as elements of the evaluation score card. This has provided opportunity to identify areas where the toilets do not meet the principles the performance can be improved by undertaking minor works.

*The Strategy recommends:*

*Action 33 - Where practicable existing public amenities that have been identified with shortcomings in relation to safety and security, be made compliant with the CPTED principles, or delisted as a public amenity if low use.*

*Action 34 - CPTED principles be used in the evaluation of decisions to upgrade or replace older toilets.*

*Action 35 - CPTED principles be used in the design and management of new toilet facilities.*

## 16.6 Configuration of Public Toilets

Public toilet facilities in Warrnambool are located along the foreshore (including rivers), at shopping centres, attached to recreation and sporting facilities or free standing in parks and reserves. Each precinct has unique demands influencing configuration, elements of the public toilet, cubicle numbers, size, features and gender usage.

Precinct	Demand
Foreshore and River Frontage Precinct	All year with high sustained summer peak
Retail/Commercial Precinct	All year high constant demand
Traffic Corridor Precinct	All year 24 hour constant demand
Sports Grounds, Parks, Gardens & Reserves Precinct	Lower demand with occasional peaks usually related to events

**16.6.1 Foreshore and River Frontage Precinct**

**(a) Refurbishment or replacement or new foreshore toilets accessible from a beach** that are used all year with high sustained summer peaks are preferred to have as a minimum:

- Separate gender facilities;
- Three cubicles for each gender – one to be accessible for people with disabilities for each gender or two cubicles for each gender with a separate unisex cubicle accessible for people with disabilities;
- Cubicles to be large and incorporate a change bench;
- Disability cubicles to have baby change facilities and a junior toilet (note sufficient space must be allowed for full manoeuvrability of people with disabilities); and
- External showers.

*Examples include replacement of McGennans Carpark, upgrade of Viaduct Road and Hopkins River East (Blue Hole) facilities.*

**(b) Refurbishment or replacement or new foreshore toilets that are generally not accessible from a beach (e.g. Lake Pertobe)** that are required all year with high sustained summer peaks are preferred to have as a minimum:

- Separate gender facilities;
- Two cubicles for each gender – one to be accessible for people with disabilities for each gender or two cubicles for Female, one cubicle for Male and one separate unisex cubicle accessible for people with disabilities; and
- Disability cubicles to have baby change facilities and a junior toilet (note sufficient space must be allowed for full manoeuvrability of people with disabilities).

*An example is the upgrade of Lake Pertobe East public amenities.*

**(c) Refurbishment or replacement or new foreshore toilets that are not associated with a beach** but cater more for casual visitors, walkers and cyclists are preferred to have as a minimum:

- One or two unisex cubicles - depending upon demand - accessible for people with disabilities.

*Examples may include new facilities (if provided) at Thunder Point, Logans Beach (Whale Watching) or along foreshore walking tracks east of Flagstaff Hill.*

**16.6.2 Retail/Commercial Precincts**

**(a) New Public Amenities** that cater for all year high constant demand are preferred to have as a minimum:

Smaller shopping centres

- One unisex cubicle — accessible for people with disabilities and fitted with baby change facilities.



Larger shopping centres –

- Double unisex cubicle – with at least one accessible for people with disabilities and fitted with baby change facilities.

CBD-

- One cubicle for each gender; and
- One unisex cubicle – accessible for people with disabilities and fitted with baby change facilities.

*An example may include the new public amenity to be built in the CBD as a replacement for the Gillies Street portables.*

### 16.6.3 Traffic Corridor Precinct

**(a) Refurbishment or replacement or new traffic corridor toilets** that cater for all year 24 hour constant demand are preferred to have as a minimum:

- Two cubicles for Females;
- One cubicle for Males; and
- One unisex cubicle – accessible for people with disabilities and fitted with baby change facilities.

*Examples are the upgrade of Payne Reserve Public Amenity (that services passing traffic and a local park with playground and BBQ facilities) and Swan Reserve new replacement that will become the city's principal twenty four hour public amenity.*

### 16.6.4 Sports Grounds

**(a) Refurbishment or replacement of an existing free standing toilet facility or pavilion type facility**

Low constant use or irregular small peaks –

- One unisex cubicle - accessible for people with disabilities.

Low constant use with regular peaks (weekly) –

- One cubicle for each gender –both to be accessible for people with disabilities;  
Or
- Two unisex cubicles - with one cubicle to be accessible for people with disabilities.

High constant use or regular peaks (weekly) – Up to three cubicles:

- One unisex cubicle - accessible for people with disabilities;
- One Male cubicle; and
- One Female cubicle.

If the highest demand occurs on the weekend or other regular day, the Male and Female cubicles could be closed outside of the high demand day or weekend.



### 16.6.5 Parks, Gardens and Reserves

#### (a) Refurbishment of an existing toilet facility:

Low constant use or irregular peaks in use:

- Separate gender facilities if space is available within existing building;
- One cubicle for each gender – to be accessible for people with disabilities;
- Or
- One unisex cubicle accessible for people with disabilities if building space not sufficient for two cubicles, or use is very low.

#### (b) Replacement or new toilet facility:

Low constant use with regular peaks (weekly) in use –

- Separate gender facilities;
- One cubicle for each gender – to be accessible for people with disabilities;
- Or
- Two unisex cubicles accessible for people with disabilities if deemed more appropriate.

*The Strategy recommends:*

*Action 36 - The toilet cubicle configurations stipulated in the 'Configuration of Public Toilets' Section of the Strategy be used as a guide when upgrading, replacing or building new public toilets.*

### 16.7 Fit-Out and Comfort Features

Public amenities must provide, as a minimum:

- Toilet seat;
- Toilet paper;
- Sanitary disposal in female toilets;
- General waste bin;
- Sharps disposal;
- Hand wash basin and water; and
- Mirror.

In addition baby change and child toilet pans are to be provided in accordance with Section 14 'Ancillary Services' of this Strategy.

However surveys reveal that public toilet users prefer to also have soap and the ability to dry hands.

The Koroit Street, Target, Foreshore Pavilion and Bushfield Reserve public amenities are the only facilities provided with these additional features. Consideration should be given to including soap dispensers and hand dryers in all existing (retrofitting) and future upgraded and new public amenities.

*The Strategy recommends:*

*Action 37- A suitable method of providing soap and hand drying facilities to all public amenities be investigated.*

*Action 38- A program of retrofitting soap and hand drying facilities to all public amenities be implemented.*

*Action 39- All new and upgraded public amenities be fitted with soap and hand drying facilities in addition to the standard minimum fit-out.*

## 16.8 Standard Internal Finishes and Fittings Descriptions

Warrnambool has adopted the following standard internal finishes and fittings:

- Toilet Pan – Stainless Steel Bowl with plastic seat;
- Hand Wash Basin – Stainless Steel;
- Mirrors – Stainless Steel;
- Floor Tiles – Grey slate colour with dark grout; and
- Wall tiles – Floor to ceiling white with dark grout (with feature pattern if desired)

*The Strategy recommends:*

*Action 40- That all new, renewed and upgraded public conveniences incorporate the standards for internal finishes and fittings detailed in the Strategy unless alternatives are required for architectural or other purposes.*

## 16.9 Environmental Sustainability

Water and energy conservation and materials recyclability efficiencies are encouraged in the provision of environmentally sustainable public amenities.

*The Strategy recommends:*

*Action 41- That all new, renewed and upgraded public conveniences incorporate sustainability principles of water and energy conservation and materials recyclability.*

## 17 Signage

### 17.1 Directional Signage



The community survey and inspection of the public amenities identified the lack of signage giving direction to the location of the toilet and identifying the toilet once at the location.

The current signage is ad hoc and as people usually only visit a public toilet as a last resort, or may have planned an outing based on a map of the toilets, the ability to actually locate the nearest toilet is essential.

Primary directional signage is required on the roadside of the nearest road at a site which is closest to the toilet facility or intersection on an access road to the facility, and also along the beach at pedestrian entrance walkways.

Secondary directional signage is required where the public amenity is not visible from the location of the primary directional signage to assist in locating the actual toilet building.

Special Pathway and Trails Signage – is required along longer pathways and trails indicating the distance and location of the nearest public amenity.

The sign should be of a size that ensures it is in keeping with the sensitivity of surrounding environment.

### 17.2 Signage on Public Amenities



Stand-alone public conveniences, unless easily identified as a public convenience, and pavilion type public conveniences should have a sign 'Public Toilet' clearly visible on the building.

There have been some issues with gender confusion where only symbols are used on the entrances to segregated toilets. Public Amenities experiencing this problem should also have bold signs stating 'Male' and 'Female' at the entrances. Signs should be standardised to avoid any confusion.

*Examples are the Lake Pertobe East and West public toilets.*

### 17.3 Signage Notifying When Last Cleaned & Nearest Toilet if Out-of Action

From time to time public conveniences are inoperable due to spoiling by previous users, may be closed for cleaning and/or maintenance or may be closed due to limited opening hours.

As an aide to people inconvenienced by such occurrences each public amenity should be fitted with a sign providing the following information:

- Name of Toilet Facility;
- Opening Hours;
- When last cleaned (to be filled out by cleaner);
- Contact phone number for reporting any incidents; and
- Location of nearest facility (distance away and hours it is open).

*The Strategy recommends:*

*Action 42 - Improvements to signage of public toilets be designed and implemented in accordance with the 'Signage' section of this Strategy.*



## 18 Guidelines for Renew, Upgrade, Remove and New

Warrnambool City Council has competing demands for capital investment to maintain all its assets in an acceptable condition to keep them fit for purpose and to meet legislative requirements and reporting. Public amenities are only one of many assets competing for funds, making it necessary to maximise the value of the money allocated and spent on public amenities.

The performance assessments undertaken as part of this Strategy reveal that many toilets need upgrading or replacing creating demand for a high level of capital investment to bring them up to modern acceptable standards.

With the current level of capital funding it will take many years to bring all the toilets to achieve the desired level necessitating the need to prioritise the works and make informed decisions for the best outcome through either renewing the toilet (stripping bare and refitting existing building), upgrading the toilet (demolish and reconstruct on same site or new site) or demolish the toilet (not replace at all), and responding to the need for new toilets.

The following guidelines have been developed to assist in the decision making process for determining the type of infrastructure works that will produce the desired outcome and be the most cost effective:

1. Renew (stripping bare and refitting existing building);
2. Upgrade (demolish and reconstruct on same site, or new site);
3. Remove (not replace at all); and
4. New (request for new toilet on new site).

### 18.1 Check list to Assist Decision Making

The following section provide explanation for application of the 'Assessment Guidelines For Public Toilet Infrastructure' which assists in the decision making process for Renewal, Upgrade or Removal of a public toilet and a scoring assessment process to determine the need for new public toilet and its priority.

**Attachment 4 - 'Assessment Guidelines for Public Toilet Infrastructure'.**

### 18.2 Renewal (refurbish)

Renewal (refurbishment) is less costly than replacement if the building structure condition is sound.

Renewal should be considered where:

- The existing public amenity building is sound;
- The existing building is of an acceptable architectural design and compliments the surrounding buildings and/or landscape;
- The existing building is located where there is still a need for a public amenity;
- The existing building is well sited with safe access (meeting CPTED criteria);

- Can be internally redesigned to meet current requirements and standards such as cubicle doors opening directly onto the public space;
- Can accommodate at least one cubicle meeting current standards for access for people with disabilities;
- Cost benefit analysis for the life of the asset favours renewal over upgrade (replacement).

At the time of renewal the toilet should be assessed to determine if minor works may improve performance negating the need for some major renewal works. For example minor building alterations to incorporate perforated screens in lieu solid walls to open up the foyer area of the toilets to minimise risk of concealment.

### 18.3 Upgrade (replace)

The following provides some principles to assist in deciding whether toilets should be upgraded (replaced).

- All toilets that are poorly sited (away from public view) should be replaced with new toilets on another site exposed to the public.
- Should a Council Building such as a pavilion incorporating public toilets be programmed to be upgraded, the public toilets should be upgraded at the same time.
- Where a toilet building has a poor condition rating then it should be replaced either on the same site or a new site if the current site does not meet CPTED principles.
- A toilet facility that is due for renewal or upgrade (replacement) and is located in a building with a reasonable condition rating and renewal and/or upgrade can achieve current standards of safety and accessibility for people with disabilities the decision should be based on a cost/benefit analysis taken over the life of each option. If the building is of historic value then renewal is the preferred option.

### 18.4 Remove (need to decommission & not replace)

Decommissioning of an existing toilet can be difficult and emotive if the facility is still being used, even if the current usage is low. Decisions to decommission should include consideration of availability and accessibility of an alternative public toilet and usage.

In deciding whether to decommission and close a toilet facility consideration should address standards of public toilet availability, accessibility and usage, in that:

- In areas of high pedestrian activity a public toilet could be decommissioned and not replaced if there is another public toilet within 500 metres of the toilet to be decommissioned and can be easily accessed; or
- The usage of the existing toilet to be decommissioned is very low, or if low, the usage is not linked to a particular activity (e.g. playground) or events causing high peaks at low frequency; or
- The existing public toilet does not provide access for people with disabilities; or
- Users are at risk due to poor siting, access is hidden from public view, and/or has a history of unacceptable behavior related to drugs and/or sexual activity.

## 18.5 New

Demand for new public toilets is often driven by circumstances that either generate greater use of an existing facility due to a change or increase in the intensity of use, or a new development, or intensity of use in a location where a public toilet is not within a reasonable distance.

There may be circumstances where a development has taken place as a result of actioning a master plan or strategy or some other works, which did not incorporate a public toilet within the original design, but is likely to generate demand for such a facility.

New public amenities included in Master Plans are:

- Botanic Gardens; and
- Jubilee Park, Woodford.

Warrnambool City Councils has also received requests for new toilets at the following locations:

- Russell Creek Walk;
- Port Fairy - Warrnambool Rail Trail;
- Promenade walk east of the Surf Club;
- Whale Watch Platform at Logans Beach;
- Breakwater; and
- Thunder Point.

The community survey also proposed new toilets, along with other requests at:

- Village Green;
- Shopping Complexes;
- More in the CBD;
- Bunnings and Norfolk Plaza; and
- Liebig & Timor Streets;

### 18.5.1 New Toilet Justification Criteria – Minimum Requirements

Justification for a new public toilet, or alternatively to show a public toilet is not warranted, can be established through testing the scenario against a set of criteria, which if supported by council will assist in sifting through the requests for new toilets.

Whether a new toilet is warranted can be difficult however a decision to provide a new facility may be considered, subject to available funds, if:

- The request is supported by a Warrnambool Strategy, Master Plan or this Strategy;
- The demand is generated by development as a result of actioning a Warrnambool Master Plan or Strategy, or some other works such as a playground, which did not incorporate a public toilet within the original design;
- The use is generated from a Warrnambool initiative (such as promotion of tourism), and is not just a private enterprise activity;
- The distance to the nearest toilet is more than 500 metres along foreshore or 250 metres in a commercial area;

- The nearest toilet, if under 500 metres along foreshore or 250 metres in a commercial area, is not capable of accommodating increased use and/or is not accessible for people with disabilities;
- The increased demand is permanent (either regular peaks or constant increased demand); or
- The lack of a public toilet increases the risk to safety through unsociable behaviour of people relieving themselves at the site.

#### 18.5.2 Prioritising New Public Toilets

Where the criteria is met further assessment to assist in prioritising the toilets is based on whether the usage is high, medium or low, if it is regular or has frequent or infrequent peaks, the type of users (do they have special needs) and if there are future demand generators.

#### 18.5.3 Alternative Solution if Criteria Not Met – Hiring Toilets

Where the criteria cannot be met and the need is for short periods only an alternative solution may involve hiring in portable toilets by the private operator where the demand is generated through a private initiative. Warrnambool would need to first approve that this is an appropriate solution and nominate a site for the portable toilet and time period it may remain in the location (usually not more than during daylight hours on the day required).



## 19 Capital Works Plan

### 19.1 Budget Allocation

Warrnambool's 2013/14 Capital Budget for Public Amenities has been set at \$350,000 for new toilets or upgrades of existing toilets.

The Ten Year Capital Works Plan is based on a budget allocation of \$350,000 per annum for public amenity renewal, replacement and new facilities continuing for eight years then reviewed for years 9 and 10. The budgeted allocation for these latter two years will depend upon progress with the previous seven years capital works program and whether new additional toilets are to be provided.

*The Ten Year Capital Works Plan is a guide based on estimated costs only. Designs and detailed costs should be prepared to more accurately determine how much work can be undertaken each year within the budget allocation.*

### 19.2 Priority Plan

The priority and proposed works to be undertaken in the Capital Works Plan result from the Performance Evaluation ranking, detailed assessment criteria, and the building condition of the existing public amenities. Details of the works are provided in Section 12.1 Proposed Capital Works Details (Page 27).

#### Capital Works Plan

Stage	Toilet Name	Proposed Works	Estimated Cost
1	Gillies Street Portables	Close and remove the portables (higher priority due to nature of building) and build new 3 cubicle toilets at appropriate location (to be researched) – make 24 hour toilet	\$250,000
1	Koroit Street Coles Youngers Carpark	Consolidate Toilets - Refurbish Koroit Street exeloo (higher priority as toilets are overdue for major overhaul) Consider a trial closure of Coles Youngers Carpark Toilets	\$100,000
2	Swan Reserve	Decommission existing toilets and build new stand-alone four cubicle toilets nearer Kepler Street	\$345,000
2	Mack Oval Walter Oval Merrivale Oval	Withdraw as listed public toilets and construct gates to allow them to be locked for use only on event days  Consider delisting as public toilet and use only for event days or leave open for local use (after consultation with the clubs and	\$5,000

		users to validate the need)	
3	Payne Reserve Dennington	Refurbish and reconfigure existing toilets to accommodate three cubicles Male Female and Unisex	\$100,000
3	Hopkins River East (Blue Hole)	Refurbish and reconfigure to accommodate maximum cubicles incorporating at least one clothes change cubicle each for Male & Female	\$150,000
3	As required	Fit hand soap and drying to all toilets/cubicles that are not being upgraded or replaced in this strategy	\$50,000
3	Hopkins River (Blue Hole); Lake Pertobe West, Lake Pertobe East, Viaduct Road, Foreshore Pavilion and Payne Reserve Dennington	Improve external lighting	\$20,000
3	As required	Improve signage	\$30,000
4	Botanic Gardens	Close existing toilets and build new 3-4 (to be determined) unisex cubicles on the northern side near the lake	\$350,000
5	McGennans Road Carpark	Demolish existing toilet and build new 5/6 cubicle facility nearer the beach (site to be determined)	\$350,000
6	Lake Pertobe East	Redesign and refurbish existing toilets and extend facility to accommodate at least two additional cubicles	\$120,000
6	Reid Oval Toilets Cramer Street	Consolidate Toilets – Relocate the use of Reid Oval Male and Female Toilets as Public Toilets to new facility in carpark and only open the Male and Female toilets on event days.  Discontinue using Cramer Street Toilet as a public toilet (demolish) and replace with a new facility in the carpark.  Build a new 3 unisex cubicle in the carpark. Sited so that it services the oval, playground and walkers	\$230,000
7	Viaduct Road	Refurbish and include clothes change size cubicles (male and female), one unisex indoor shower and unisex disabled accessible cubicle with baby change and child toilet	\$200,000
7	Friendly Societies	Refurbish to open foyer area (after consultation with the clubs and users to	\$100,000

		validate the need)	
7	Hopkins River West (Point Richie)	Refurbish and alter access ramp	\$50,000
8	Dennington Oval	Refurbish and open foyer area (after consultation with the clubs and users to validate the need)	\$50,000
8	Bushfield	Refurbish and open foyer area (after consultation with the clubs and users to validate the need)	\$50,000
8	Allansford	Add Toilet/cubicle accessible for people with a disability(after consultation with the clubs and users to validate the need)	\$50,000
8	Target	Refurbish toilets and Parents Room	\$100,000
8	To be determined	Having upgraded the current stock of Public Amenities, assess the need for a new Public Amenity including Jubilee Park, Woodford as per the Master Plan for the area.	\$100,000
9	Capital Budget and Capital Works for Years 9 & 10 to be reviewed in light of progress with the Capital Works from years 1-8, decisions made in regard to recommendations for the discontinued listing of some public amenities and the need for new public amenities.		
10			

Note: Capital Works Plan does not include works for refurbishing Coles Younger Carpark public amenity should it not be closed or works to Reid Oval Male Toilet, Walter Oval Toilets and Mack Oval Toilets should they require refurbishing even though they are recommended to be withdrawn as public toilets.

## 20 Consolidated List of Strategy Actions

The following provides a consolidated list of the Strategy Actions recommended within the body of the strategy. Indicative costs or funding source of implementing the Actions and the year the action should be undertaken are also shown.

Public Toilet Strategy 2012 – Strategy Actions		Funding Source & Indicative Costs	Action Year
<b>Section 5 - Public Toilet Asset Stock</b>			
Action 1	That the Council's Public Amenities map be updated to reflect the actions recommended in this strategy and as a minimum also include opening times and the toilets with disability access. The map to be readily accessible on Councils Web site and a copy provided to the National Toilet Map.	In House	1
<b>Section 10 Performance and Risk Assessment Process</b>			
Action 2	That the public amenities with the highest overall performance scores be given the highest priority for consideration of major works from a performance perspective.	\$350,000 p.a. Renewal New & Upgrade public toilet.	1-10
Action 3	That in the case of the Gillies Street Portables: a) The replacement be given higher priority than indicated by the Performance Score ranking due to the nature of the building being a portable structure; and b) The siting of the replacement amenity be investigated to determine the most beneficial site e.g. current location or Civic Green.	\$250,000 (three cubicle toilet)	2
Action 4	When any pavilion type structure with public toilets is to be upgraded or renewed the public toilet component is also automatically upgraded or renewed.	\$ - Cost included in new/upgrade of pavilion	1-10
Action 5	The need for and provision of public amenities must be considered in any planned new developments.	\$ - Cost included in development costs	1-10
<b>Section 12 - Improving Performance – Capital Works</b>			
Action 6	At the time of proposed works on any of the toilets listed in this Strategy Section 12 assess whether performance improvement may best be achieved by renewing (refurbishing) the existing toilets and adding on a new additional single or multiple unisex cubicles rather than undertaking a total refurbishment or upgrade.	In-house	1-10
<b>Section 13 - Improving Performance – Minor Works and Operational Changes</b>			
Action 7	The minor works of vegetation trimming/removal be undertaken as soon as practicable.	Maintenance	1
Action 8	The potential for minor works to improve performance identified in this Strategy be examined in detail, costed and prioritised.	\$20,000 improved lighting	1-5
Action 9	Minor works to improve the performance be undertaken subject to funding and provided the public toilet has not been identified for major works in the near future.	\$In-House( identify works) Review to Identify toilets that can best benefit from Minor works and detail and cost the type of minor works required. Minor works can delay need for major works.	1-5
Action 10	The 'Performance' of the public toilet be reassessed once the minor works are completed.	In house	1-5
Action 11	That a) The frequency, timing, extent and standards, including an inspection regime between	Review In house May cost extra in cleaning budget	1



Public Toilet Strategy 2012 – Strategy Actions		Funding Source & Indicative Costs	Action Year
	cleans for high use times, be reviewed for the cleaning of all public amenities with particular attention to high use areas, seasonal demand and shared use facilities; and b) Resulting changes be made to the contract toilet cleaning specification.		
Action 12	That all public amenities be fitted with information boards that: <ul style="list-style-type: none"> <li>Displays the frequency of cleaning the public toilet;</li> <li>Has the date and time the toilet was last cleaned (information to be provided by the cleaning contractor after each time the toilet is cleaned);</li> <li>The contact phone number to report an incident; and</li> <li>The name and location of the nearest public amenity.</li> </ul>	Maintenance	1
Action 13	The installation of improved external lighting be undertaken at Hopkins River (Blue Hole); Lake Pertobe West, Lake Pertobe East, Viaduct Road, Foreshore Pavilion and Payne Reserve Dennington public amenities to improve safety;	\$ (from Capital Budget)	3
Action 14	The opening times of public amenities be reviewed with the intention that where possible they be closed from dusk to dawn unless the toilet facility is required to be accessible at night time	In-house	1
Action 15	If a public toilet is to remain open after dark it must be equipped with adequate internal and external lighting	In-house Works costed to the Capital Budget	1-10
Action 16	Where public amenities have multiple cubicles with their own lockable doors facing the public areas consider restricting the number open during the low season or low use periods.	In-house May result in offset savings in cleaning and maintenance	1-10
<b>Section 14 – Ancillary Services</b>			
Action 17	That future provision of any new toilets or the renewal of existing toilets along the foreshore are to accommodate bathing change facilities by providing larger toilet cubicles fitted with a small bench for placing clothing on.	\$- Works to be funded from capital Budget	1-10
Action 18	That future provision of new, refurbished or renewed public amenities at precincts that attract or need to accommodate families with young children include <u>baby change facilities</u> , preferably located in the unisex cubicle that is accessible by people with disabilities.	\$- Works to be funded from capital Budget	1-10
Action 19	That future provision of any new toilets or the renewal of existing toilets at precincts that attract or need to accommodate families with young children include a <u>child toilet pan</u> in the unisex cubicle accessible by people with disabilities.	\$- Works to be funded from capital Budget	1-10
Action 20	That: <ul style="list-style-type: none"> <li>a) Future provision of baby feeding rooms not be co-located with public toilets but be located as a separate facility (room) within a public or private development; and</li> <li>b) Provision of a baby feeding room is considered in any new council, state government or private development within shopping complexes and the CBD.</li> </ul>	\$ - If works are required they will be funded from Capital Budget May be a shared responsibility arrangement or may be a cost to the development	1-10

Public Toilet Strategy 2012 – Strategy Actions		Funding Source & Indicative Costs	Action Year
Action 21	That a) As a general rule internal showers not be provided in Public Amenities except for the existing internal shower at the Surf Club be retained; b) When Viaduct Road is upgraded the current Male and Female communal room and shower cubicle arrangement be replaced with one unisex shower cubicle with direct access to the public areas. c) Toilets servicing the foreshore be provided with external showers located at least 5 metres away from the nearest cubicle or entrance door.	\$ - included in Capital Works )t	1-10
Action 22	That consideration is given to providing 'Drinking Water Stations' in all appropriate new works or major upgrades of public amenities.	\$ (included in Capital Works )t	1-10
<b>Section 15- Sharing Responsibility for Public Amenities</b>			
Action 23	That where a new or major refurbishment private development is to occur in a location that has need for public toilets and/or a parents room, Council consider negotiating a shared arrangement for the appropriate number of toilets/parents room with the developer.	\$– will depend upon arrangement Works to be funded from Capital Budget	1-10
Action 24	That construction of pavilions, club rooms or stadium on Council controlled land, whether funded by Council or in partnership with community groups, should include external toilets and Council give consideration of a shared arrangement for them to be listed as Public Amenities where the location demands toilets on a regular basis.	\$ (included in capital cost of project)	1-10
Action 25	That the opportunity of entering into a sharing arrangement be investigated: a) With the Uniting Church to allow shower days and/or hours to be extended as a service to the community be investigated; and b) With the Fishermen's Club at Jubilee Park for use of the existing toilets attached to the club building as an alternative to building a new toilet amenity.	\$– will depend upon arrangement	2
<b>Section 16- Guidelines for Design, Siting and Fixtures</b>			
Action 26	The design, and siting of public toilets, whether for new facilities or modifications to existing buildings, should be sensitive to the surrounding environment. The design, materials used and finishes should complement the surrounding environment.	In house	1-10
Action 27	To increase the compliance of toilets for people with disabilities that Warrnambool undertake the actions of: 1. Inspection of all toilets to ascertain levels of compliance; 2. Identify minor works to assist compliance; 3. Update the public toilet map identifying accessible toilets; 4. Ensure all toilets able to be accessed by persons with disabilities are clearly signed; 5. Ensure all new toilets are compliant; 6. Ensure all renewal and upgrading works make the toilet compliant; and 7. Non-compliant toilets remain non accessible until replaced.	\$8,000 for review Works to be funded from Capital Budget	3

Public Toilet Strategy 2012 – Strategy Actions		Funding Source & Indicative Costs	Action Year
Action 28	Where any redevelopment is undertaken as a result of any recommendations from other strategies and activity master or structure plans, then existing toilets, either within buildings or stand alone, should also be renewed or replaced at the same time	\$0 upfront	1-10
Action 29	Where any new development is undertaken as a result of recommendations from other strategies, structure plans or master plans the impact on existing public amenities, or need for new public amenities, as a result of the new development generating greater need, must be considered and any necessary update of existing toilets or provision of new toilets undertaken.	\$ - To be included in capital cost of project	1-10
Action 30	Where possible in high use areas, to accommodate people with disabilities, the aged and children, the spacing between toilets be no more than 500 metres reducing the distance to walk to 250 metres.	\$0 upfront	1-10
Action 31	The proposed replacement of McGennans Road car park public amenity be sited closer to the beach as well as maintaining service for the foreshore shop and amusement area so that beach users have no more than 500 metres to walk to access a toilet	\$ - Capital works will be funded from Capital Budget	4
Action 32	Undertake a review of toilet clusters that are closely spaced in the CBD and Reid Oval to determine whether there is opportunity to consolidate the provision of toilets in these areas.	\$(included in this Strategy	4 & 5
Action 33	Where practicable existing public amenities that have been identified with shortcomings in relation to safety and security, be made compliant with the CPTED principles, or delisted as a public amenity if only low use.	\$(maintenance cost or Capital Costs)	1-2
Action 34	CPTED principles be used in the evaluation of decisions to upgrade or replace older toilets.	In-House	1-10
Action 35	CPTED principles be used in the design and management of new toilet facilities.	In-House	1-10
Action 36	The toilet cubicle configurations stipulated in the 'Configuration of Public Toilets' Section of the Strategy be used as a guide when upgrading, replacing or building new public toilets.	In-House	1-10
Action 37	A suitable method of providing soap and hand drying facilities to all public amenities be investigated.	In-House	2
Action 38	A program of retrofitting soap and hand drying facilities to all public amenities be implemented.	\$(from Capital Budget)	3
Action 39	All new and upgraded public amenities be fitted with soap and hand drying facilities in addition to the standard minimum fit-out.	\$(from Capital Budget)	1-10
Action 40	That all new, renewed and upgraded public conveniences incorporate the standards for internal finishes and fittings detailed in the Strategy unless alternatives are required for architectural or other purposes.	In-House	1-10
Action 41	That all new, renewed and upgraded public conveniences incorporate sustainability principles of water and energy conservation and materials recyclability.	In-House	1-10
<b>Section 17 - Signage</b>			
Action 42	Improvements to signage of public toilets be designed and implemented in accordance with the 'Signage' section of this Strategy.	\$28,000. Capital Budget	1



## **5.8 PROCUREMENT POLICY**

### **PURPOSE**

***For Council to consider submissions on the revised procurement policy and to adopt the updated policy.***

---

### **EXECUTIVE SUMMARY**

- Council prepared a revised Procurement Policy which was placed on public exhibition from 16<sup>th</sup> February 2017 to March 31<sup>st</sup> 2017.
  - One submission was received on the revised policy and is attached as Appendix A.
  - The policy has been updated to reflect the submissions request that local benefit considerations be made more prominent in Section 2.1.2 of the policy.
- 

**MOVED: CR. NEOH**  
**SECONDED: CR. HERBERT**

**That Council adopts the Procurement Policy.**

**CARRIED – 7:0**

---

### **BACKGROUND**

In accordance with Section 186A of the *Local Government Act 1989* Council is required to prepare, approve and comply with a procurement policy.

The policy establishes the procurement framework by providing guidance, governance and clarity on principles, practices and processes to be applied to all of Council's procurement.

The revised Procurement Policy is based on the model MAV Procurement Policy which has been designed specifically for Local Government

### **ISSUES**

Council must adopt and have a current procurement policy in place which meets its legislative requirements. The policy should cover the key principles and commitments of Council in relation to procurement and procedural detail should be contained in a procurement manual.

An updated procurement manual has been prepared and is now ready for use.

The revised policy is based on nine core guiding principles which will underpin all procurement. These principles are: ethics, value for money, competition, fairness to suppliers, accountability, risk management, transparency, sustainable procurement, and confidentiality.

Council should be committed to ensuring that its purchasing practices are fair and that they achieve best value outcomes for the community.

### **CONSULTATION / COMMUNICATION**

The Policy was put on public notice from 16<sup>th</sup> February 2017 until 31<sup>st</sup> March 2017.

The policy was available on Council's website during this period, a media article detailing its release was published on 21<sup>st</sup> February 2017, and advertisements were placed in the Warrnambool Standard on Saturday 18<sup>th</sup> and 25<sup>th</sup> March 2017.

The submission received in relation to the draft policy indicated that '*the practices should promote local business and hence employment opportunities in the region as well as monetary considerations*'. The submission went on to suggest that '*If the council is committed to supporting local business, it needs to be highlighted or at least made more prominent*', citing section 2.1.2 as an appropriate place to make an inclusion.



**CURRENT STATUS**

Council currently has an adopted procurement policy which will remain in force until a new policy is adopted.

Following the conclusion of the consultation period, Section 2.1.2 of the policy has been amended to reflect the intent provided in the submission in relation to a key consideration in the evaluation process as being local businesses and employment benefits.

**KEY CONSIDERATIONS**

Council should consider and adopt a procurement policy that establishes the procurement framework by providing guidance on its procurement activities.

**TIMING**

Routine

**FINANCIAL CONSIDERATION**

Council's procurement policy identifies the principles, practices and processes to be applied to all of its procurement activities. The policy will direct how purchases and procurement activities occur within the organisation.

**RISK**

If Council does not have a clear and effective procurement policy there will be uncertainty about its procurement practices and governance controls.

**Submission 1 - Warrnambool Procurement Policy**

*Received 8 March 2017*

Having read in the Warrnambool Standard about the council's Procurement Policy and as a small business owner, I felt I should respond to the invitation to comment on the policy.

While I agree that the policy should aim for council's purchasing practices to be 'fair and delivered the best possible values and outcomes for the community' , the practices should promote local businesses and hence employment opportunities in the region as well as monetary considerations. Employment in the region, across all sectors of the economy, is an important outcome for the community.

If the council is committed to supporting local business , it needs to be highlighted or at least made more prominent, in the policy. For example, support for local business is currently in section 2.1.8.3. Why not promote the support by having such a statement early in section2, for example, in section 2.1.2? Support for local business could also be emphasised in the current section 2.1.2 by stating 'support for local business and employment' rather than stating 'other relevant factors'.

If council is committed to local businesses, manufacturing as well as services and retail, it needs to promote such support more heavily while still retaining the principles of 'fairness, competition and accountability'.



WARRNAMBOOL  
CITY COUNCIL

## **Procurement Policy**

POLICY TYPE: ORGANISATIONAL

APPROVAL DATE: TBA

REVIEW DATE: TBA

**PROCUREMENT POLICY**

---

**DOCUMENT CONTROL**

<b>Document Title:</b>	<i>Procurement Policy</i>
<b>Policy Type:</b>	<i>Council</i>
<b>Responsible Branch:</b>	<i>Financial Services</i>
<b>Responsible Officer:</b>	<i>Manager Financial Services</i>
<b>Document Status:</b>	<i>Draft</i>
<b>Approved By:</b>	<i>Council</i>
<b>Adopted Date:</b>	
<b>Review Date:</b>	





## PROCUREMENT POLICY

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## PROCUREMENT POLICY

### 1. INTRODUCTION

#### 1.1. Purpose

Warrnambool City Council's procurement framework, which covers contracting, purchasing and contract management activities, is designed to support the achievement of Council's strategic aims and objectives.

This policy establishes the procurement framework by providing guidance, governance and clarity on the principles, practices and processes to be applied to all of Council's procurement activities.

#### 1.2. Scope

This Procurement Policy is made under Section 186a of the Local Government Act 1989. The Act is the key legislative framework that regulates the process of all local government procurement in Victoria. Section 186a of the Act requires the Council to prepare, approve and comply with a Procurement policy encompassing the principles, processes and procedures applied to all purchases of goods, services and works by the Council.

This policy applies to all contracting and procurement activities at Council and is binding upon Councillors and Council Staff.

The Act, the Procurement Policy and associated procedures of Council are the primary reference points for how all procurement should be performed.

#### 1.3. Definitions

The following definitions apply to terminology used throughout this Policy.

Term	Definition
Act	Local Government Act 1989 (as amended).
Best and Final Offer (BAFO)	A process that is utilised during a tender process which allows Council to invite shortlisted tenderers to submit their best and last technical and priced offer on the basis of the tender requirements. This process is designed to further assist in the demonstration of achieving the value for money principles.
Category Management	The strategic, proactive and organisational approach to the end to end procurement of specific categories of organisational spend.
Commercial in Confidence	Information that, if released, may prejudice the business dealings of the party (e.g. discounts, rebates, profits, methodologies and process information). It is information provided for a specific purpose that is not to be used for any other purpose than set out in the initial document.
Contract Management	The process that ensures both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
Council Staff	Includes full time and part-time Council officers, and temporary employees, contractors and consultants while engaged by the Council.
Conflict of Interest	Refer to section 77A of the Act.
Delegation	A power handed down by the Council or Chief Executive Officer in an instrument to enable a delegate to act on Council's behalf.

**PROCUREMENT POLICY**

<b>Emergency</b>	Sudden or unexpected occurrence requiring immediate action.
<b>Environmental Sustainability</b>	Ensuring immediate organisational needs are met whilst taking into account the needs of future generations.
<b>e-Procurement</b>	The use of electronic systems to acquire goods, services and works.
<b>Ethics</b>	The moral principles or values that guide practitioners in all aspects of procurement.
<b>Expression of Interest (EOI)</b>	An invitation for persons to submit an EOI for the provision of the goods, services and works which generally set out in the overview of requirements contained in the document. This invitation is not an offer or a contract.
<b>MAV LEAP Program</b>	A procurement continuous improvement program designed to assist organisations, regions and sectors to: <ul style="list-style-type: none"> <li>▪ Achieve and demonstrate sustainable savings and value for money;</li> <li>▪ Support local and regional economic development and other triple bottom line objectives;</li> <li>▪ Identify and pursue shared services opportunities;</li> <li>▪ Improve probity management and compliance; and</li> <li>▪ Improve organisational and sector capability.</li> </ul>
<b>Negotiation</b>	The bargaining process between two or more parties. Each party has its own viewpoints and objectives, but seeks to reach an overall satisfactory arrangement.
<b>Probity</b>	Probity is uprightness, honesty, proper and ethical conduct and propriety in dealings. Within Government, the word "probity" is often used in a general sense to mean "good process." A procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with the Council's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.
<b>Probity Advisor</b>	Commonly an observer in dealings with tenderers and the evaluation panel at presentations and interviews. The probity advisors would be available to answer questions and provide advice to the evaluation team.
<b>Probity Auditor</b>	Primarily reviews all processes and documentation throughout the procurement process and provides a report on their findings at the conclusion of the process.
<b>Procurement</b>	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
<b>Purchase Order</b>	The official Council order issued to enable payment through the Council's Financial System.
<b>Purchasing Card</b>	Refers to Council's Corporate Credit Card.
<b>Request for Information (RFI)</b>	Formal request for information to gain a more detailed understanding of the supplier market and the range of solutions and technologies that may be available. It may be used to develop documentation for a future tender.
<b>Request for Quotation</b>	The process of inviting parties to submit a quotation followed by evaluation of submissions and selection of a successful bidder or tenderer.
<b>Social Procurement</b>	Social Procurement uses procurement processes and purchasing power to generate positive social outcomes in addition to the delivery of efficient goods, services and works.
<b>Supplier</b>	The organisation named in the contract as the party responsible for the performance of the contractual obligations.

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Sustainability	Activities that meet the needs for goods, works and services in a way that achieves value for money on a whole of life basis in terms of generating benefits not only to Council, but also to society and the economy, while minimising damage to the environment.
Tender Process	The process of inviting parties to submit a tender by public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.
Thresholds	The value above which a procurement, unless exempt, is subject to the mandatory procurement processes.
Value for Money	Value for Money in procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including contribution to the advancement of the business priorities, non-cost factors such as fitness for purpose, quality, service and support and cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.

### 1.4. Treatment of GST

All monetary values stated in this policy include GST except, where specifically stated otherwise.

### 1.5. References

Council's procurement activities shall be carried out in compliance with the following Council policies and procedures and associated legislation:

- Local Government Act 1989
- Occupational Health & Safety Act 2004
- Public Records Act 1973
- Independent Broad-based Anti-corruption Commission (IBAC) Act 2011
- Competition and Consumer Act 2010
- Victorian Local Government Best Practice Procurement Guideline 2013
- Procurement Manual
- Risk Management Policy
- Risk Management Strategy 2016-2019
- Health & Safety Policy
- Corporate Credit Card Policy
- Gift and Benefits Policy
- Fraud and Corruption Control Policy
- Councillors Code of Conduct
- Staff Code of Conduct
- Instrument of Delegation

Council acknowledges the MAV for the provision of the Model Procurement Policy and the Victorian Local Government Best Practice Procurement Guideline 2013 in the development of this policy.

## 2. POLICY PRINCIPLES

### 2.1. Guiding Principles

The following nine core guiding principles for procurement underpin all procurement activities undertaken by Council:





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### 2.1.1. Ethics

Council acknowledges the importance of ethics in procurement and is committed to ensuring ethical practices are promoted and maintained across all Council procurement activities.

Councillors and Council Staff shall at all times conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity and will:

- treat potential and existing suppliers with equality and fairness;
- not seek or receive personal gain;
- maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information;
- present the highest standards of professionalism and probity;
- deal with suppliers in an honest and impartial manner that does not allow conflicts of interest;
- provide all suppliers and tenderers with the same information and equal opportunity; and
- be able to account for all decisions and provide feedback on them.

#### 2.1.1.1. Conflicts of Interest

Councillors and Council Staff shall at all times avoid situations in which private interests conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their Council duties.

Councillors and Council Staff involved in the procurement process, in particular preparing tender documentation, including writing tender specifications, tender opening, and tender evaluation panels, must:

- **Avoid** conflicts, whether actual, potential or perceived, arising between their official duties and their private interests. Private interests include the financial and other interests of Councillors and Council Staff, plus their relatives and close associates;
- **Declare** that there is no conflict of interest. Where future conflicts, or relevant private interests arise Council Staff must make their manager, or the chairperson of the relevant tender evaluation panel aware and allow



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- them to decide whether the officer should continue to be involved in the specific Procurement exercise; and
- **Observe** prevailing Council, and governmental, guidelines on how to prevent or deal with conflict of interest situations and not take advantage of any tender related information whether or not for personal gain.

### 2.1.1.2. Gifts and Hospitality

Councillors and Council Staff shall at all times ensure compliance with Council's Gifts & Benefits Policy.

### 2.1.2. Value for Money

Achieving best value for money shall be the basis of all procurement decisions within Council.

Council Staff are not required to accept the lowest tender. Instead, Council Staff are required to take into account issues of quality, cost, the accessibility of the service, **local business and employment benefits**, and other relevant factors when assessing best value for money as part of their procurement activities.

### 2.1.3. Competition

Council's procurement processes have been designed to ensure the principle of competition is adequately addressed.

Council Staff shall ensure that a competitive marketplace is promoted by using the correct process for the particular procurement activity and ensuring that prospective suppliers are given an equal opportunity to participate in the process.

### 2.1.4. Fairness to Suppliers

Council acknowledges the importance of ensuring its procurement processes and practices promote positive supplier engagement.

Council Staff shall ensure that all prospective suppliers are treated fairly in an open and transparent manner and have access to the same information.

### 2.1.5. Accountability

Council will maintain consistency in the approach to procurement across the whole organisation through coherent frameworks, policies and procedures. All procurement decisions and actions shall be accountable, defensible and withstand scrutiny.

Council Staff shall be able to account for all procurement decisions made over the whole-of-life of all goods, services and works purchased with supporting, auditable, documentation.

### 2.1.6. Risk Management

Council has a responsibility for ensuring that risk is adequately addressed in its procurement framework and processes and in line with Council's Risk Management framework (Policy, Strategy & Procedures).

Council's Risk Management Policy includes a detailed Risk Appetite Statement which is the foundation of the Risk Management framework.



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The key determinants of risk appetite are intrinsically related to the achievement of the Council Plan. Council has low appetite for risks that foreseeably may:

- Compromise the safety and welfare of staff, volunteers, third party agents and members of the community
- Constitute a breach of regulation and legislation

Council Staff shall appropriately apply risk management at all stages of their procurement activities which will be properly planned and carried out in a manner that will protect and enhance the Councils capability to prevent, withstand and recover from interruption to the supply of goods, services and works. This risk management approach applies to Councils Occupational Health & Safety obligations.

### 2.1.7. Transparency

Council shall conduct its procurement processes in a fair, honest and open manner, with the highest levels of integrity and in the public interest.

Council Staff shall maintain key records of all procurement processes to be able to demonstrate transparency in their procurement decision making processes.

### 2.1.8. Sustainable Procurement

Council recognises it has an implicit role in furthering sustainability objectives, through its procurement of goods, services and works.

Council will maintain a procurement framework designed to support the achievement of value for money outcomes and facilitate opportunities to further organisational environmental, social and economic development objectives.

#### 2.1.8.1. Social Procurement

Where applicable, Council Staff will be supported to use Councils procurement processes and purchasing power to generate positive social and economic outcomes for our community.

#### 2.1.8.2. Environmental Sustainability

Where applicable, Council Staff shall consider the following environmental principles as part of their procurement activity:

- REFUSE – Choose not to purchase a product/service.
- REDUCE – Choose to purchase less of a given product/service.
- REUSE – Purchase a product of extended life or of multiple uses.
- RECYCLE – Purchase a product that contains amounts of non-virgin materials.
- REPLACE – Choose to replace or offset the resources purchased in a product.

#### 2.1.8.3. Local Business Support

Council is committed to buying from local businesses where such purchases may be justified on Value for Money grounds, while remaining compliant with the Competition and Consumer Act 2010 and other fair trading legislation requirements.



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Council will include a 'local benefit' schedule in its tender documents. Local benefit will be a scored tender evaluation criteria with up to a 5% weighting applied to all tender assessments.

### 2.1.9. Confidentiality

Commercial in-confidence information received by Council shall not be disclosed and shall be stored in a secure location.

Councillors and Council Staff shall not release or discuss the following:

- information disclosed by organisations in tenders, quotations or during tender negotiations;
- all information that is Commercial in Confidence; and
- pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Tenderers are however advised that a report on a tender process may be presented at an open meeting of Council, and some information arising from the tender will be publicly available.

## 3. POLICY PROVISIONS

### 3.1. Standards

Council procurement activities shall be carried out to the professional standards required by best practice and in compliance with:

- The Act (where applicable),
- Warrnambool City Council policies,
- Warrnambool City Council Procurement Manual,
- Victorian Local Government Best Practice Procurement Guidelines 2013, and
- Other relevant legislative requirements such as but not limited to the Competition and Consumer Act, Trade Practices Act, Goods Act and the Environmental Protection Act.

### 3.2. Internal Controls

Council has installed and will maintain a framework of internal controls over procurement processes that will ensure:

- more than one person is involved in and responsible for a transaction end to end;
- transparency in the procurement process;
- a clearly documented audit trail exists for procurement activities;
- appropriate authorisations are obtained and documented; and
- systems are in place for appropriate monitoring and performance measurement.

### 3.3. Responsible Financial Management

The principle of responsible financial management shall be applied to all Council procurement activities.

Council Staff shall not authorise the expenditure of funds in excess of their financial delegations.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement





## PROCUREMENT POLICY

process without compromising any of the procurement principles set out in this Policy.

### 3.4. eProcurement

E-Procurement is integral to the overall development of procurement processes and practices.

By utilising e-procurement Council aims to:

- reduce transaction costs;
- achieve greater leverage;
- make processes more efficient;
- improve management information and visibility of spend;
- increasing control and consistency of processes; and
- improve spend compliance.

## 4. PROCUREMENT METHODS AND PROCESSES

### 4.1. Procurement Methods

Council's standard methods for purchasing goods, services and works shall be by some or all of the following methods:

- purchasing card;
- petty cash;
- purchase order following a Request for Quotation process;
- under contract following a Request for Quotation or Tender process;
- using aggregated purchasing arrangements with other Councils, MAV Procurement, Procurement Australia, Victorian Government, or other bodies; and
- other arrangements authorised by the Council or the CEO on a needs basis as required by abnormal circumstances such as emergencies.

Council may, at their discretion and based on the complexity and cost of the project, conduct one stage or multi-stage tenders.

Typically a multi-stage tender process may commence with a RFI / EOI stage followed by a tender process.

#### 4.1.1. Emergencies

Council will enter into a contract, the value of which reaches the threshold amounts, for the provision of goods, services or works without first putting that contract to public tender, if it is resolved that the contract must be entered into because of an emergency.

#### 4.1.2. Ministerial Exemption

The Minister for Local Government may exercise his or her discretionary power to approve an arrangement for the purposes of the Act, a contract that Council wishes to enter into without first exposing that contract to public tender. Ministerial exemptions will only be sought in exceptional circumstances.

### 4.2. Procurement Processes Overview

Council's procurement processes are based on the principles listed above.



## PROCUREMENT POLICY

Further details of the procurement processes undertaken by Council are contained in Council's Procurement Manual. Together with this policy, the Procurement Manual provides the complete procurement framework applicable to all Council's procurement activities.

All procurement processes shall be conducted in accordance with the requirements of this policy, the Procurement Manual and any associated procedures, relevant legislation, relevant Australian Standards and the Act.

### 4.2.1. Category Management

Council will establish a Category Management approach to its key categories of spend, bringing together expertise from across Council to identify and embed the most appropriate and effective category strategy in order to deliver on Council's objectives through contract arrangements.

### 4.2.2. Negotiation

In line with the Local Government Best Practice Procurement Guidelines 2013, Council reserves the right to conduct negotiations in its tender documentation in order to better meet / achieve its value for money objectives. This negotiation process may include undertaking a Best and Final Offer (BAFO) process.

### 4.2.3. Contract Management

Council shall establish an appropriate contract management framework to govern and guide its contract management activities.

Council will proactively manage key contracts with a nominated Council Staff member responsible for the delivery of the contracted goods, services or works to ensure the Council is best placed to achieve its contract objectives.

### 4.2.4. Supplier Engagement and Management

Council recognises that in order to achieve sustainable value, appropriate relationships must be developed and maintained with suppliers.

Council is committed to:

- managing existing suppliers, to ensure the benefits are delivered;
- developing new suppliers and improving the capability of existing suppliers where appropriate; and
- communicating to potential suppliers via its website.

### 4.2.5. Probity Advisor/Auditor

Council will consider the appointment of a probity advisor or probity auditor for tender requests based on the nature and complexity of the proposed procurement.

## 5. PROCUREMENT THRESHOLDS

### 5.1. Minimum Spend Competition Thresholds

Any Council procurement under the threshold must comply with the Council's own policy and procedures.

The following table summarises Council's thresholds:

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Procurement Value (AUS, excl. GST)	Procurement Process	Payment Method	Agreement Type	Documentation Requirements
<\$5,000	Seek a minimum of 1 Oral Quote	Petty Cash (\$100 limit) Purchase Card Purchase Order	Purchase Order Conditions	Record Quote/'s
\$5,000 - \$25,000	Seek a minimum of 2 Written Quotes	Purchase Order		
\$25,000 - \$75,000	Seek a minimum of 3 Written Quotes		Purchase Order Conditions or Contract for Quotes	Record Quotes & Delegate Approval
\$75,000 - \$135,000 (Goods/Services) \$75,000-\$180,000 (Works)	Seek a minimum of 3 Written Quotes (Director approval required) or Tender Process		Contract for Tender	Record Quotes & Delegate Approval for Quotes Evaluation Report for Tender
>\$135,000 (Goods/Services) >\$180,000 (Works)	Tender Process		Contract	Evaluation Report

### Notes:

- Financial values are for the total estimated cost for the procurement.
- Requirements cannot be split to circumvent the above thresholds.
- Council Officers must follow the requirements set out in the table above.

The tender thresholds shall apply for two financial accounting periods.

However, should Council consider that the nature of the requirement and the characteristics of the market are such that the public tender process would lead to a better result for Council, in consultation with senior management public tenders may be called for purchase of goods, services and works for which the estimated expenditure is below these thresholds.

Council Staff may undertake purchasing arrangements under the tendering limits outside this procedure at the discretion of the relevant Director, if the following special circumstances apply:

- The goods, service or works are of an urgent nature;
- Only a limited number of Suppliers could perform or supply the goods, service or works due to the level of specialist expertise required;
- The works, goods or service are an extension of previously approved goods, service or works and the appropriate variation has been processed;
- The works, goods or service are required as part of a grant, funding agreement, lease or similar arrangement specifically stating how the goods, service or works are to be provided or undertaken;
- Where no quotes or tenders were submitted or no quotes or tenders were submitted that conform to the essential requirements of the specification document – in this instance direct contact with the supplier of choice may be appropriate;
- Where there is a clearly defined and significant social or environmental benefit; or





## PROCUREMENT POLICY

- Where the acquisition is of a cultural or artistic nature i.e. a live show or art piece.

All exemptions granted under this policy shall be provided to the Finance Department.

## 6. DELEGATIONS OF AUTHORITY

### 6.1. Requirement

Delegations define the limitations within which Council Staff are permitted to work. Delegation of procurement authority allows specified Council Staff to approve certain purchases, quotation, tender and contractual processes without prior referral to the Council. This enables the Council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

### 6.2. Council Staff

Council shall maintain a documented scheme of procurement delegations, identifying the Council Staff authorised to make such procurement commitments in respect of goods, services and works on behalf of the Council and their respective delegations contained in the Procurement Manual.

### 6.3. Delegations reserved for Council

Tender recommendations where the expenditure is over the Chief Executive Officer's delegation must be approved by Council.

## 7. POLICY GOVERNANCE

### 7.1. Owner

Manager Financial Services.

### 7.2. Review

Council endeavours to continually improve its procurement performance such that all relevant policies, guidance and training are continually reviewed and updated. The policy and associated procedures will be reviewed annually in accordance with Council's requirements under the Act.

### 7.3. Compliance Responsibility

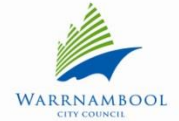
All Council Staff have the responsibility to comply with the provisions of this policy.

### 7.4. Performance Measures and Continuous Improvement

Council shall establish appropriate performance measures and reporting systems which will be used to monitor performance and compliance with procurement policies, procedures and controls.

Procurement procedures, practices and costs will be benchmarked externally. Internal service standards will be agreed within the Council and performance against these targets will be measured and reviewed regularly to support continuous improvement.





## PROCUREMENT POLICY

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The performance measurements developed will be used to:

- Highlight trend and exceptions where necessary to enhance performance.
- Improve the internal efficiency of the procurement process and where relevant the performance of suppliers

As part of Council's commitment to continuous improvement in procurement, Council will participating in and deliver on its objectives through the MAV LEAP Program.

### 7.5. 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).

Council is committed to consultation and cooperation between management and employees.

**5.9 CITY CENTRE RENEWAL PEDESTRIAN TREATMENTS****PURPOSE**

*To seek direction from Council on pedestrian safety treatments as part of the City Centre Renewal Stage 1 Project works.*

**EXECUTIVE SUMMARY**

- A number of Councillors have recently sought advice during discussions on the Stage 1 and Stage 2 City Centre Revitalisation project relating to pedestrian safety at roundabouts and the need to provision for 'zebra' crossing treatments on roundabout crosswalks.
- There has also been discussion about bus routes and a proposed loop that was identified in the City Centre Revitalisation – The Structure Plan.
- The City Centre Revitalisation – The Structure Plan which was adopted by Council on 9 July 2012, identifies that Liebig street between Raglan Parade and Merri Street are to be transformed to a pedestrian priority area. (Refer **Appendix A**).
- Council at its meeting of 8 July 2013 resolved to seek approval from VicRoads for a two year trial of pedestrian crossings at the intersections of Lava Street and Liebig Street, and Liebig Street and Koroit Street. This resolution was subsequently rescinded at its meeting of 29 July 2013. (Refer **Appendices B & C**).
- Advice provided by Council's design team Outlines Landscape Architecture, the City Centre Road Design Auditor O'Brien Traffic, the Safe System Solutions Road Safety Audit and the Warrnambool City Centre Traffic Review undertaken by Ratio Consulting all support the inclusion of pedestrian priority at roundabouts with high pedestrian demand. (Refer **Appendix D**).
- Roundabout crosswalks are now being finished with a concrete surface in lieu of bluestone surfaces to provide a contrast with footpaths and to be consistent with recent crossing installations (Koroit Street).

**MOVED: CR. HULIN**  
**SECONDED: CR. OWEN**

**That Council:**

1. **Acknowledge that officers have made amendments to the design of roundabouts in the City Centre project area at the intersections of Liebig Street / Lava Street and Liebig Street / Koroit Street to accommodate the provision of 'zebra' crossings on all crosswalks.**
2. **Seek consent from VicRoads for a trial of pedestrian crossings on the Liebig Street / Lava Street and Liebig Street / Koroit Street roundabout crosswalks.**
3. **Install 'zebra' crossings on all roundabout crosswalks as part of the City Centre Renewal Project, if approved by VicRoads, and review their effectiveness within 2 years of installation.**
4. **Note that pedestrian crosswalks are now being finished with a concrete surface to provide contrast from adjacent footpaths and to allow the provision of 'zebra' crossings.**

**CARRIED – 7:0**

**BACKGROUND**

Council is currently constructing Stage 1 of the City Centre Renewal and has received a number of questions from Councillors regarding pedestrian safety in Liebig Street at roundabout crossings.

There has also been some focus on bus circulation aspects identified in The Structure Plan and how these differ from proposed routes.

In July 2013 council considered pedestrian crosswalks on the approaches to the roundabouts in Liebig Street and resolved to complete a trial at the Lava Street and Koroit Street roundabouts.

This resolution was subsequently rescinded and the trials did not proceed, and the City Centre Revitalisation designs did not incorporate 'zebra' crosswalks at roundabouts.

## ISSUES

Council's 2012 City Centre Revitalisation – The Structure Plan identifies contains a number of strategies which promote pedestrian priority and accessibility in Liebig Street. The plan also identified a 'possible bus loop to complement existing routes' and didn't show any routes operating along any section of Liebig Street.

Advice provided by Council's design team Outlines Landscape Architecture, the City Centre Road Design Auditor O'Brien Traffic, the Safe System Solutions road Safety Audit and the Warrnambool City Centre Traffic Review undertaken by Ratio Consulting all support the inclusion of pedestrian priority at roundabouts with high pedestrian demand.

The road safety audit supplied by Outlines Landscape Architects as part of its road safety audit requirements in November 2016 indicated that Council should '.....provide pedestrian priority (i.e. Zebra crossings'.

Given that construction of the Liebig Street / Lava Street roundabout is underway and it is evident that there may be some desire to include zebra crossings on all crosswalks at roundabouts in the project area; adjustments to the design have been made to accommodate their provision.

Whilst this change will require a variation to the project, which is currently unfunded, it is far more cost effective to provision for this requirement now than retrofit at a future date.

While the earlier 2013 reports highlighted a number of road safety risks associated with the installation of pedestrian crossings at these locations the City Centre Revitalisation works will significantly alter the traffic environment at these locations with more constrained traffic lanes and lower speed limits. It is expected that the new traffic environment will significantly reduce these earlier risks and assist in improving pedestrian accessibility.

Council is required to apply to VicRoads for consent to install 'zebra' crosswalks and cannot install them without their approval.

In recent discussions with the VicRoads regional office it is understood that they are now more supportive of treatments that improve pedestrian safety in areas such as the City Centre.

Although provision for zebra crosswalks has been provided Council can still elect not to install them, or if installed can choose to remove them at any point.

## CONSULTATION / COMMUNICATION

Extensive consultation has occurred in relation to the City Centre Revitalisation project which aims to improve pedestrian accessibility in the project area.

While consultation on the inclusion of zebra crossings has not been specifically addressed in recent design or plans, the strong advice from road designers and traffic consultancies is that they should be included in the project.

By provisioning for zebra crossings in the redevelopment Council has the option to trial their effectiveness and evaluate their benefits over time. Should Council choose to remove these at a later date the zebra markings and signage can be removed.



Adopted by Council 9th July 2012





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# 1 introduction



In conjunction with Council, Davis Planning Solutions and One Collective have prepared the Warrnambool City Centre Revitalisation - The Structure Plan (SP).

The SP sets out the future function, role and provides clear direction to Council, the community and landowners regarding the nature and extent of possible future development in the SP area.

This SP is modeled on the Department of Planning and Community Development (DPCD) Practice Note 58: Structure Planning for Activity Centres (April 2010). If you are thinking of developing in the City Centre, it is important that the development complies with the over-arching objectives for the centre outlined in section 4 as well as any specific objectives listed.



1



## 1.1 the study area

The Warrnambool City Centre is the most significant retail commercial district and services precinct serving south-west Victoria. For the purposes of the SP the Warrnambool City Centre is defined as follows:

- to the north by Raglan Parade;
- to the east by Banyan Street;
- to the south by Cannon Hill, Merri Street (including the railway precinct);
- to the south west by Henna Street; and
- to the north west by Henna, Kerr and Ryot Streets.

Land within the Study Area primarily comprises land parcels and community facilities that offer the most potential for change over the next 15-25 years.

## 1.2 how to use the structure plan

The SP is a long-term plan to guide growth and change in the City Centre over the next 20-25 years. It pulls together community consultation, background research and analysis and the directions of current and proposed projects planned for the city. It has been prepared in a way that is easy to read for planners, landowners and the community. Numerous strategic planning works support the SP across a number of disciplines as highlighted in section 1.1.1: below.



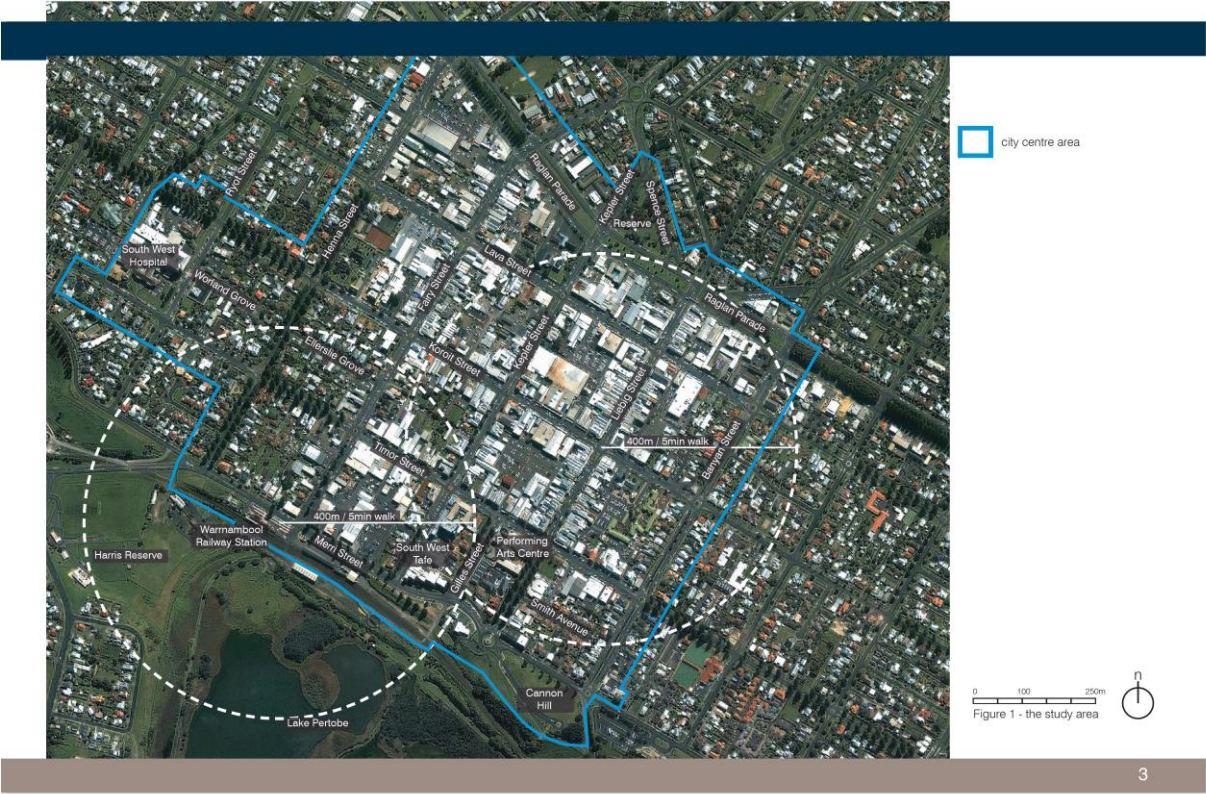
## 1.1.1 background documents

Structure Planning for Warrnambool over the past decade has been a continuous and iterative process. Most recently Renaissance Planning prepared a Draft Structure Plan in 2010. The work was not presented to Council but rather has formed a background document to this Strategy. For details of previous community consultation, process and feedback, please refer to the 2010 Background Document. The SP is drawn from the following documents:

- Warrnambool and Moyne Economic Development and Investment Strategy (July, 2010)
- Draft Sustainable Transport Strategy 2010-2020 (2010), Warrnambool City Council
- Warrnambool Community Access Plan (2009)
- Municipal Road Management Plan (2009), Warrnambool City Council
- Environmental Sustainability Strategy 2008-2013 (2008) Warrnambool City Council
- Warrnambool Retail Strategy (2007) Ratio Consultants
- Warrnambool Draft Structure Plan 2010
- Merri Street and Raglan Gateway Design Guidelines (2007) Planisphere
- Warrnambool Recreation Plan 2007-2017 Capacity Consulting (2007)
- Gap Heritage Study - State 3a (2006) Heritage Matters Pty Ltd
- Warrnambool Environment Management Plan (2002) Warrnambool City Council
- Urban Design Framework - Volume 1 (2001) David Lock Associates
- Urban Design Framework - Volume 1 (2001) David Lock Associates

2





## 2 background

### 2.1 physical context

#### 2.1.1 the region

Warrnambool is the regional services centre in south-west Victoria. The city has a regional catchment area in the order of 130,000 people (Victoria In Fact 2008 - VIF). VIF predicts Warrnambool could accommodate 60% of the region's population growth over the next 15 years (Figure 2). The city provides a regional role for a wide range of services including:

- retailing;
- professional and business services;
- government and administration;
- justice and legal services;
- higher education;
- health and welfare services; and

- hospitality, recreation and entertainment.

The primary focus for most of these services is the Warrnambool City Centre. Its regional services role is complemented by the City's Eastern Activity Precinct (retailing, particularly bulky goods), Deakin University located in East Warrnambool and significant sporting, recreational and tourism facilities located in suburban Warrnambool.

#### 2.1.2 community profile

ABS research reveals that the 'big mover' for the city in population growth is in fact the 20-39 year old age group (Figure 3). It can be surmised that younger people are choosing to grow their careers and families in Warrnambool. Given the demographics, the SP should direct:

- land use, economy, key sites;
- access, movement, parking, cyclists, pedestrians;
- landscape, public spaces, Ecologically Sustainable Development (ESD), infrastructure; and
- built form, heritage and entrances.

Warrnambool has sustained high levels of growth over a sustained period in line with Ballarat, Bendigo and Geelong. The new economy of flexible hours, changing living circumstances, return to bespoke trades such as shoemaking, tailoring and telecommuting businesses highlight the need for the City Centre to be as flexible as possible to accommodate innovation and the principles of work, live, play. Sustaining the new economy means the SP needs to foster a set of guiding principles to support it.

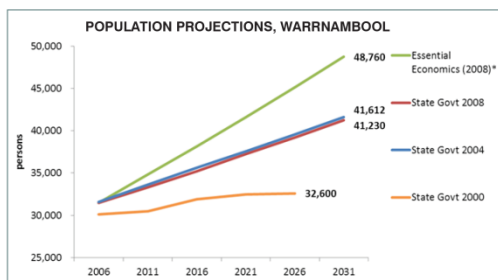


figure 2 - population projections  
source: ABS Population Age by Sex Cat. 3218.01, VIF (2008), Essential Economics (2008)

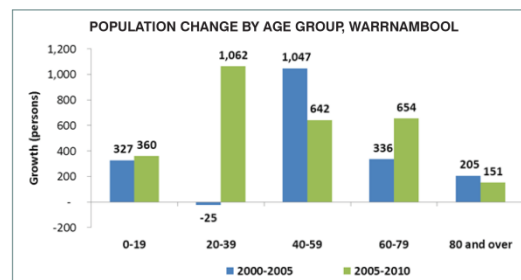


figure 3 - population change  
source: ABS Population Age by Sex Cat. 3235.0, VIF (2008), Essential Economics (2008)

4

## background

In addition, forecasts by id Consulting indicate significant projected population growth for persons aged 60 years and over. This age group is projected to increase at almost double the overall population growth rate over the forecast period. The forecasts by id Consulting also indicate relatively higher projected growth for particular types of households including lone person households and couples without dependents. At a regional level the SP represents a significant opportunity for positioning and reinforcing Warrnambool as the business, education and healthcare hub for south west Victoria.

#### 2.1.3 the city

Warrnambool City Centre is a shopping, services and residential district extending over 20 city blocks. It has an area of approximately 92 hectares and is strategically located between the Hopkins and Merri rivers on a ridge line above coastal flood plains and dunes. There are three broad physiographic elements:

- coastal flood plains and dunes;
- terraced setting of the central area above the coastal flood plain; and
- rolling hills north of Raglan Parade above the city.



### 2.2 policy context

At the time of writing, Melbourne 2030 is the current activity centres policy of the day. The State Government is currently reviewing Melbourne 2030 and Melbourne at 5 Million documents with the express view of updating and changing policy as part of its review. This SP has been prepared in response to Melbourne 2030.

#### 2.2.1 State Policy

Melbourne 2030 defines a hierarchy of activity centres, each with a different role and function according to the catchment of the centre and the range of goods and services it offers. The Warrnambool City Centre, given its role and function in south west Victoria, is designated as a Principal Activity Centre (PAC) with a role that is secondary only to the Melbourne Central Activities District (CAD) and other CADs that have been designated in metropolitan Melbourne.

#### 2.2.2 Local Planning Policy Framework

The Local Planning Policy Framework (LPPF) addresses the



policy areas of housing, environment, economic development and infrastructure. It incorporates the Municipal Strategic Statement (MSS), in addition to Local Planning Policies that set out day-to-day decision making about issues relating to the City Centre.

#### 2.2.3 Municipal Priorities For Growth

As part of the Implementation Plan, it is recommended that Council review Design and Development Overlay 4 (DDO4) with a view to its replacement in line with the Built Form outcomes expressed in the SP.

The Council Plan, the Warrnambool Retail Strategy (2007) and 2010 Background Report provide the priorities for growth, in conjunction with the MSS. They each reiterate that the most appropriate location for further development of major retail, commercial and business services is the City Centre. The SP has been devised to provide the appropriate framework to deliver this direction.

#### 2.2.4 Regional Housing Role

As outlined earlier in this chapter, the projected population growth for Warrnambool and surrounds will drive land use and development change, particularly in the City Centre. Requirements for new forms of and a broader diversity of housing choice will be driven by projected high growth in the middle aged and elderly population and in certain types of households such as lone occupants and couples without dependents. This demographic change will have direct impacts on housing and on demand for new types of living environments in and around the City Centre district.

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**2.2.5 Current Zoning**

At present, the suite of zones contained within the Warrnambool Planning Scheme for the SP are a mixture of Business 1 and 2 (B1Z), Residential (R1Z), Public Use (PUZ) and Mixed Use Zone (MUZ), combined with Design and Development Overlay No 4 (DDO4) and the Heritage Overlay. Should the SP be adopted, Council will have the opportunity to streamline controls into a set of newly developed 'Activity Centre Zone' controls, with schedules tailored to suit specific precincts in the SP. Alternatively, Council may choose to continue with the existing controls, albeit with review to DDO4 and the implementation of the MUZ in appropriate locations. The SP provides the vision and guiding principles, allowing for either scenario.

As part of the Implementation Plan, it is recommended that Council review DDO4 with a view to its replacement in line with the Built Form outcomes expressed in the SP.

**Planning Zones**

B1Z	- Business 1
B2Z	- Business 2
IN1Z	- Industrial 1
PCRZ	- Public Conservation and Resource
PPRZ	- Public Park and Recreation
PUZ1	- Public Use - Service and Utility
PUZ3	- Public Use - Health Community
PUZ4	- Public Use - Transport
PUZ6	- Public Use - Local Government
PUZ7	- Public Use - Other Public Use
RDZ1	- Road - Category 1
RDZ2	- Road - Category 2
R1Z	- Residential 1
UFZ	- Urban Floodway

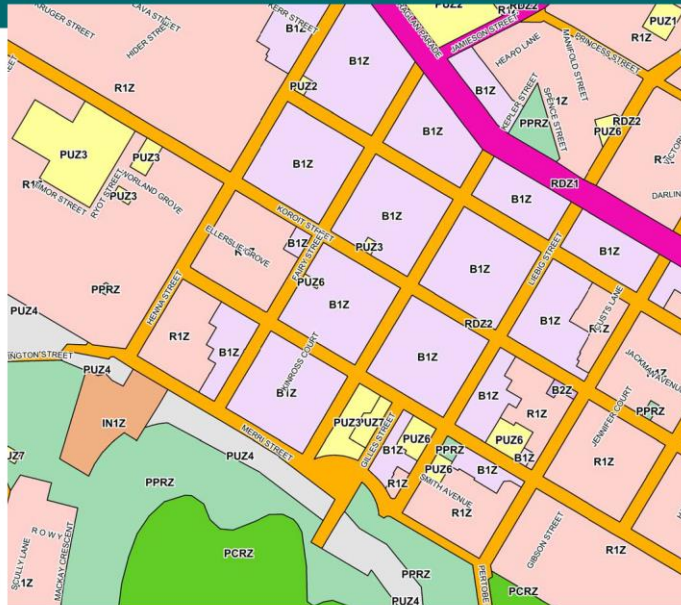


figure 4 - current zoning



## 3 the vision and structure plan

The SP includes a vision, objectives and strategies that must be achieved in future developments and improvements to the city.

### 3.1 Vision

*The vision for Warrnambool City Centre in 2030 is as a place that is "Alive, Thriving and Culturally Rich: Our City Heart."*



#### alive

The City Centre is alive with people working, shopping, learning and doing business. Street life is vibrant. In the streets and urban places, leafy open spaces and performance places, people come together for shopping and business events, festivals and socialising.

#### thriving

The City Centre is thriving commercially. It is the retail and service centre to the south west region of Victoria, offering both an exciting choice of shopping and hospitality experiences and the full range of business, community and visitor services.

#### culturally rich

The City Centre is rich in cultural heritage. It is compact, built on a human scale, linked to the ocean and its maritime past. The City Centre's urban design and public art helps establish Warrnambool as a 'City by the Sea'.

#### our city heart

The City Centre is the heart and soul of our community.

Warrnambool will be a place where:

#### City spaces and landscape

- The city centre is safe and welcoming to all the community and in particular to children through initiatives such as the Fun for Kids festival
- The natural environment will be enhanced

#### Land use and activities

- Residents of all life stages can live comfortably and conveniently
- It is easy to start and develop a business, to work across services and facilities, and it is where young people can start their working life
- Amenity of established residential precincts is enhanced while new and more diverse housing opportunities are provided
- New development interacts with the public realm and retail / commercial uses are located at ground level

#### Access and movement

- People can enjoy walking, cycling, shopping, recreation, seeing and meeting others, developing their own social networks
- All modes of movement are planned and catered for but pedestrian movement is a priority

#### Cars and parking

- Vehicular access is convenient and traffic flows are generally maintained
- Adequate levels of car parking are provided to meet current and future demand

#### Built form

- Buildings and infrastructure will have an emphasis on sustainability
- It is viewed as a great civic and cultural place
- The scale of new development will not be detrimental to surrounding areas of the City Centre
- Development achieves a compact urban form that consolidates land use

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## the structure plan



### 2.2 the structure plan

The Structure Plan identifies properties and projects that present excellent urban renewal or redevelopment opportunities. These range from underused sites, such as car parks, through to streetscape improvements making the City Centre a more attractive place to live, work, invest and play. The Structure Plan is illustrated in Figure 5. Any development or works proposed for the Activity Centre should meet the over-arching objectives and strategies outlined in Chapter 4.



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## 4 key objectives + strategies



In line with the vision for the Warrnambool City Centre (Chapter 3) the key objectives can be achieved through the following strategies. These objectives have been grouped into five themes. They are:

- i. City spaces and landscape
- ii. Pedestrians and accessibility
- iii. Cars and parking
- iv. Land use and activities
- v. Built form and heritage

The objectives of the SP include:

- Ensure that the Warrnambool City Centre continues to be the primary retail and services centre;
- To give effect to its wider role as the principal activity centre for south west Victoria;
- Preservation of Warrnambool's heritage streetscapes



- To give effect to its wider role as the principal activity centre for south-west Victoria;
- Encourage a diversity of new investments in the City Centre, encompassing retail, commercial, entertainment, recreation, community, cultural and residential services and facilities;
- Support a program of improvements to the amenity, quality of the public realm, public transport and car parking access and safety and security;
- Support the development of medium density residential development within walking distance of the City Centre;
- Ensure that the City Centre provides a high-quality destination for tourists;
- Provide a high quality urban environment to serve as a central focus for new major city and regional events.

These objectives and strategies will be reviewed, consulted and investigated in more detail through the implementation plan process, but are outlined above to highlight Council's expectations for delivery.

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### 4.1 city spaces and landscape



The design of city spaces and landscape typically relates to the public realm. This includes the design of streets, pavements, parks and spaces. Council and government agencies generally undertake these works, often in a funded or co-funded approach, based on strategy. Warrnambool's public realm presents an opportunity to celebrate the city's heritage, as well as embracing the enterprise and culture it has to offer today. Providing quality spaces and places for people as an essential part of a pedestrian focussed city is a key direction for the SP. Key objectives and strategies are outlined below and highlighted in Figure 6.

#### key objectives

- Enhance the image and attractiveness of the City Centre by improving its landscape setting and the presentation of the public and private realm.
- Improve the quality and function of existing public spaces as well as adding a variety of new spaces to increase recreation and leisure opportunities and help attract people and business to the City Centre.
- Protect and enhance the presentation of key gateway entries, vistas and landscape features of the City Centre.



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#### strategies

- Liebig Street, running between Raglan Parade and Merri Street, to be transformed to a pedestrian priority street to enhance its function and attractiveness as the city's main community, shopping, dining and pedestrian spine. The character and treatments will vary for different sections of Liebig Street, but key initiatives to be investigated include:
  - slowing vehicle speeds and vehicle travel lanes whilst retaining convenient vehicle access and on-street parking;
  - widening pedestrian pavements and introducing raised or pedestrian priority crossings at key intersections and crossings;
  - improving opportunities for outdoor dining, particularly in the Liebig South - Timor Precinct;
  - incorporating new pavement treatments, landscaping, lighting, street furniture and weather protection as required; improving pedestrian amenity, safety and staying opportunities; and
  - upgrade of key laneways and mid-block pedestrian connections as required to improve linkages between Liebig Street and key neighbouring shopping and community destinations and parking facilities
- Following the upgrade of Liebig Street, the sections of Lava, Koroit and Timor Streets identified as 'Urban Pedestrian Streets' (refer to Figure 6) are to be progressively upgraded over time to match the treatments used in Liebig Street.
- Increase the amount and variety of public art along Liebig Street and throughout the City Centre to create an additional attraction for visitors, to enhance the public domain and pedestrian experience and to help reinforce the history and identity of the local community.
- Encourage the use of landscaping and materials within the City Centre that reflect:
  - the colours, materials and branding that emerged from the community and stakeholder engagement and visioning in 2010; and
  - the history and unique local characteristics of the City.
- Improve signage and wayfinding devices to improve the visitor / pedestrian orientation and experience and to strengthen linkages between key destinations within and outside of the City Centre.
- Introduce new street tree planting along the key local street linkages into the City Centre, in particular the east-west connections of Lava, Koroit, Timor and Merri streets, to create continuous green avenues that improve pedestrian orientation and amenity and enhance the streetscape.
- The Civic Green is the only park in the City Centre but it is currently underutilised as it primarily provides a formal function as a setting for the adjoining Arts Gallery and a special event space. The Civic Green should be upgraded (seating, landscaping etc) to make it more multi-use and attractive to daily city users whilst still maintaining its ability to accommodate special events.
- Undertake a feasibility study into the cost of supplying free Wi-Fi to Civic Green to encourage it as a viable outdoor meeting and workspace.
- Encourage the upgrade and activation of selected laneways and arcades to add new urban and retail experiences within the City Centre and to provide a finer grain pedestrian network between existing and potential new retail attractors along Liebig Street and other connecting streets.
- Upgrade the Cannon Hill Park to become a key parkland attractor and southern anchor to the City Centre as well as a more inviting place for daily city users by investigating opportunities to:
  - reconfigure the existing car parking areas to provide improved parkland / seating areas with elevated views over Lake Pertobe and towards Warrnambool Beach;
  - improve existing park furniture (BBQ, seating, shelters) and landscaping (shade trees, feature planting); and
  - improve key pedestrian / cyclist linkages to Liebig and Merri streets and through to the Railway Precinct and Lake Pertobe.

## 4.1 city spaces and landscape (cont.)

- Promote the opportunity for the creation of several new public plaza spaces as part of the potential longer term consolidation and future redevelopment of key existing mid-block at-grade car parking areas (identified within Figure 6) for new retail, residential and structured parking uses. Key opportunities to be investigated include:
  - new plaza spaces as part of a potential redevelopment of the Crammond Dickson and Ozene car parks; and
  - potential for new parks and pedestrian linkages as part of proposed new car park areas between Kepler and Fairy streets.
- Raglan Parade defines the northern edge to the City Centre and provides the main gateway and arterial access to the precinct. The formal boulevard character of Raglan Parade and its mature stands of Moreton Bay Fig Trees and Norfolk Island Pines are an iconic and unique feature for the City Centre that should be protected and enhanced as part of the SP. It is proposed that the following key initiatives be investigated:
  - new landscape planting to be added to the section of Raglan Parade between Banyan and Fairy streets (that is largely devoid of notable vegetation) to provide a continuous boulevard effect;
  - establish a Landscape Management Plan to provide program and succession planning for future landscape works along Raglan Parade; and
  - gateway improvements (landscape / intersection treatments etc.) to be provided at the key intersections Fairy, Kepler, Liebig and Banyan streets to define key entrances into the City Centre and to reinforce desired function of streets (i.e. pedestrian priority zone for Liebig Street).
- The large stands of Norfolk Island Pines and other mature species found within the City Centre are an iconic and unique character feature that define the edges and approaches to the precinct and should be protected and enhanced as an integral part of the heritage and design character of the City Centre.
- Improve the southern entrance provided to the City Centre along Merri Street as part of the proposed redevelopment of the Railway Precinct and Cannon Hill. Gateway improvements (intersection treatments, improved pedestrian crossings etc.) to be provided at the key intersections of Gillies, Kepler Liebig and Banyan Streets.
- Key visual links within the City Centre to be retained and enhanced as part of any future planning and development including:
  - the vista of the City Centre along Liebig Street south from Princess Street. This shows the place value of the T and G Building as an iconic marker for the City, the relatively low rise environment, the broad avenue of Liebig Street and the visual links of the City Centre to the Southern Ocean;
  - the view along Liebig Street north from Koroit Street. This view shows the importance of the T and G Building within the City Centre as a visual marker and reference point and the significance of the water tower to the north of the City Centre as a marker;
  - the view east from the City Centre at Koroit Street shows the visual link of the City Centre to the adjacent suburbs and the contribution of the water tower at the former Fletcher Jones building; and
  - the view south from Merri Street at the Kepler Street intersection across Lake Pertobe to the Southern Ocean. The view shows the close visual link of the City Centre to the coastal lowlands and Southern Ocean.
- Reinforce key east-west visual and pedestrian linkages into the City Centre by introducing new street tree planting along the Lava, Koroit, Timor and Merri streets to create a continuous green avenue effect.





## 4.2 pedestrians and accessibility

Warrnambool City Centre has evolved as a street-based district and the principal social spaces are within the street public realm, the forecourts or arcades that lead to shopping and other activities, or within the shops, offices and other buildings that front the streets. A grided pattern, broad streets and regular blocks are clearly defining characteristics of the urban form and has endowed the City Centre with an effective network for vehicular and pedestrian circulation and a broad spatial grid for land use development. The on-going growth of Warrnambool is expected to generate significant growth in visitor trips to the City Centre and provides a need for a broader diversity of travel modes affording quality access.

### key objectives

- Reinforce the role of Liebig Street as the City Centre's main street and key pedestrian spine and people place.
- Improve pedestrian and cyclist access into and within the City Centre and to key destinations to promote non-vehicular movements.
- To improve the level of service and frequency of public transport both within and connecting to the City Centre.

### strategies

- Liebig Street, running between Raglan Parade and Merri Street, to be transformed to a pedestrian priority street to enhance its function and attractiveness as the city's main community, shopping, dining and pedestrian spine. The character and treatments will vary for different sections of Liebig Street, but key initiatives to be investigated include:
  - reducing vehicle speeds and travel lanes whilst retaining convenient vehicle access and on-street parking;
  - widening pedestrian pavements and introducing raised or pedestrian priority crossings at key

intersections and crossings;

- improving opportunities for outdoor dining, particularly in the Liebig South - Timor Precinct;
- incorporating new pavement treatments, landscaping, lighting, street furniture and weather protection as required improving pedestrian amenity, safety and staying opportunities;
- upgrade of key laneways and mid-block pedestrian connections as required to improve linkages between Liebig Street and key neighbouring shopping and community destinations and parking facilities; and
- Investigate lowering speed limits to reinforce the pedestrian priority of Liebig Street.

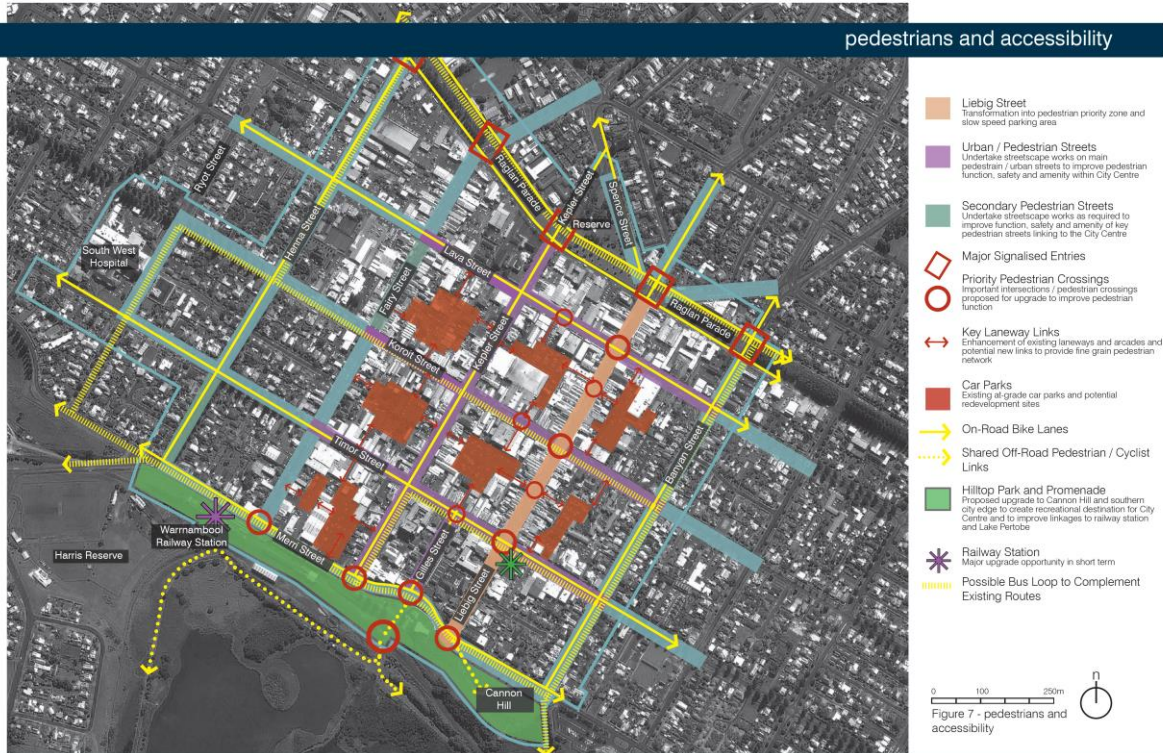
- Establish an integrated cycle system that provides high level connectivity to and within the City Centre. It is proposed that the following key initiatives be investigated:
  - on-road bicycle lanes to be maintained, properly line-marked and improved as required along Raglan Parade, Henna and Banyan streets;
  - protected bicycle lanes to be provided along Kepler and Timor Streets utilising the 'Copenhagen Model';
  - improving cycle access along Liebig Street as part of its conversion to a pedestrian priority street; and
  - where practical, extending and improving on-road bicycle lanes along Lava, Koroff and Timor Streets to provide key east-west connections between the city centre and adjoining residential areas.
- Enhance existing laneways, arcades and galleries and provide new connections as required to establish a fine grain and convenient pedestrian network linking key streets, public spaces, parking areas and planned retail and community destinations.
- Review and provide upgrades as required to improve the safety, legibility and amenity of key pedestrian links into the City Centre and Liebig Street including:

- the principal gateways at Raglan Parade and Merri Street;
- the key east / west connections of Lava, Koroff and Timor Streets;
- to key destinations such as the Railway Station, Cannon Hill and Lake Pertobe; and
- introduce end of trip facilities at the railway station and bike storage facilities.

- Undertake a review and upgrade existing public transport services and facilities within the City Centre. It is proposed that the following key initiatives be investigated:
  - work with the bus companies and DoT to establish a common City Centre bus loop for all suburban and intercity lines. The purpose of the common loop system is to provide a high frequency City Centre service linking the principal shopping and commercial areas, major education facilities, hospital, railway station, major new car parking areas, law courts and government administration offices;
  - upgrade the Warrnambool Railway Station to become a key intermodal transport node with a dedicated bus parking / setdown area, improved lighting, signage, seating, weather protection, car parking and pedestrian crossings (in line with adopted masterplan for the precinct);
  - increase the frequency and integration between passenger rail services and the City's suburban and intercity bus lines;
  - capital works to upgrade bicycle paths and public transport infrastructure; and
  - form a working group with DoT and VicRoads to ensure agreement on major connections from the Railway Precinct into the City Centre, including an emphasis on wayfinding and safety.



## pedestrians and accessibility



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## 4.3 cars and parking

Private motor vehicles are the most significant travel mode to the City Centre and, while it is likely that there will be ongoing growth in other travel modes, it remains the case that for the foreseeable future travel by motor vehicles will still be the leading mode of access for visitors to the City Centre. In this context, effective, safe and attractive car parking provision is a critical consideration in the long term planning and management of the City Centre.

**key objectives**

- Ensure that convenient levels of vehicular access and flow are maintained to meet the City Centre's needs over the next twenty years and beyond.
- Give higher priority to improving the attractiveness and viability of alternative travel modes (cyclists, buses, pedestrians) to reduce the dominance of private motor vehicles as the primary mode of travel
- Ensure adequate levels of car parking to meet projected needs over the next twenty years and beyond.
- Existing and future car parking provision for shoppers, employees and other visitors must be readily accessible from the road network, safe and takes into account the needs of all users, including disabled visitors.
- Protect built form and cultural heritage where appropriate

**strategies**

- Main traffic movements and access are to be facilitated by a road hierarchy that establishes:
  - a Collector Loop (incorporating Raglan Parade, Banyan, Merri and Fairy or Kepler streets) to provide convenient circulation around the City Centre to access shopping streets and principal car parking

areas;

- a local street network that includes all of the remaining key streets within the City Centre (excluding Liebig Street) that provides finer grain access from the collector loop to the major car parking areas as well as accommodating on street parking for short stay shoppers and other visitors; and
- Liebig Street as a pedestrian priority zone whilst still maintaining continuous access for vehicle movements and parking.
- Maintain flexible and convenient vehicle access provided by the existing street grid pattern, while utilising the conversion of Liebig Street and future works on other shopping streets to reduce vehicle speeds and discourage through traffic movements within City Centre.
- Continue to roll out recommendations of the Car Parking Strategy (2010).
- Improve definition and visual prominence of existing on-road cycle lanes within and linking to the City Centre (including green pavement markings at intersections).
- Undertake review and establish program for upgrade of bicycle stands and secured bicycle parking facilities within the City Centre based upon future usage projections.
- Ensure that high levels of convenient short term (less than two hours duration) parking continues to be provided in the future planning and development of the City Centre and retail core through:
  - continued maximisation of on-street parking provision within the local street system and in Liebig Street (subject to planning requirements for pedestrian amenity, vehicular circulation and cycle access);
  - increased levels of short term off-street car parking to

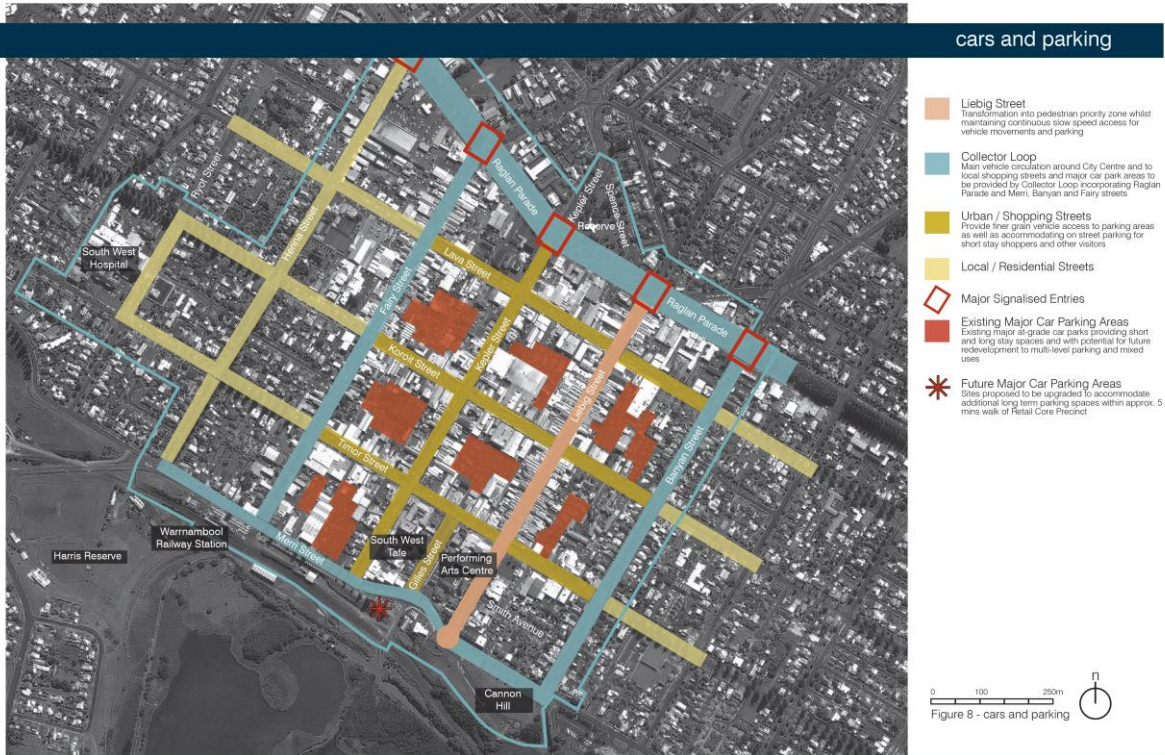
be provided through the proposed redevelopment of existing at-grade car parking land into new structure car parking;

- rationalise loading zones and parking so that time limits are consistent and provide regular turnover of spaces; and
- active enforcement of hot spots will ensure utilisation is maximised.
- Any at grade car park redevelopment should, as a starting point, result in no net loss of current parking spaces, and aim to provide mixed use outcomes for the site.
- Maximise the effective provision of long term (two hours or greater duration) car parking facilities within easy walking distance of the Retail Core Precinct (approximately five minutes walk or approximately 400 metres from Liebig Street) through the provision of:
  - additional long term off-street car parking through the proposed redevelopment of existing at-grade car parking land into new structure car parking; and
  - new longer-stay car parking for key designated sites (including the Railway Station eastern car park and the central at-grade car park bound by Koror, Kepler, Timor and Liebig streets);.
- Investigate opportunities to provide long bay caravan and tourist bus parking options in key, highly visible locations.

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## cars and parking



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## 4.4 land use and activities



The City Centre's prime focus is its Retail Core District focused on Liebig and Korot streets with a cluster of regional activities to the south and west of this district. Liebig Street south is an important restaurant precinct linked to the City's entertainment and civic activities. The City Centre's western precincts that extend from Kepler to Henna street accommodate a diversity of business, educational, health and other activities and broaden the attraction and employment base of the City Centre.

The City Centre forms part of a broader central area that encompasses a number of Warrnambool's historic inner suburbs. These areas are characterised by high quality residential suburbs that bound the City Centre on its eastern and western edges and north of Raglan Parade, and extend into the City Centre district. These areas form important residential precincts and include:

- Banyan and Merri streets on the eastern and southern edges of the City Centre district; and
- Extensive areas in the south west of the City Centre district west of Fairy Street and south of Korot Street.



## key objectives

- Ensure that the future planning, redevelopment and activities within the City Centre maximise Ecologically Sustainable Development (ESD) outcomes.
- Create a City Centre that is more compact, lively and diverse and has the potential to accommodate future commercial land use needs and encourage new business investment.
- Consolidate the City Centre as Warrnambool's key community meeting place and hub for civic, cultural and education uses.
- Reinforce the role of Warrnambool as a key entertainment and tourism destination within the region.
- Protect the amenity of established residential precincts whilst providing opportunities for new and more diverse housing within and nearby the City Centre.

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**strategies**

- The following key ESD initiatives should be investigated and promoted to improve ESD outcomes within the City Centre:
  - providing a more compact and mixed land use pattern that improves land use efficiency, walkability, public transport and urban life;
  - providing new and diverse residential types within the City Centre district to improve housing choice and reduce vehicle trips;
  - improvements to pedestrian, cycle and public transport access;
  - set requirements for use of local / endemic landscape species;
  - water - potential to require integration of water sensitive urban design (WSUD) and promoting water recycling and minimisation initiatives etc.;
  - energy – setting principles for the effective siting and development of buildings for passive design and to minimise energy use, promoting use of renewable energy sources;
  - waste – improving recycling and green waste facilities, guidelines for new building materials and construction processes; and
  - investigate the feasibility of rate relief or incentives for owners that install / practice ESD principles in existing or new designs.
- Focus on attracting and consolidating Warrnambool's key future commercial and business development within the City Centre by:
  - establishing the City's Core Retail District as Warrnambool's primary shopping destination;
  - consolidating Liebig Street as the City's primary shopping, dining, entertainment, meeting place and regional attraction precinct;
  - encouraging consolidation and redevelopment of existing lower intensity uses in the areas bordering the principal shopping streets and north of Lava Street and in the south west of the City Centre. This will provide key opportunities for future mixed use and more intensive urban activities;
  - encourage the consolidation and redevelopment of key existing at-grade car parks to deliver new commercial and residential uses, public spaces and structure car parking (and potential to accommodate projected demand for an additional discount department store and a department store);
  - promote the activation of the city's laneways to provide further frontages for retail spaces;
  - identifying and promoting a series of key city precincts (i.e. civic, entertainment etc.) that will attract and provide synergies for similar activities and uses;
  - encourage the formation of a Warrnambool Business Centre with State and Federal Funding; and
  - Strengthen Commerce Warrnambool's role in attracting, assisting and guiding the development of the City Centre.
- Promote the retention and ongoing planning and development of the Civic Precinct to help consolidate the City Centre as the key services destination for Warrnambool and the region including:
  - consolidate and improve the civic, arts and entertainment regional attractors located south of Timor Street at the southern end of Liebig Street;
  - long term consolidation of tertiary education services and facilities in the City Centre (including South West TAFE) located south of Timor Street principally west of Gilles Street. Improvement of access, public space and amenities will broaden community benefit flowing from these recognised regional facilities;
  - law courts and police administration located on Kororoi Street west of Fairy Street with legal practices located along Kepler Street;
  - build upon the current master planning and upgrade of the Warrnambool Base Hospital and identify an expanded medical services precinct to cater for the projected need for additional medical consultancy and health care services;
  - upgrade of key civic spaces (including Cannon Hill and Civic Green) within the City Centre to provide improved community and event spaces;
  - investigate opportunities for the potential expansion of Council offices that may encompass a state government administration office;
  - install art in public laneways and encourage openings into laneways for business – coffee hubs, dry cleaning pick up etc.;

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## 4.4 land use and activities (cont.)

- investigate housing markets in the Central City based on best practice examples;
- prepare a community 'Artscape Business Plan' targeting areas for a community arts hub, such as the vacant Chinese Restaurant site on Liebig Street (Hai Bin); and
- employ a Structure Plan Manager to work with Council on events calendar coordination to ensure activation of different city spaces for the year.
- Support Warrnambool's future growth as a key regional entertainment and tourist destination through the following key initiatives:
  - consolidate Liebig Street south as the key entertainment and tourism precinct for the city and encourage new cultural, entertainment and dining uses within and close to this area;
  - utilise the current upgrade of Warrnambool's Entertainment Centre and upgrade of the Civic Green proposed within the SP to help establish the southern section of Liebig Street as the city's key cultural and entertainment precinct;
  - improve the cyclist and pedestrian connectivity between the City Centre and key surrounding



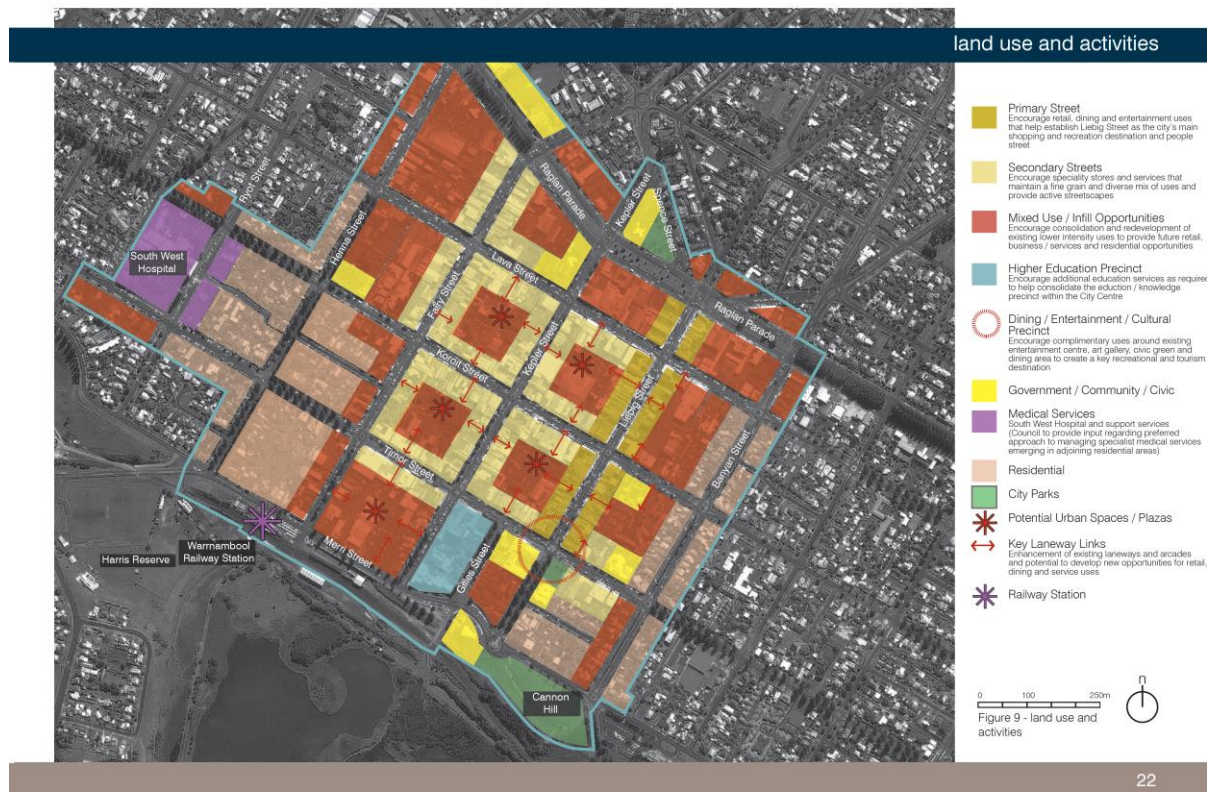
destinations such as Lake Pertobe, Warrnambool Harbour and the beach areas beyond. This will help reinforce the City Centre's integration with the city's wider tourism and recreational attractions;

- upgrade the Warrnambool Railway Station and investigate opportunities to increase the frequency of passenger rail services from Melbourne to help improve the accessibility and image of the city as a regional tourism destination;
- develop a tourism signage system within and around the City Centre providing direction to the city's major tourist attractions, information centre and public amenities;
- adopt the findings of the CCSP branding workshops. Create a consistent set of guidelines for colours, signage and symbols to be adopted throughout the city centre to help establish a strong and coherent image for Warrnambool;
- promote opportunities for the supply of new tourism accommodation, conference and function room facilities as part of future redevelopment and mixed use opportunities in the City Centre; and
- implement related initiatives to facilitate tourism trade and investment in Warrnambool (through

the Warrnambool Moyne Economic Development Strategy, August 2010).

- Identify preferred locations and facilitate opportunities for a range of new residential opportunities within the City Centre to meet projected demand and to achieve the following key outcomes:
  - support and prioritise consolidation of land parcels for residential use which provide higher land use efficiency and make use of areas with highest access to open space, education, health and social amenities; convenience shopping and public transport services;
  - existing key residential character precincts in the City Centre district should be protected, including the maintenance of the existing built form pattern of residential garden setbacks and retention of the existing domestic scale of development;
  - encourage innovation and redevelopment of shop top housing opportunities – prepare guidelines to be handed out at Council outlining building and planning considerations;
  - consider waiving car parking requirements for 1 and 2 bedroom conversions; and
  - explore mixed use zoning potential for Banyan Street between Timor and Merri Streets to better reflect the converted uses of office that have emerged. Ensure that controls around built form protect existing premises where it can be demonstrated that there is architectural and historic merit.

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## 4.5 built form and heritage



In terms of built form and landscape elements the Warrnambool City Centre is characterised by consistent scale low-rise structures built to the street, punctuated by landmark buildings such as the T&G Building. The City Centre was laid out during the middle of the nineteenth century and the street pattern, similar to that of central Melbourne, is laid out as a broad grid pattern. Avenues of Norfolk Island Pines form a powerful defining element for the City Centre.



### key objectives

- To provide opportunities for urban consolidation and the efficient and highest use of land whilst continuing to protect and enhance the unique character, heritage buildings and streetscape elements of the City Centre.
- To encourage future development and built form outcomes that enhance the amenity, vitality and presentation of the City Centre core creates a positive image and identity for the City Centre.
- Improve appearance and function of Raglan Parade as the main gateway entrance to the City Centre.
- Ensure the protection of valued features that contribute to the heritage and character of Warrnambool.
- Ensure new development is sympathetic to existing heritage character.







#### strategies

- Encourage the consolidation and redevelopment of key existing at-grade car parks within the retail core to deliver new commercial and residential uses, public spaces and structure car parking whilst protecting the generally consistent low rise built environment that characterise the City's principal shopping streets.
- Significant heritage buildings within the City Centre to be retained in accordance with the Heritage Overlay of the Warrnambool Planning Scheme.
- Future planning and development for the City Centre to be in accordance with the following proposed heights (it is further recommended that this be discretionary, that is, capable of variation subject to a planning permit being granted by Council on the basis that the proposed development meets performance criteria):
  - principal streets** - any future redevelopment with direct frontage to the principal shopping streets (Liebig, Kepler, Fairy and Timor streets, together with sections of Korot Street) to be required to be consistent with the existing scale and low rise built environment and have a maximum permissible building height of three storeys (equating to approximately twelve metres allowing for commercial buildings);
  - mixed use / redevelopment areas** - increased building heights of up to five storeys (equating to approximately 20 meters) for proposed buildings on internalised sites or setback from principal street where they can be suitably transitioned and it can be demonstrated that these will not prejudice the established scale and character;
  - transitional area** - encourage the creation of a transitional zone between the scale of existing residential character areas and commercial or mixed use developments by applying a maximum building height of three storeys; and
  - existing residential character area** - the scale and character of established residential precincts in the eastern and western areas of the City Centre are recognised as part of the heritage and design character of the city and are to be protected in future development planning and be consistent with the controls as set out in the Warrnambool Planning Scheme.
- Future planning and development for the City Centre to deliver the following preferred built form edge outcomes:
  - active edges** - promote active and high quality shopfronts through appropriate land uses (retail stores, dining and other services), maximise open or transparent frontages, buildings generally built to boundary and develop strategies to establish consistent and attractive verandahs or canopies where ever practical;
  - urban edges** - forming a transition between the City Centre Core and established residential

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## 4.5 built form and heritage (cont.)



- garden edges. Encourage innovative, high quality architecture and design of street-based urban forms that are generally built to the building line (but with the flexibility for articulation of elevations and development of points of interest and entries and rear access to buildings). Entries to buildings to provide canopies or building elements to ensure shelter and weather protection where practical; and
- residential garden edges** - the scale and character of established residential precincts in the eastern and western areas of the City Centre are recognised as part of the heritage and design character of the city and are to be protected in future development planning and be consistent with the Design and Development Overlay - Schedule 15 as set out in the Warrnambool Planning Scheme).
- Develop appropriate signage controls for the CBD.
- Encourage active and attractive frontages to ground floors along all City Centre streets with the concealment of service and car parking areas wherever possible.
- The southern side of Raglan Parade, particularly between Banyan and Fairy streets has evolved as a highway strip. The redevelopment opportunities proposed in Section 4.3 should be utilised to progressively replace these older highway uses with new more efficient development forms and to re-establish a quality urban edge to the boulevard.
- Upgrade landscape treatments along Raglan Parade and at key intersections in accordance with Section 4.1.
- The significant buildings of the City Centre are an integral part of its image and quality. Key issues for the future of the City Centre and heritage is to combine the 'old with the new' as currently there is a lack of contemporary buildings that convey a strong and positive message for

- the City Centre. As such, new development in heritage areas, or adjacent to a heritage building must:
  - promote architectural excellence and be incorporated sensitively into the streetscape;
  - reflect or make reference to the history of Warrnambool;
  - encourage reuse of existing buildings where possible in the city centre;
  - be designed so views to the T&G building and other landmark sites are not compromised; and
  - be managed in accordance with the relevant heritage controls in the Planning Scheme.
- Encourage through public artwork initiatives a celebration of Warrnambool's heritage.

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## built form + heritage



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# 5 precincts

The Warrnambool SP was divided into a number of Precinct areas (see Figure 11). The boundaries of these precincts have been defined through undertaking an analysis of each area's strategic planning opportunities. It is not proposed that each precinct is developed in isolation; collectively they form the wider Activity Centre and should be viewed in that context.

- A - Central Retail Precinct
- B - North Central Mixed Use Precinct
- C - Civic / Education Precinct
- D - Medical / Residential Precinct

The SP simplifies the precincts for ease of reference. In many cases, similar uses are shared amongst precincts, for instance retail across A, B and C, and Residential elements exist across the entire study area. The Key Directions outlined in Chapter 5 outline how the vision for the SP can be applied across these precincts via various strategies. Precinct descriptions and an area close up accompany Figures 12-15.

- Precinct A  
- Central Retail
- Precinct B  
- North-Central Mixed Use
- Precinct C  
- Civic and Education
- Precinct D  
- Medical and Residential Precincts



Figure 11 - the precincts

	Precinct	Medium Density	Medical	Education	Office	Retail	Hotel & Serviced	Civic
A	Central Retail	✓✓	✓	✓✓	✓✓	✓✓	✓✓	✓
B	North Central Mixed Use	✓✓	✓	✓	✓	✓	✓	X
C	Civic & Education	✓	X	✓✓	✓✓	✓	✓✓	✓✓
D	Medical / Residential	✓	✓✓	✓	✓✓	X	✓✓	✓✓

## precinct a - central retail precinct



### 5.1 precinct a - central retail precinct

Known as the 'Central Retail Precinct', it is bound by Lava Street along the north, Banyon to the east, Timor to the south and Kepler to the west. It should be noted that the precinct boundary includes the first row of properties fronting Kepler on the western boundary.

The Central Retail Precinct is the City Centre's most significant retail precinct and is the principal location of retail shop front trade in the City of Warrnambool. It is a linear street-based precinct characterised by a consistent low scale environment punctuated by signature buildings. The intersection of Liebig and Korot streets lies at its functional heart and the whole district lies within five minutes walk from this intersection, providing a compact, accessible retail environment. The precinct contains in excess of 800 metres of street-based retail frontages and approximately 300 metres of arcade frontages. It comprises a major discount department store,



a supermarket, several national chain fashion and household goods stores, banks and a wide range of services.

The area also contains the most heavily used off-street and on-street car parking resources in the City Centre, the most intensive pedestrian areas of the City and the major stop and access point for the City's suburban bus services.

It contains:

- the city's largest concentration of cafes and restaurants (about half of the City Centre's cafe and restaurant floorspace is located in the Precinct);
- the Lighthouse Theatre is considered a major regional attraction. It attracts a wide range of significant events and performances;
- the Warrnambool Art Gallery is an important regional cultural attraction. The gallery maintains a significant collection and hosts regular exhibitions and activities; and
- the Civic Green, the City Centre's sole green space and an important venue for summer events.

The Liebig South - Timor Street Precinct is an important part of the City Centre linking the Retail Core Precinct, the Western Precinct and the Civic-Education Precinct and is Warrnambool's historic restaurant district. The SP recognises the Liebig South - Timor Street Precinct as Warrnambool's pre-eminent nightlife, entertainment and arts area, important for residents and visitors to the city and its region.



## precinct a - central retail

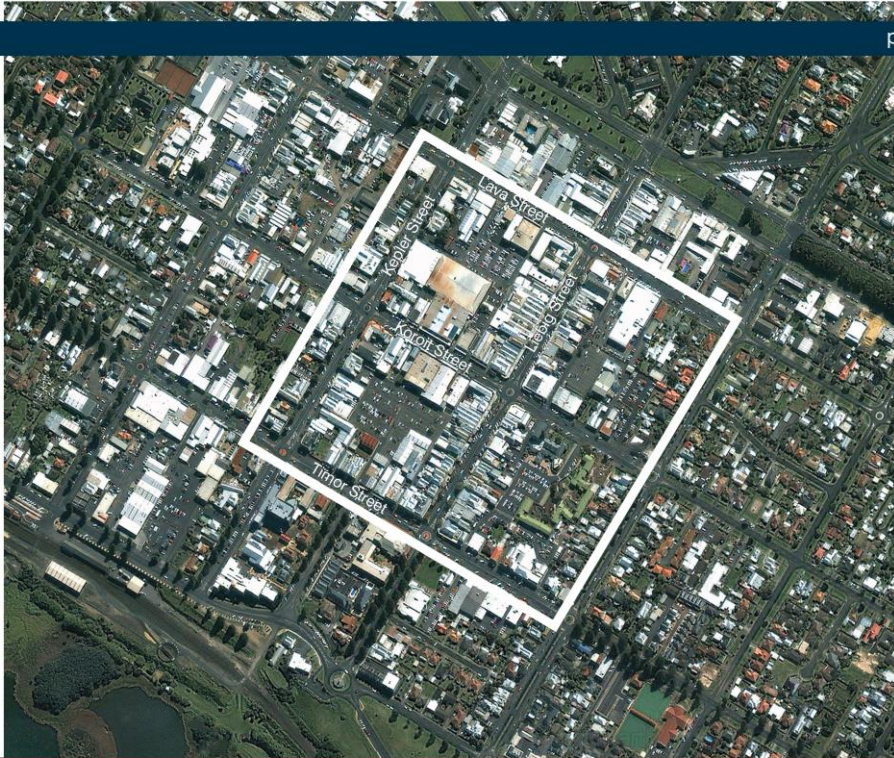


Figure 12 - precinct a

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## precinct b - north / central mixed use precinct



## 5.2 precinct b - north / central mixed use precinct

Known as the 'north-central mixed use' precinct, it is an irregular shape principally bound by just north of Raglan Parade, east to Banyan and a southern portion of Lava Street, south to part of Timor Street and west to Henna and Ryot streets. Raglan Parade provides both a regional arterial road function and an entry boulevard. Its magnificent plantations of Norfolk Island Pines and Moreton Bay Figs provide an iconic landscaped spine traversing Warrnambool's suburbs. The City Centre is sited tangentially to Raglan Parade and the avenue forms its northern boundary. The southern edge of Raglan Parade along this boundary, has evolved as a typical highway strip with several motels and trade services including service stations and mechanical repairs. The built form characteristics reflect the legacies of a highway strip. West from Keplar Street to Henna Street encompasses a wide diversity of commercial and professional services, trade services, supermarkets, cafes, specialty boutique stores, retail services, bulky goods and community services.

The Precinct constitutes a significant generator of employment and services for Warrnambool and provides complementary roles to those offered by other specialised precincts in the City Centre. The area is characterised by low-rise built form with precincts that are street-based and the clustering of particular activities gives added emphasis to the distinctive activity groupings, in particular streets, and the overall north-south, east-west patterning of activities across the areas.



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## precinct b - north + central mixed use

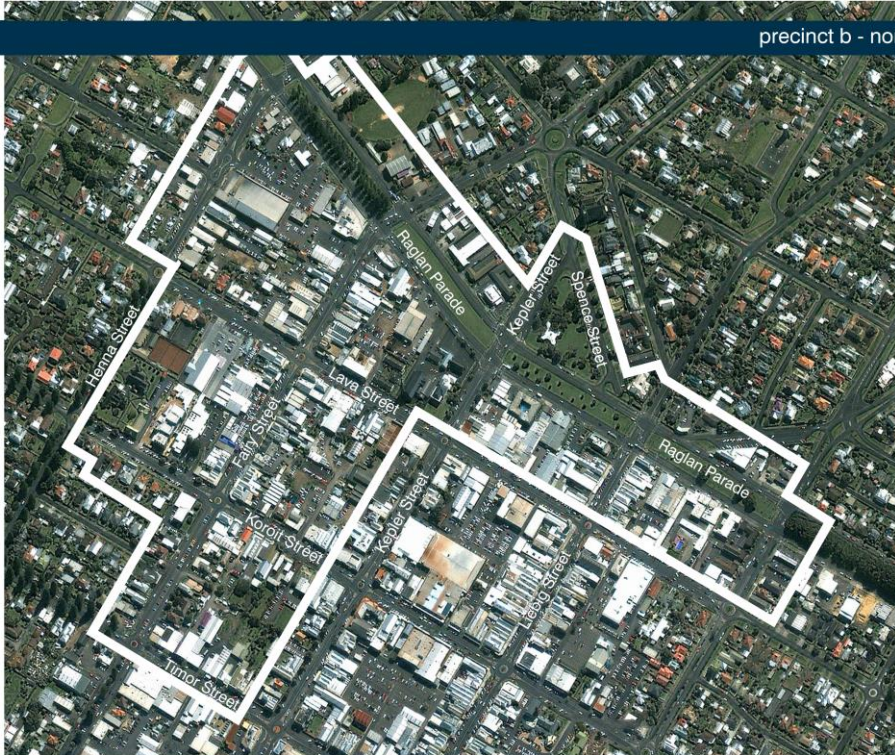


Figure 13 - precinct b

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## precinct c - civic + education precinct



## 5.3 precinct c - civic and education precinct

The Civic and Education Precinct is bound by Timor Street to its north, Cannon Hill and the railway station to the south and Banyan Street to the east and Henna Street to the west. It is critically important to link both Cannon Hill and the railway station to the SP area, as both lay within 400m of the central activity centre of civic, education and entertainment. The Civic Precinct is an important focus for administration and education in Warrnambool and its region. It complements the adjacent Central Precinct (A) and is a significant generator of employment and services for the City Centre. This is reinforced by the presence of South West TAFE in the precinct. It is located on the corner of Kepler and Timor streets in the City Centre and currently employs over 600 people (full and part time). South West TAFE received 12,552 student enrolments during 2010 of which 73% attended the Warrnambool campus.



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## precinct c - civic + education

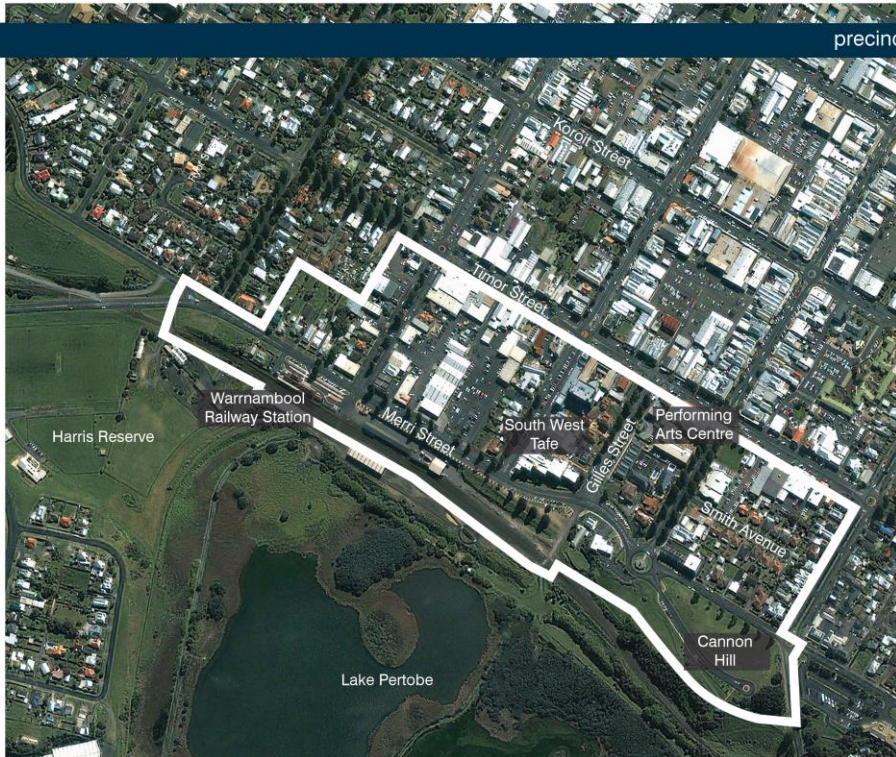


Figure 14 - precinct c

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## precinct d - medical + residential precinct

## 5.4 precinct d - medical + residential precinct

The western and eastern edges of the City Centre district contain extensive areas of largely intact residential precincts, of high amenity and value, including several which contain significant heritage values. Included in this precinct are the Warrnambool Base Hospital and its associated medical precinct.

The Warrnambool Base Hospital, in the west of the City Centre district. A separate master planning process has been undertaken for the hospital.

The eastern 'strip' of this precinct is along Banyan Street, and has been included as it is an area of change along its western side. Therefore, in order to preserve the residential 'edge' to the SP, the eastern side of Banyan Street has been included. For the western side of Banyan Street, offices and commercial uses have taken hold over time, reinforcing the city centre's

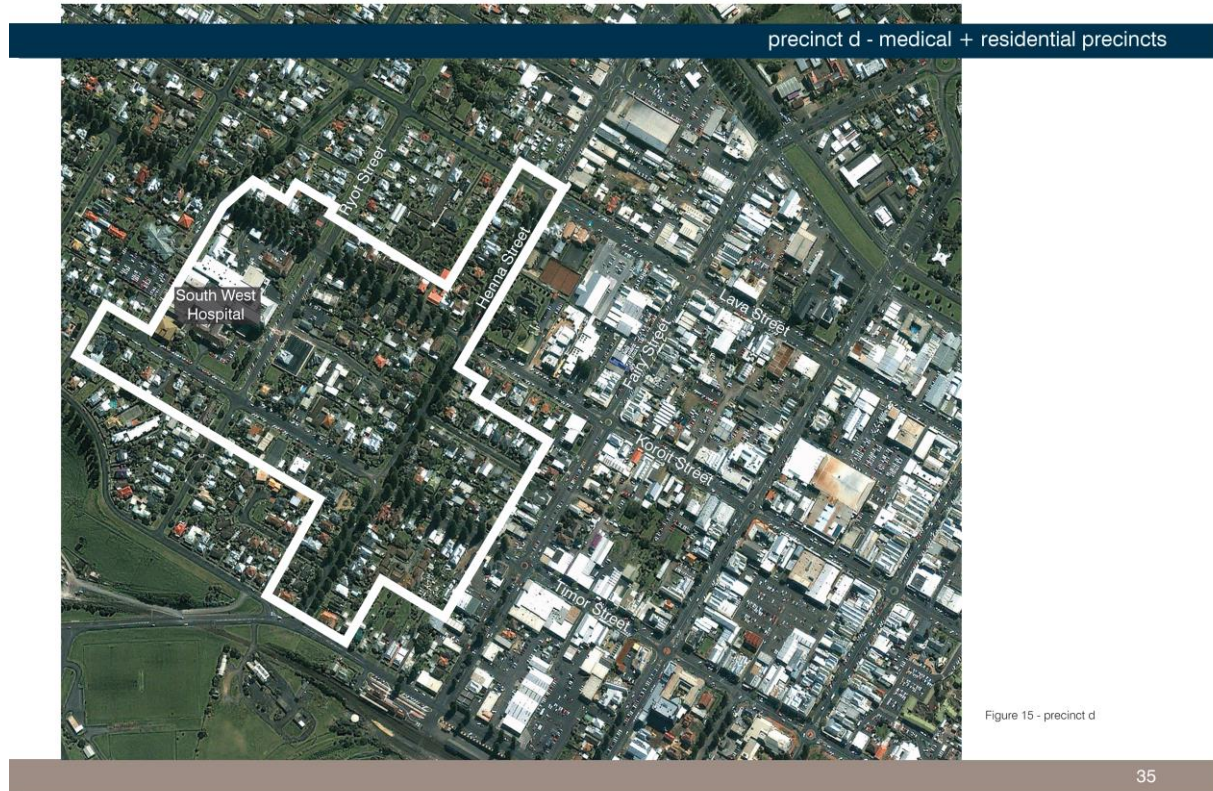
role. As such, it is recommended that Mixed Use Zoning be explored to better reflect the current suite of uses taking place in this strip between Merri and Timor streets. It is important that any potential zoning change seek to retain and enhance the heritage building stock where appropriate.

The residential precincts of the Warrnambool City Centre provide an important connection to the suburbs of central Warrnambool and are comprised of consistent, high amenity housing. These precincts also form a clear boundary for future urban development and provide an important strategic rationale to maintain their amenity and setting. Maintenance of the City Centre's existing residential precincts forms an important part of the Structure Plan and is intended to complement a major initiative to encourage and facilitate opportunities for new residential townhouse and apartment accommodation in a number of mixed use precincts in the City Centre.



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# 6 implementation

This section identifies the actions to be undertaken to implement the policies and recommendations of the SP

The table outlines short, medium and long-term implementation milestones to be achieved over a five, ten and twenty year period. It is also important to note that different councils and governments will affect certain initiatives, but the general principles outlined in the Structure Plan should be used as the overarching guide. The implementation program outlines the priorities, actions and processes required to make the Structure Plan happen. The actions include amendments to the local planning policy framework and zoning controls within the activity centre, and Council priorities for asset development.

Implementing the SP will require involvement from a number of private and public organisations. The Warrnambool Planning Scheme is the main statutory tool to implement the recommendations of the SP however it is not the only statutory mechanism that may be used by Council. Typically, most actions require input from Council, some require direct input and management by other parties.

The key tasks for items in the Implementation Plan are outlined in Chapter 4 Key Objectives and Strategies. The 2010 Background report contains a high level of detail regarding project brief requirements that could be used as a reference point when undertaking some of the initiatives outlined in the implementation plan.

*Council will consult key initiatives outlined in the Implementation Plan at the time each project is adequately scoped. What the SP provides is the rationale, visioning and over arching principles allowing the projects to be developed.*



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# 6 implementation

ACTIONS - CITY WIDE	TIMESCALE			RESPONSIBILITY							INVESTMENT		
	Short	Medium	Long	Council	EPD	Vine/Inst	VicRoads	Private	Low	Medium	High		
Adopt Warrnambool Structure Plan													
Prepare a Public Art Strategy and Demonstration Project to encourage the upgrade and activation of selected laneways and arcades, beginning with Precinct A													
Review necessity of DDO4 height controls post adoption of Structure Plan													
Adopt Car Parking Strategy and Implement including ongoing review of parking regime, reduction in loading bays and active enforcement of known parking 'hotspots' where utilisation is high													
Investigate public art installation and projections at key sites													
Introduce a local policy to the Planning Scheme to insert Structure Plan as Reference Document													
Employ an Implementation Manager for Structure Plan - allowing Council to actively roll out the Structure Plan													
Investigate lowering of Liebig Street speed limit													
Capital works improvements to ensure access for all levels of mobility, pedestrian, skateboard and cyclists where practice													
Develop built form and design guidelines for the city centre													
Prepare Integrated Access Plan including City Centre Bus Loop System													
Protected bicycle lanes to be provided along Kepler Street and Timor Street utilising the 'Copenhagen Model' as key cycle routes													
Undertake a review of bicycle stands and secured parking facilities													
Review current suite of Design and Development Overlays for relevance, and if possible delete													
Prepare Warrnambool Wayfinding Strategy, incorporating look and feel of the Colour Palette													
Investigate opportunities to provide long-bay caravan and tourist bus parking options in key city centre locations													
Prepare a 'Development Investment Prospectus' outlining the key city centre structure plans for private investors and government agencies													
Prepare a Markets Strategy and roll out across different precincts													
Undertake feasibility study on park and ride options for the city. Must include the involvement of the local community at the conceptual planning stage.													
Work with bus operators, DOT and Council to explore bus interchange renewal or relocation													
Prepare signage policy to enhance heritage and provide reduction in visual clutter													
<b>ACTIONS - PRECINCT A</b>													
Undertake streetscape, urban design and public realm improvements to Liebig Street including pavement works to increase pedestrian priority and clearer bicycle paths													
Hai Bin Laneway – different hole in the wall uses / building as Community Arts Hub													
Investigate rezoning to better reflect the range of land uses, particularly bound by Kororo, Lava, Liebig and Banyan streets													

Figure 16 - implementation plan

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ACTIONS - PRECINCT B	TIMEFRAME			Council	RESPONSIBILITY				INVESTMENT		
	Short	Medium	Long		DPCD	Vine/DoT	VicRoads	Private	Low	Medium	High
Introduce a new local policy and design control to ensure high quality development outcomes presenting to the highway											
Investigate rezoning of current Business Zones to Mixed Use or ACZ to better reflect the range of land uses, particularly bound by Koroit, Henna, Timor and Fairy streets											
Implement Kepler Street as the main north-south bicycle link by providing a protected or clearly marked lane											
Work with Commerce Warrnambool and landowners on redevelopment options for car park bounded by Lava, Kepler, Koroit and Fairy streets											
Work with Commerce Warrnambool and landowners on redevelopment options for car park bounded by Koroit, Kepler, Timor and Fairy streets											
Prepare landscape guidelines to improve entrances to City Centre on Raglan Parade											
ACTIONS - PRECINCT C											
Prepare Urban Design Framework for the precinct incorporating design options for Civic Green, Post office redevelopment and activation to the railway station precinct											
Undertake a feasibility on providing free wi-fi to Civic Green area allowing multi function utilisation of the space											
Farmers Market location at Civic Green to be investigated											
Link with Railway Precinct Masterplan Implementation											
Investigate feasibility of a mid-year teenage festival to be held in various locations of CBD, with first preference being Civic Green											
Prepare plans for a 'pop up' space in Civic Green with infrastructure such as temporary furniture, art, wifi and music as an after school gathering space between September – December											
Work with State Government on options for a Multi-Deck car park for eastern end of station											
ACTIONS - PRECINCT D											
Review the business interface on the block bounded by Lava, Liebig, Koroit and Banyan Streets and investigate a possible rezoning from R1Z to B1Z											
Undertake Medical Precinct Study (interface with City Centre)											
Form a working group with DoT on future station upgrades and improvements to existing bus stops and infrastructure											

Figure 16 - implementation plan (cont.)



1607

Warrnambool City Council  
Minutes for Ordinary Meeting8 July 2013  
Page 152**5.6 LIEBIG STREET PEDESTRIAN IMPROVEMENTS AT INTERSECTIONS - JUNE 2013**

*Cr. Kelson declared an interest and left the meeting at 6.21pm.*

**PURPOSE**

*To plan for and improve pedestrian safety within the city centre, in particular at pedestrian crossings at the intersection of Liebig Street with Lava Street and Koroit Street with Timor Street.*

**1. BACKGROUND**

The City Centre Revitalisation Plan has identified the following actions and recommendations under the traffic and transport section:

- *There is a clear need and desire to improve the pedestrian environment throughout the City Centre. It is proposed to enhance pedestrian safety, accessibility and amenity by providing generous footpaths within the core activity precinct, clear priority over other modes at key intersections and midblock crossings.*
- *That signed pedestrian (Zebra) crossings initially be installed flush to the road surface across all four legs of the single lane roundabout controlled intersections along Liebig Street at Lava Street and Koroit Street at Timor Street.*

**2. ISSUE**

The following activities have been undertaken in the preparation for the installation of pedestrian crossings:

- Concept plans showing required works including, line marking, signs and street lighting alterations for pedestrian crossing without flashing lights.
- Preparation of an existing condition audit and road safety audit based in the concept plans.
- Meetings and discussions with VicRoads Officers.
- Cost estimates for the works based on the prepared concept plans and VicRoads feedback.

Copies of the plans and cost estimates are attached for information – refer **Appendix A**.

In order to fully understand the impacts of installing pedestrian crossings at these roundabouts, Council engaged an independent road safety auditor (Civil and Traffic - Vic roads accredited auditors) to inspect the sites to prepare an existing conditions report and conduct a road safety audit based on the concept plans prepared.

Key issues raised in the road safety audit are:

- Potentially increasing the risk of rear end crashes, due to cars suddenly stopping.
- The need to upgrade street lighting to comply with AS 1158.11(2009)
- The need for some additional tactile ground surface indicators at Timor Street

The plans detail the physical works proposed to occur at each intersection. The initial proposal was for the works to be limited to road markings, regulatory signs and improvements in street lighting to comply with the relevant Australian Standard for pedestrian crossings.

Whilst VicRoads provide guidelines for the installation of pedestrian crossings, these guidelines are limited in their scope to "midblock" type crossings, and there is no specific advice in relation to pedestrian crossings at roundabouts.



The pedestrian crossing signs and line marking related to pedestrian crossings are major traffic control items under the traffic regulations. Before Council can establish the pedestrian crossings a Memorandum of Authorisations (MOA) is required from VicRoads. In this case it will be for a non-standard installation of a pedestrian crossing.

Discussions have been held with VicRoads officers and they have raised concerns with the potential for an increase in vehicular traffic congestion, and resulting objections from emergency services, taxis, buses and general public.

VicRoads have also raised the issue that there is often an increase in the occurrence of rear end crashes at roundabouts with pedestrian crossings.

VicRoads advise that potential mitigation measure as outlined below will be required, to establish the crossings including:

- Wombat type crossing (speed hump )  
Or
- Raised platform over the full intersection.

Further discussion will need to occur with Vic roads to finalise the ultimate treatment with regard to road markings, signs and potential other treatments. This may include altered pavement colours to create the visual and textural conditions necessary to reduce speed.

Any non-standard treatments to the pedestrian crossing would be referred to the VicRoads Traffic Management division in Melbourne for assessment.

There are a number of treatments that are permitted in other jurisdictions, however are not included or considered in the VicRoads traffic engineering manual. The below are examples of treatments used:

- Zigzag Lines
- Audible & Vibratory Pavement marking (rumble strips)
- Rumble strips (holes in the asphalt)
- Inroad alert devices (flashing cats eye beacons)

Whilst these treatments remain options for Council to consider, they are not considered essential in the context of the Warrnambool City centre.

There are already measures in place at most CBD intersections to reduce speeds. These include reducing two lanes of traffic into one lane.

The various cost estimates are attached – refer **Appendix A**.

### **3. COMMUNITY IMPACT / CONSULTATION**

The proposed changes will alter the priority at these intersections including the behaviour of drivers and pedestrian alike. There is a clear need to provide information around the proposed changes at roundabouts and how drivers and pedestrians are expected to utilise the crossings.

A community information program will be run in conjunction prior to undertaking any works.

There is the potential to impact on a number of transit bus routes with the establishment of the wombat type treatment, therefore further consultation will be required with the Department of Transport and bus operators to ensure, bus safety is not adversely affected.

The establishment of speed humps or raised platforms will cause significant disruption to traffic and pedestrian movement during construction, with road closure and detours required which will need to be communicated.

1609

Warrnambool City Council  
Minutes for Ordinary Meeting8 July 2013  
Page 154**4. FINANCIAL IMPACT****Table 1: Summary of Costs**

PROJECT	ESTIMATED COST	
	Wombat Humps	Basic Treatment
<b>Liebig Pedestrian Crossings</b>		
Lava St Roundabout	\$182,000	\$36,220
Koroit St Roundabout	\$178,665	\$35,950
Timor St Roundabout	\$182,000	\$35,480
<b>Total</b>	<b>\$542,665</b>	<b>\$107,650</b>

The costs above are based on the provision of two styles of pedestrian crossing on each leg, including the necessary upgrade to street lighting.

A funding allocation is made in the 2013 - 14 financial year as part of the City Centre revitalisation program for this work.

Raised platform treatment costs have not been prepared with the final cost will depend on the surfacing chosen.

**5. ENVIRONMENTAL / RISK IMPACT**

There are risks to Council whatever course of action is preferred.

The risk of not modifying the roundabouts is in conflict with the recommendations of the CBD Revitalisation Plan adopted by Council and community sentiment.

There is a risk in doing the treatments as not all members of the community will agree that it is necessary.

These risks are considered to be largely reputational.

There is a risk to Council of increased accidents which should be considered in the design of the treatments selected.

There is also the potential risk of confusion at other City centre roundabouts, where pedestrian crossings have not been established.

The establishment of speed humps or raised platforms will cause significant disruption to traffic and pedestrian movement during construction, with road closure and detours required which must be clearly communicated and managed.

**6. CONCLUSION**

The creation of a pedestrian friendly City Centre is a goal of the City Centre Revitalisation Plan 2012.

The recommendations of the plan are clear as to how Council should achieve these objectives.

In discussions with VicRoads reservations have been expressed over vehicle safety and an increased risk of rear end collisions.

The design of any treatments must be in consultation with VicRoads.

Warrnambool City Council  
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8 July 2013  
Page 155**MOVED: CR. NEOH**  
**SECONDED: CR. SYCOPOULIS**

1. That Council seek from VicRoads a Memorandum of Authorisation (MOA) for a two year trial installation of pedestrian crossings (without Wombat humps) in accordance with the concepts prepared, and that temporary speed humps in the inbound lanes to the roundabouts also be installed.
2. That a further report be presented to Council once the MOA is secured.

**CARRIED - 3:1**

Crs. Gaston, Sycopoulis & Neoh voting for the motion.
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Cr. Askew voting against the motion.
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*Cr. Kelson returned to the meeting at 6.34pm.*

1773

Warrnambool City Council  
Minutes for Ordinary Meeting29 July 2013  
Page 115**6.2 NOTICE OF MOTION - NO. 2096****MOVED: CR. NEOH**  
**SECONDED: CR. ASKEW**

That the following motion that was passed at the Ordinary Meeting of Warrnambool City Council held on 8 July 2013, and which states:-

1. *That Council seek from VicRoads a Memorandum of Authorisation (MOA) for a two year trial installation of pedestrian crossings (without Wombat humps) in accordance with the concepts prepared, and that temporary speed humps in the inbound lanes to the roundabouts also be installed.*
2. *That a further report be presented to Council once the MOA is secured.*

be rescinded.

**CARRIED - 4:3**

Crs. Neoh, Askew, Ermacora & Gaston voting for the motion.

Crs. Hulin, Kelson & Sycopoulis voting against the motion.

Contingent on this motion being carried, I then propose to move as follows:

**MOVED: CR. NEOH**  
**SECONDED: CR. GASTON**

That officers bring back to Council a further report on the costing of the following mid-block crossings:-

- i) Signalised crossings at
  - Lava Street (between Kepler and Liebig Streets).
  - Liebig Street (between Timor and Koroit Streets).
- ii) Unsignalised crossing at:-
  - Koroit Street (between Liebig and Banyan Streets).
  - Lava Street (between Liebig and Banyan Streets).

**LOST - 4:3**

Crs. Ermacora, Sycopoulis, Hulin & Kelson voting against the motion.

Crs. Neoh, Gaston & Askew voting for the motion.

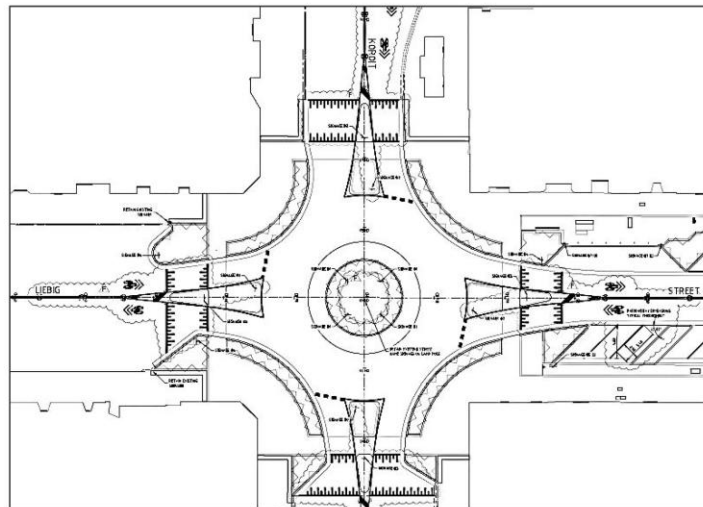


### 4.3 Pedestrian Assessment

#### Pedestrian Crossings at Roundabouts Along Liebig Street (proposed works)

Currently proposed modifications to the Liebig Street roundabouts at Lava Street and Koroit Street include raised platforms on each of the roundabout legs with adjoining pedestrian crossing points (refer Figure 4.1, Koroit Street plan).

**Figure 4.1: Liebig Street/Koroit Street Renewal Plan**



According to the Liebig Street Demonstration Project Traffic Strategy (October 2016), the design intent of the roundabout initiatives is that vehicles are slowed but pedestrian crossings remain with vehicles having legal right of way.

Whilst this arrangement has the appearance of improved safety for pedestrians, recent safety audits of the treatment plans and current roundabout design guidelines (Austroads GRD4b 2015) reveal that the treatment is potentially less safe for pedestrians than the current arrangement with no raised platform.

The safety issue arises because the raised platform adjoining the pedestrian crossing point potentially creates a false sense of security across the entrances and exits of the roundabout, as this suggests a priority that does not exist in the road rules. It could therefore create confusion for crossing pedestrians, as the pedestrian decision making process is made more complicated (i.e. is the vehicle slowing down for me or for the raised platform, will the driver stop for me because it is slowing down?).

Recently prepared Road Safety Audits (O'Brien) prepared for various stages of the Liebig Street Demonstration project concur that the design results in a safety risk.

#### KEY FINDINGS

It is the conclusion of this review that:



- The proposal fails to meet the objectives of pedestrian priority for the city centre's main pedestrian spine and moreover creates potential safety issues for crossing pedestrians.
- Subject to installation, the treatments should be monitored and a review undertaken to establish the effects on pedestrian safety.
- The City of Warrnambool should consider implementing pedestrian priority at roundabouts with high pedestrian demands (see discussion below).

#### **The Case For and Against Pedestrian Priority at the Liebig Street Roundabouts**

As detailed in Section 2.1, the 2010 Transport Review recommended that zebra crossings be installed across all four legs of the three main Liebig Street roundabouts to provide them with priority over vehicles.

This is not a common treatment at roundabouts because assigning pedestrian priority necessarily disrupts the free flow of traffic for which the roundabout is renowned. However in precincts of pedestrian activity, they are a valid option for consideration. Where assessments of their effectiveness have been conducted, they have shown to result in lower vehicle speeds and significant increases in pedestrians' perceptions of safety (NCHRP 2011).

As a Major Traffic Control Device, zebra crossings require VicRoads approval for installation. An assessment against the VicRoads warrants (VicRoads TEM Vol 1 2015) reveals that the roundabout at Liebig Street and Koroit Street would easily qualify for zebra crossings, as set out in the table below:

**Table 4.1: Zebra Crossing Warrants Assessment of Liebig and Koroit Streets**

VicRoads Guideline	Assessment
>20 pedestrians per hour	Yes
>200 vehicles in the same hour	Yes
Speed limit 50km/h or less	Yes

#### **KEY FINDINGS:**

- Consider installing zebra crossings at the roundabout with the highest pedestrian crossing volumes in the city centre, that is Liebig Street and Koroit Street. Planning and installation of the devices to be in accordance with VicRoads guidelines (VicRoads TEM Vol 3 – Additional Network Standards & Guidelines, Guidance on Bicycle and Pedestrian Treatments at Roundabouts 2016).

#### **Implications of Pedestrian Initiatives for Traffic Patterns and Capacity**

The various recent and proposed pedestrian initiatives for the Liebig Street precinct would necessarily affect vehicular traffic in the city centre. If the pedestrian improvements achieve their aim, then vehicular traffic will be slowed down and potentially diverted away from Liebig Street to alternative routes.

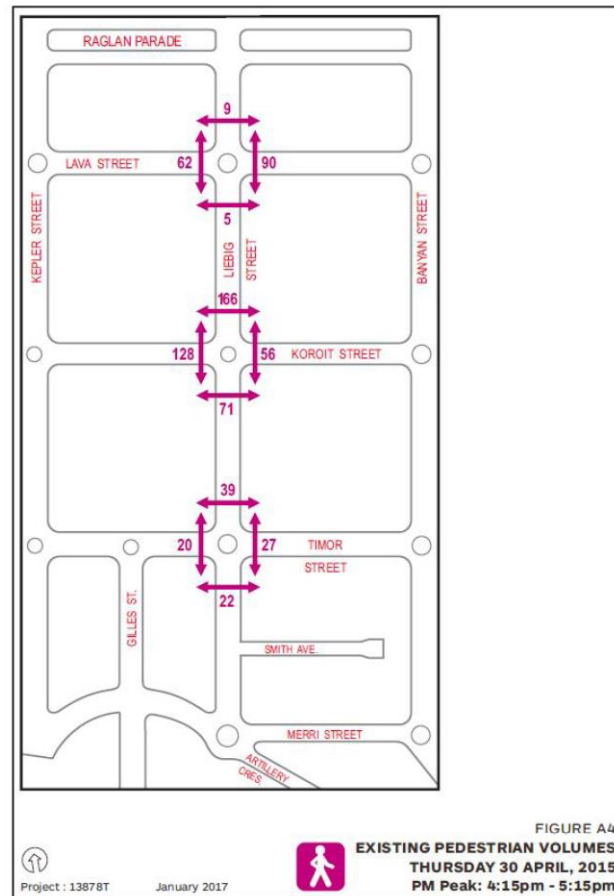
To inform decision making around pedestrian initiatives, a range of potential scenarios have been evaluated using standard traffic engineering techniques.

#### Scenario 1 – Assign Pedestrian Priority at Roundabout Crossings

In order to assess the impacts of providing pedestrians with priority at the Timor Street/Liebig Street, Koroit Street/Liebig Street and Lava Street/Liebig Street intersections, a SIDRA performance analysis has been undertaken.

In undertaking the SIDRA analysis, the existing pedestrian volumes surveyed at these intersections during the PM peak hour (4:15pm-5:15pm) on Thursday 30 April 2015 have been utilised. These volumes are presented in Figure 4.2.

Figure 4.2: Base Case Pedestrian Volumes – Thursday 30 April 2015



The SIDRA results for providing pedestrian priority at these intersections is provided in the tables below and are compared against the 'base case conditions' where vehicles currently have priority.

**Table 4.2: SIDRA Results – Lava Street / Liebig Street**

Approach	Base Case Conditions (Vehicle priority)			Pedestrian priority		
	D.O.S.	95%ile Queue (m)	Average Delay (s)	D.O.S.	95%ile Queue (m)	Average Delay (s)
Lava Street (Southeast)	0.39	18	8	0.39	18	8
Liebig Street (Northeast)	0.25	12	8	0.26	12	8
Lava Street (Northwest)	0.47	25	9	0.47	25	9
Liebig Street (Southwest)	0.54	31	9	0.54	31	9

**Table 4.3: SIDRA Results – Koroit Street / Liebig Street**

Approach	Base Case Conditions (Vehicle priority)			Pedestrian priority		
	D.O.S.	95%ile Queue (m)	Average Delay (s)	D.O.S.	95%ile Queue (m)	Average Delay (s)
Koroit Street (Southeast)	0.26	11	9	0.26	11	9
Liebig Street (Northeast)	0.42	21	9	0.44	21	9
Koroit Street (Northwest)	0.46	23	9	0.47	23	9
Liebig Street (Southwest)	0.46	22	8	0.46	22	8

**Table 4.4: SIDRA Results – Timor Street / Liebig Street**

Approach	Base Case Conditions (Vehicle priority)			Pedestrian priority		
	D.O.S.	95%ile Queue (m)	Average Delay (s)	D.O.S.	95%ile Queue (m)	Average Delay (s)
Timor Street (Southeast)	0.34	16	7	0.34	16	7
Liebig Street (Northeast)	0.35	16	9	0.35	16	9
Timor Street (Northwest)	0.51	27	7	0.51	27	7
Liebig Street (Southwest)	0.27	11	8	0.27	11	8



KEY FINDINGS

The results above indicate that providing pedestrians with priority at these intersections is expected to have negligible impact on the operation or capacity of the intersections.

On this basis, if Council were to adopt pedestrian priority at roundabouts along Liebig Street, the treatments are not expected to result in substantial delays.

**Scenario 2 – Traffic Diverts from Liebig Street to Alternative Routes**

In the event that traffic was to divert away from Liebig Street, an analysis has been undertaken to assess the potential impacts on key intersections within the city centre.

Vehicles diverting away from Liebig Street would be expected to utilise either Banyan Street or Kepler Street, being the next streets across to the east and west respectively.

For the purposes of this analysis, it has been conservatively been assumed that all vehicle movements into or out of Banyan Street have increased by a factor of 25%.

To put it into context, this is the equivalent of an additional 200-300 vehicle movements at each intersection and is considered to be a highly conservative assessment as diversions are considered unlikely to reach this level.

A summary of the SIDRA results are provided in the tables below and are compared against the base case volumes.

KEY FINDINGS

The performance assessment indicates if continued pedestrian initiatives in Liebig Street were to result in re-routing of traffic, that both Banyan Street and Kepler Street would be able to accommodate increases to traffic volumes, with minimal increases to queues and delays projected.

**Table 4.5: SIDRA Results – Timor Street / Banyan Street**

Approach	Base Case Volumes			Factored Volumes		
	D.O.S.	95%ile Queue (m)	Average Delay (s)	D.O.S.	95%ile Queue (m)	Average Delay (s)
Timor Street (Southeast)	0.23	10	7	0.26	11	8
Banyan Street (Northeast)	0.32	14	7	0.40	20	8
Timor Street (Northwest)	0.41	20	7	0.49	26	8
Banyan Street (Southwest)	0.30	13	7	0.39	18	7

**Table 4.6: SIDRA Results – Koroit Street / Kepler Street**

Approach	Base Case Volumes			Factored Volumes		
	D.O.S.	95%ile Queue (m)	Average Delay (s)	D.O.S.	95%ile Queue (m)	Average Delay (s)
Koroit Street (Southeast)	0.43	21	9	0.54	33	12
Kepler Street (Northeast)	0.52	30	10	0.68	53	13
Koroit Street (Northwest)	0.48	25	9	0.60	40	13
Kepler Street (Southwest)	0.41	20	8	0.54	32	10

**Table 4.7: SIDRA Results – Koroit Street / Banyan Street**

Approach	Base Case Volumes			Factored Volumes		
	D.O.S.	95%ile Queue (m)	Average Delay (s)	D.O.S.	95%ile Queue (m)	Average Delay (s)
Koroit Street (Southeast)	0.08	3	7	0.09	4	8
Banyan Street (Northeast)	0.31	14	7	0.38	20	7
Koroit Street (Northwest)	0.35	16	8	0.44	23	9
Banyan Street (Southwest)	0.37	17	6	0.48	25	6

**Table 4.8: SIDRA Results – Raglan Parade / Kepler Street\***

Approach	Base Case Volumes			Factored Volumes		
	D.O.S.	95%ile Queue (m)	Average Delay (s)	D.O.S.	95%ile Queue (m)	Average Delay (s)
Raglan Parade (Southeast)	0.46	111	26	0.59	112	26
Kepler Street (Northeast)	0.26	31	33	0.34	39	35
Raglan Parade (Northwest)	0.47	116	28	0.48	118	29
Kepler Street (Southwest)	0.46	50	28	0.59	65	29

\*Results determined by combining the results of the two stages of the intersection

**Table 4.9: SIDRA Results – Raglan Parade / Banyan Street\***

Approach	Base Case Volumes			Factored Volumes		
	D.O.S.	95%ile Queue (m)	Average Delay (s)	D.O.S.	95%ile Queue (m)	Average Delay (s)
Raglan Parade (Southeast)	0.65	137	34	0.85	137	35
Banyan Street (Northeast)	0.35	39	30	0.52	51	33
Raglan Parade (Northwest)	0.59	134	34	0.59	135	34
Banyan Street (Southwest)	0.65	80	24	0.85	98	29

\*Results determined by combining the results of the two stages of the intersection

Working Draft



## FINDINGS, RECOMMENDATIONS &amp; DECISION TRACKING

Project title	Liebig Street Renewal Project, Warrnambool – Stage 1	Review stage	Detailed Design
Project manager	Warrnambool City Council	Designer	The CSE Group / Outlines / TrafficWorks
Road Safety Auditors	Jemima Macaulay, Associate, O'Brien Traffic Simon Beal, Director, O'Brien Traffic		

Issue No.	Review Findings & Recommendations	Risk	CLIENT RESPONSE	
			Accept: Yes / No	Reasons / Comments
1	<p><b>Design of roundabout(s)</b></p> <p>Vehicle volumes along Liebig and Lava Streets are high (approx 10,000 vpd on both roads) and pedestrian volumes are also understood to be high. The numerous roundabouts in the area (generally) likely result in fairly steady traffic and hence few gaps for pedestrians.</p> <p>The intersection of Liebig and Lava Streets is a blackspot (largely on account of crashes involving pedestrians). However, what is proposed to be constructed differs significantly from what was contemplated in the Scope Approval Report. The Scope Report is based on provision of a raised platform and creation of a shared zone through the intersection (of which we would have significant reservations). By contrast the proposed design reduces the size of the existing central island and splitter islands and is based on the provision of raised pavements adjacent to the pedestrian crossing points.</p> <p>What is proposed reduces deflection potentially increasing speeds within the roundabout (particularly in light of the very soft kerb on the central island that makes it easily trafficable and the shape of the splitter islands).</p> <p>The proposed provision of paving across the road at the pedestrian crossing points potentially suggests pedestrians have priority. Any treatment that may cause pedestrians to think they have priority should be avoided.</p> <p>Dependent on how the raised pavements are integrated into the kerbs (not clear on the plans), the raised pavements are potentially going to become another pedestrian crossing</p>	Medium		

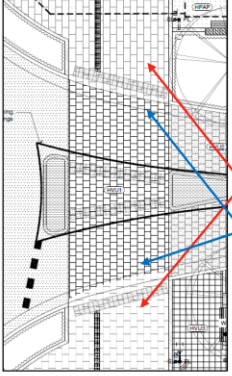


## FINDINGS, RECOMMENDATIONS &amp; DECISION TRACKING

Issue No.	Review Findings & Recommendations	Risk	CLIENT RESPONSE	
			Accept: Yes / No	Reasons / Comments
	<p>point which creates a confusing situation. If pedestrians cut across the raised pavement on a diagonal, they will potentially have to negotiate the steep grade at the edge of the raised pavement.</p> <p>It appears that the proposed roundabout design at Liebig and Koroit Streets also reduces the size of the existing central island and some splitter islands. Similarly the design has pavement across the road at the pedestrian crossing points and the provision of raised pavements adjacent to the pedestrian crossing points. The same issues discussed above also apply to the Liebig Street/Koroit Street design.</p> <p><b>Recommendation 1:</b> Reconsider design of both roundabouts.</p> <p><b>Recommendation 2:</b> There are various other aspects of the design philosophy/parameters that are discussed below. We suggest it would be a useful exercise to document these so that the design intent and associated compromises are clearly understood.</p>			
2	<p><b>Design Vehicle and Speed</b></p> <p>The maximum size design vehicle impacts on many aspects of the design (particularly the roundabouts). We are not clear on what the maximum size design vehicle is. The proposed 30 km/h speed limit is not a standard speed limit and hence not likely to be approved by VicRoads which would mean it is also not an appropriate design parameter.</p> <p><b>Recommendation 3:</b> Clarify maximum size of design vehicle and speed limits.</p>	Medium		
3	<p><b>Use of Double Lines</b></p> <p>Virtually the entire length of Liebig Street features double lines along the centre of the road presumably to discourage motorists from turning into the angle parking bays on the opposite side of the road. This is not appropriate as (if obeyed) it limits turns to the roundabouts which increases traffic movement and in the event that some of the intersections needed to be signalised there would then be no legal provision to turn other than by going around the block – further increasing traffic movement.</p> <p>However the strong likelihood is that the double lines simply would not be obeyed which is</p>	Low		





Review Findings	Recommendation	Level of Risk	Responsible Officer	
			Accept Yes/No	Comments
<p>(ii) The Road Rules require pedestrians to give way to vehicles at roundabouts.</p> <p>It is proposed to use bluestone pavers for the pedestrian crossings, flush with the bluestone pavers of the adjacent footpath areas.</p> <p>The reviewers are concerned that the uninterrupted use of bluestone may give pedestrians the false impression that they have priority over other traffic at these locations. This may result in a pedestrian being struck if they inadvertently continue onto the roadway without giving due consideration to approaching traffic.</p> <p>Austrorads Guide to Traffic Management Part 8 states "Where raised pavements are located at intersections, they should not extend into or beyond the throat of the intersection or across any other area where pedestrians would normally cross as pedestrians may incorrectly perceive the raised and/or coloured features of the device as giving them priority over vehicles."</p> <p>The risk of conflict is considered low due to the low vehicle speeds expected.</p>	 <p>Consider:</p> <ul style="list-style-type: none"> <li>using alternative materials to achieve a contrast between the pedestrian crossings and the adjacent footpaths</li> <li>providing pedestrian priority (i.e. Zebra) crossings</li> </ul>	Low		

## **5.10 ROAD MANAGEMENT PLAN REVIEW**

### **PURPOSE**

***The purpose of this report is to present the review of the Road Management Plan for Council adoption.***

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### **EXECUTIVE SUMMARY**

- The Road Management Act (2004) provides the opportunity for councils to develop a Road Management Plan to establish a management system to prioritise road functions. The Road Management Plan is based on Council's policy and operational objectives and sets relevant standards in relation to Council's road management function.
- A review of Warrnambool City Council's Road Management Plan (June 2013 version) was undertaken by the Assets and Development team including workshops with relevant teams and management personnel.
- It is proposed that the Road Management Plan be amended in accordance with the recommendations provided in Appendices 1, 2 and 3.
- The draft plan and review report has been presented to the public in accordance with the Road Management (General) Regulations (2016) and the Local Government Act (1989) with Council receiving no submissions.

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**MOVED: CR. HULIN**  
**SECONDED: CR. NEOH**

**That Council adopts the attached – Warrnambool City Council Municipal Road Management Plan Version 5 April 2017**

**CARRIED – 7:0**

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### **BACKGROUND**

The Road Management Act (2004) provides the opportunity for councils to develop a Road Management Plan to establish a management system to prioritise road functions. The Road Management Plan is based on Council's policy and operational objectives and sets relevant standards in relation to Council's road management function.

### **ISSUE**

The Road Management General Regulations (2016) requires Councils to conduct a review of its Road Management Plan during the same period as its preparing its Council Plan under the Local Government Act (1989).

A review of the Plan has been completed and the resulting draft plan has been released for public comment. The consultation period ended on Friday the 5<sup>th</sup> of May with no submissions being received.



### **CURRENT STATUS**

A review of Warrnambool City Council's Road Management Plan (June 2013 version) was undertaken by the Assets and Development team in accordance with the Road Management Act (2004) and the Road Management (General) Regulations (2016) and under delegated authority provided by the Instrument of Delegation S6 dated June 2016.

The review of the document included the following:

- Workshops to review the Council's current Road Management Plan intervention levels, response times, inspection frequencies, policies and any minor (administrative) updates. Workshops were conducted with the following groups:
  - o Management personnel from relevant branches.
  - o Risk Management
  - o Roads & Drainage
  - o Parks & Gardens
  - o Road Safety Group
  - o Assets & Development
- Analysis and consideration of guidance material from the Municipal Association of Victoria.
- Benchmarking Council's Road Management Plan with other similar municipal Councils.
- Recommendations of an Internal Audit on Road Management Plan Compliance conducted by Council's Audit and Risk Committee in 2016.

The findings of the review outline numerous opportunities to improve the Road Management Plan to reduce hazards/risk exposure for road and pathway users and/or to reduce risk exposure to Council. The detailed recommendations are attached.

## **KEY CONSIDERATIONS**

The following key service level changes are included in the new documents (more detail included within appendices):

- The inclusion of an intervention level and response time for bridge and major culvert hazards.
- The inclusion of a response time for traffic signal failure/malfunction.
- The inclusion of a formal policy on how Council shall handle defects caused by other asset owners, including the amendment of affected response times to accommodate the process.
- The amendment of the existing trip hazard standard to adopt a global intervention level across the municipality.
- The inclusion of response times for defects on laneways where there previously was none.
- The amendment of a number of response times to align with industry standards.

## **CONSULTATION**

In accordance with the requirements of the Road Management (General) Regulations 2016 and the Local Government Act 1989, Council released the draft plan for public comment. The notification to the public was placed within both the Standard newspaper and the Victorian Government Gazette.

During the consultation period, no submissions were received on the draft Plan.

## **TIMING**

Council must, in accordance with Road Management (General) Regulations (2016), conduct and complete a review of its Road Management Plan within the period referred to in section 125(1) of the Local Government Act (1989). As such, the revised plan must be adopted by 30 June 2017.

## **RISK**

A primary objective of the review is to ensure that Council has set realistic operational standards whilst meeting a reasonable standard of service. The review, therefore, has the opportunity to decrease Council's exposure to risk (where appropriate amendments are applicable).

## **APPENDICES**

- Appendix A – Road Management Plan Minor Amendments (Administrative)**
- Appendix B – Road Management Plan Intervention Level Amendments**
- Appendix C – Road Management Plan Inspection Frequency Amendments**
- Appendix D – Road Management Plan (June 2013)**
- Appendix E – Road Management Plan (June 2017)**



**APPENDIX A:****ROAD MANAGEMENT PLAN PROPOSED MINOR AMENDMENTS (ADMINISTRATIVE)**

Section	Description	Proposed Change/s	Impact on RMP
1.0	<p><i>"The Warrnambool City Council is custodian of an extensive range of community assets that is provides to facilitate delivery of its services to the community.</i></p> <p><i>Typical Council infrastructure assets for use in providing services to the community are found in:</i></p> <ul style="list-style-type: none"> <li><i>the road &amp; street network, including footpaths, kerb and channel, culverts, bridges, traffic facilities, guard rails, street furniture, bus shelters, street lighting, street name &amp; regulatory signs, and car parks both on and off-street;</i></li> <li><i>flood protection and stormwater drainage systems;</i></li> <li><i>waste management facilities, including landfills and waste transfer stations;</i></li> <li><i>building and facilities of various types that provide a focus for services, such as administrative services, child care centres, health centres, youth centre, kindergartens, community halls, etc;</i></li> <li><i>parks and recreation facilities, including active and passive recreation areas, sport centres, lighting, etc.</i></li> <li><i>plant and equipment, including Workshop and Depot facilities to undertake specific services;</i></li> <li><i>information technology networks, including computer and telecommunication systems."</i></li> </ul>	Remove this section from the executive summary (this information has little to no relevance for a Road Management Plan).	Minor
1.0	<i>"This is of especial importance in the event of litigation as council's defence is to demonstrate that it has adhered to the requirements of the plan"</i>	"In the event of litigation, Council's defence shall rely on its ability to demonstrate that it has adhered to the requirements of the Plan"	Minor
2.1	<i>"Council will ensure that if a road is required for public traffic, it is kept open for public use, and may carry out work on the road. The Council is not obliged to do any specific work on the road and in particular is not obliged to carry out any surface or drainage work on an unmade road."</i>	"As the Co-ordinating Road Authority, Council must ensure that if a road is reasonably required for public use that it is kept open for public use and may, at its discretion, carry out work on the road. Council is under no obligation to do any specific work on any road and, in particular, is not obliged to carry out any surface or drainage work on any road, other than specified in the Road Management Plan."	Minor
3.1	The Plan should identify that not every road is a "public road" in accordance with the Road Management Act (2004).	"Note that not all roads or pathways are "public roads" under the act and are thus exempt from the standards prescribed in the Plan."	Minor

Section	Description	Proposed Change/s	Impact on RMP
3.2	The plan does not provide a definition for "Appropriate Warning"	"Appropriate Warning" means to adequately alert the user to a hazard, or to temporarily mitigate a hazard.	Minor
3.2	<i>"Pathway" is a formed area located on the road reserve intended to be used by pedestrians. It may also be intended for use by bicycles. It can be formed of concrete, pavers, asphalt, stone or similar material."</i>	"Pathway" refers to formed footpaths or shared paths which may be located within the road reserve or within off-street premises. These areas may be formed by concrete, pavers, asphalt, stone or a similar material."	Minor
3.2	The Plan does not provide a definition for "Register of Public Roads".	"Register of Public Roads" refers to the register specifying the public roads in respect of which Council is the Co-ordinating Road Authority under the Road Management Act (2004)."	Minor
3.2	<i>"Response Time" is the time to respond to a hazard or defect measured from when the hazard or defect is identified by or notified to Council. The nominated time is not precise and a 10% margin is allowable."</i>	"Response Time" is the timeframe afforded to Council to respond to a hazard or defect measured from when the hazard or defect is identified by or notified to Council."	Minor
3.2	The Plan does not provide a definition for "Respond"	"Respond" means to mitigate a defect by returning the asset to, or as close as reasonably possible, its original standard."	Minor
3.2	The Plan does not provide a definition for "the Council"	"the Council" refers to the Warrnambool City Council"	Minor
3.2	The Plan does not provide a definition for "Intervention Level".	"Intervention Level" is the extent of a road or pathway defect above which poses an unacceptable risk to users"	Minor
3.2	The Plan does not provide a definition for "Level of Service".	"Level of Service" is the defined service quality for the road or pathway against which performance may be measured. Generally this relates to quality, quantity, reliability, responsiveness and cost."	Minor
3.2	The Plan does not provide a definition for "Traffic Lane".	"Traffic Lane" is the part of a roadway which is designated for use by a single line of vehicles."	Minor
3.3	MAV recommends removing Insurers as stakeholders in the Plan.	Remove "Insurers – integral to risk management strategies that require sound AM practices"	Minor
3.4.1	This section is referenced from the Road Safety Act (1986), as such; a reference should be placed within the Plan.	"The Road Safety Act (1986) – Section 17A stipulates the obligations of road users as follows:"	Minor
3.4.4	<i>"If there is no footpath present..."</i>	<i>"If there is no pathway present..."</i>	Minor
3.4.4	<i>"...by the footpath and private crossings."</i>	<i>"...by the pathway and private crossings."</i>	Minor

Section	Description	Proposed Change/s	Impact on RMP
3.4.4	<i>“Regardless of its maintenance obligations, Council has a duty of care to ensure that these assets are in a safe condition for the public in general. They are often a point of conflict with residents who have an expectation that Council will maintain them as they are within the road reserve.”</i>	Remove paragraph – this section is too ambiguous and requires more detail (provided elsewhere).	Minor
3.4.4	Include private roads	“Subdivisional roads are not the responsibility of Council to maintain until statement of compliance has been achieved and the subsequent titles are issued. At this point, the roads vest in Council as public roads. In addition, Council has no obligations regarding roads which are not available for access by the public and are thus privately owned and managed.”	Minor
3.4.4	Include non-road infrastructure	“Non-road infrastructure which is owned by Utilities and Public Transport Authorities are the responsibility of the relevant owner to maintain. Council has no obligations in regards to the maintenance of these assets pursuant to clause 6 of schedule 7 of the Road Management Act.”	Minor
3.4.4	Remove nature strips and infill areas from 3.4.4 and include in a new section 3.4.5.	<p>“3.4.5 Nature Strips and Infill Areas</p> <p>The residual areas between the edge of the road or back of the kerb and the property boundary (which are not occupied by a formed pathway) are the responsibility of the property owner to maintain. Street trees within this area, however, are controlled and maintained by Council.”</p>	Minor
3.6	The title of this section (“Force Majeure”) should be changed for the purpose of keeping the Plan in plain English.	“3.6 Exceptional Circumstances”	Minor



Section	Description	Proposed Change/s	Impact on RMP
4.1	<p>"All roads &amp; footpaths within the municipal road network are classified according to a hierarchy that takes into account their specific function, types of users and user numbers.</p> <p>The hierarchy classification is used to assist in prioritising works programs and also intervention responses to remedy defects.</p> <p>The Council has developed two separate hierarchies for its road network to recognise the variances in usage between the three. These are:</p> <ul style="list-style-type: none"> <li>- Road &amp; Street network</li> <li>- Footpath network"</li> </ul>	<p>"All roads and pathways within the municipal road network are classified according to a hierarchy that takes into account their specific function, types of users and user numbers.</p> <p>The hierarchy classification is used to assist in prioritising works programs and also intervention responses to remedy defects.</p> <p>The Council has developed two separate hierarchies for its transport network to recognise the variances in usage within them. These are:</p> <ul style="list-style-type: none"> <li>- Road network</li> <li>- Pathway network"</li> </ul>	Minor
4.1	"Road & Street Hierarchy"	"Road Hierarchy"	Minor
4.1	"Note: Bridges, culverts, traffic facilities and kerb & channel have their hierarchies based on the road hierarchy with vehicular traffic. For the footpath hierarchy pedestrian traffic is the basis of usage volume."	"Note: Bridges, culverts, traffic facilities and kerb & channel their hierarchies based on the road hierarchy with vehicular traffic. For the pathway hierarchy, pedestrian traffic is the basis of usage volume."	Minor
4.2.1	"The functional levels of service covering function, and target design & construction parameters are outlined in Attachments 2 & 3 outlining the Road Hierarchy for roads and streets within the Warrnambool City Council."	"The functional levels of service outline the maintenance standards which the Council shall provide for the road and pathway network, including defect intervention standards, defect response times and inspection timeframes. The levels of service are provided in Attachments 2 and 3."	Minor
4.2.2	This section describes the development of Maintenance Service Agreements.	Remove this section – this comes as a recommendation of the internal audit. Council has no formal maintenance service agreements.	Minor

Section	Description	Proposed Change/s	Impact on RMP
4.2.3	<p>“The Level of Service (LOS) set out in each of the Maintenance Service Agreements reflects the requirements for management of the road asset. The LOS takes into account:</p> <ul style="list-style-type: none"> <li>• Community views and values</li> <li>• Industry standards</li> <li>• The need to provide a road network that is safe for all users</li> <li>• Ability of Council to fund maintenance activities”</li> </ul>	Remove this section - this comes as a recommendation of the internal audit. Council has no formal maintenance service agreements.	Minor
4.2.4	<i>“To enable competent management of the road network Council conducts a regular inspection processes covering; identifying defects, responding to incidents and assessing overall condition. Attachment 3 lists the inspection requirements and also their frequencies”</i>	“To enable competent management of the road network, Council conducts regular inspections which cover incident response, defect identification and condition assessment. Attachment 3 lists the inspection details and frequencies.	Minor
4.2.4	<i>“identify deficiencies in the structural integrity of the road infrastructure assets which if untreated, are likely to adversely affect network values.”</i>	“identify deficiencies in the structural integrity of road and pathway infrastructure which if left untreated are likely to adversely affect network condition.”	Minor
4.3	Add a new section on Asset Management Principles and Financial Sustainability	<p>“4.3 Asset Management Principles and Financial Sustainability</p> <p>Council may intervene with its road and pathway assets for a multitude of reasons. To achieve a financially sustainable management solution for Council’s assets, preventative maintenance or renewal programs may be utilised.”</p>	Minor
4.4	Move Community Expectations and Consultation to 4.4	<p>“4.4 Community Expectations and Consultation</p> <p>4.4.1 Future Consultation”</p>	Minor

Section	Description	Proposed Change/s	Impact on RMP
5.1.2	<i>"The Customer Request System records &amp; dates any requests that have been received, what the request is about, and then the dates when those requests have been actioned."</i>	"The Customer Request System records when a request is made, what the request is concerning and the date the request is actioned."	Minor
5.2	<p><i>"Warrnambool City Council utilises the Conquest Asset Management System as the knowledge database to manage its assets."</i></p> <p><i>This is the database that stores relevant asset information, including the Register of Public roads and other information that is important in managing the road assets.</i></p> <p><i>Data recorded for roads may include location by name, asset valuation information and condition and defect histories for roads and pathways."</i></p>	"Warrnambool City Council utilises the Conquest Asset Management System to manage its roads and pathways data. This database stores relevant asset information including the Register of Public Roads and other information which is important in managing Council's road and pathway assets. Data recorded for an asset may include location by name, asset valuation, asset condition, defect histories, dimensions and more."	Minor
6.1	<i>"To achieve and sustain acceptable standards of service for the road asset requires Council to commit annual funding adequate to provide for regular and responsive maintenance and timely renewal or replacement of the asset."</i>	"To efficiently achieve and sustain the standards of service described within the Plan Council is required to commit annual funding which is adequate in delivering appropriate and responsive maintenance, renewal and replacement programs for road and pathway infrastructure."	Minor
6.1	<i>"The financial resources allocated for road and footpath renewal works are considered reasonable having regard to the overall service delivery priorities and objectives of Council."</i>	Remove Paragraph – renewal funding has little relevance to the standards and works required for the Plan.	Minor
7.3	<i>"...are to be maintained by the body responsible for that infrastructure."</i>	"...are to be maintained by the body responsible for that infrastructure (refer to attachment 1)."	Minor
7.4	<i>"Updating the Register of Public Roads"</i>	Remove section – This does not accurately describe Council's policy.	Minor
8	<i>"Any revised plan will be subject to the consultation and approval processes as detailed in section 54 of the Act."</i>	"Any revised plan will be subject to the consultation and approval processes as detailed in Part 3 of the Road Management (General) Regulations 2016."	Minor
Attachment 1	"Summary of Non-Road Infrastructure on the Road Reserve"	"Summary of Non-Road Infrastructure in the Road Reserve."	Minor
Attachment 1	Include NBN within the summary of non-road infrastructure on the road reserve.	"Telecommunications infrastructure assets – Telstra, Optus and NBN"	Minor



**APPENDIX B:****ROAD MANAGEMENT PLAN PROPOSED INTERVENTION LEVEL MENDMENTS**

Section	Description	Proposed Change/s	Impact on RMP
Road Network	<i>"Edge of seal drop off &gt; 100mm"</i>	"Edge of seal drop which is > 100mm and is over 10m length."	Minor
Road Network	<i>"Pothole in the traffic lane of sealed road depth &gt; 100mm and diameter &gt; 300mm"</i>	"Pothole in the traffic lane, shoulder or designated bike path of a sealed road depth > 100mm and diameter > 300mm at the worst location"	Minor
Road Network	<i>"Pothole in the traffic lane of unsealed road depth &gt; 150mm and diameter &gt; 500mm"</i>	"Pothole in the traffic lane of an unsealed road depth > 150mm and diameter > 500mm at the worst location"	Minor
Road Network	<i>"Deformation &gt; 100mm under a 3m straight edge in the traffic lane of sealed road."</i>	"Deformation > 100mm under a 3m straight edge in the traffic lane, shoulder or designated bike path of a sealed road."	Minor
Road Network	<i>"Deformation &gt; 150mm under a 3m straight edge in the traffic lane of an unsealed road."</i>	"Deformation > 150mm under a 3m straight edge in the traffic lane of an unsealed road."	Minor
Road Network	<i>"Obstruction in the traffic lane - Materials fallen from vehicles, dead animals, wet clay and other slippery substances, hazardous materials, an accumulation of dirt or granular materials in a sealed road."</i>	Change defect: "Obstruction in the traffic lane, shoulder or designated bike path of a sealed road, or the traffic lane of an unsealed road – Materials fallen from vehicles, dead animals, wet clay and other slippery substances, hazardous materials, an accumulation of dirt or granular materials in a sealed road."  Add a response time for laneways – 10 Working days	Moderate
Road Network	<i>"Obstruction in the traffic lane - Ponding of water &gt;300mm deep, fallen trees, oil spills, stray livestock."</i>	Change Defect: "Obstruction in the traffic lane, shoulder or designated bike path of a sealed road, or the traffic lane of an unsealed road – Ponding of water > 300mm deep, fallen trees, oil spills and stray livestock."  Add a response time for laneways – 10 Working days	Moderate
Road Network	<i>"Pavement marking missing, illegible or confusing at a critical location. Link: 5 Working days Collector: 10 Working days Access: 15 Working days Lane: - "</i>	Change response times: Link: 20 Working days Collector: 20 Working days Access: 20 Working days Lane: 40 Working days	Major

Section	Description	Proposed Change/s	Impact on RMP
Road Network	<i>"Regulatory Sign missing, illegible or damaged. Link: 5 Working days Collector: 10 Working days Access: 15 Working days Lane: -"</i>	Change response times: Link: 10 Working days Collector: 15 Working days Access: 20 Working days Lane: 40 Working days	Major
Road Network	<i>"Guidepost missing or damaged at a critical location*. Link: 5 Working days Collector: 10 Working days Access: 15 Working days Lane: -"</i>	Change response times: Link: 10 Working days Collector: 15 Working days Access: 20 Working days Lane: 40 Working days	Major
Road Network	<i>"Safety Barrier missing or damaged at a critical location*. Link: 5 Working days Collector: 10 Working days Access: 15 Working days Lane: -"</i>	Change response times: Link: 10 Working days Collector: 15 Working days Access: 20 Working days Lane: 40 Working days	Major
Road Network	Add a defect for traffic signal failure/malfunction.	Defect: "Traffic signal failure or malfunction." Response Times: Link: 36 Hours Collector: 36 Hours Access: 36 Hours Lane: 36 Hours	Major
Road Network	<i>"Trees, shrubs, or grasses that restrict design sight distance to intersections or to safety signs."</i>	Change response times: Link: 60 Working days Collector: 60 Working days Access: 60 Working days Lane: 60 Working days	Major
Road Network	Add a defect for bridges and major culverts	Defect: "Bridges or major culverts with visible damage which is likely to impact public safety" Response times: Link: 20 Working days Collector: 20 Working days Access: 20 Working days Lane: 20 Working days	Major
Pathway Network	<i>"Defective with a step &gt; 30mm Category 1: 20 Working days Category 2: 25 Working days Category 3: 30 Working days"</i>	Change response times: Category 1: 30 Working days Category 2: 30 Working days Category 3: 30 Working days	Moderate

Section	Description	Proposed Change/s	Impact on RMP
Pathway Network	<i>"Hole or gap &gt; 40mm Category 1: 20 Working days Category 2: 60 Working days Category 3: 90 Working days"</i>	Change defect: "Hole or gap > 40mm in length and width"  Change response times: Category 1: 30 Working days Category 2: 60 Working days Category 3: 90 working days	Moderate
Pathway Network	<i>"Defective with a step &gt;20mm and &lt;30mm"</i>	Remove standard – Comes from a recommendation of the MAV. Having two definitions of what constitutes a "hazard" depending on location may not be defensible. Councils resources could not absorb a global standard of 20mm.	Major
Pathway Network	<i>"Vegetation which presents a physical hazard to the public over pathways, intruding into a clearance envelope 0.5m from the edge of path and a minimum of 2.1m height clearance over path."</i>	<ul style="list-style-type: none"> <li>Change Intervention level: "Vegetation which presents a physical hazard to the public over pathways, intruding into a minimum of 2.1m height clearance above path."</li> <li>Change response times from 20 days, 40 days and 90 days on Category 1, 2 and 3 pathways respectively to 60 days in all Categories.</li> </ul>	Major
Pathway Network	Add a footnote for vegetation intrusion within pathways to describe the process which Council shall take when responding to the defect is a property owner's responsibility.	"Where a vegetation intrusion or hazard is resulting from a private property, Council shall send a request for contact to the property owner within 5 working days of the inspection. The request for contact shall allow the property owner 10 working days to reach contact with Council. Following contact, Council shall provide the property owner 20 working days to respond to the vegetation intrusion. If the intrusion has not been responded to within this time frame, or the property owner does not contact Council within the prescribed period of time, Council shall respond to the intrusion within 60 working days of the initial inspection at the cost of the property owner."	Moderate

Section	Description	Proposed Change/s	Impact on RMP
Intervention Levels and Response Times	Provide a description of the meaning of “-“	“” _ ” means that this asset condition is not considered a hazard within this hierarchy classification.”	Minor
Appropriate Warning	<i>“Where because of the nature of repair required level of resources required or workload it is not possible to rectify within the response times shown in this attachment, appropriate warning of the hazard is to be provided until the repair can be completed.”</i>	“If for any reason it is not feasible to rectify a hazard within the response times detailed in this attachment, appropriate warning of the hazard is to be provided until a suitable repair or treatment may be completed.”	Moderate
Appropriate Warning	<i>“Appropriate Warning could include”</i>	“Appropriate warning may include, though is not limited to the following”	Minor
Intensive Defect Inspections	<i>“If the corresponding “Routine Defect” response time is less 10 working days that response time will apply calculated from the date Council is notified of the defect.”</i>	“If the corresponding “Routine Defect” response time is less than 10 working days, the response time will apply calculated from the date Council is notified of the defect.”	Minor
Non-Road Infrastructure	Add a section following the Intervention Levels and Response Times table describing the process Council shall take in response to defects on non-road infrastructure which is owned by a third party.	<p>“Council does not owe a duty of care to perform any maintenance works on non-road infrastructure which is owned and managed by a third party (pursuant to clause 6 of schedule 7 of the Act). Furthermore, Council may not be held liable in any civil proceedings arising from a third party failing to discharge its duty of care in relation to its asset (section 104 of the Act).</p> <p>Council does, however, have a duty of care to cooperate in good faith with other infrastructure managers in coordinating the management and maintenance of infrastructure and related works on a road (Clause 4 of Schedule 7). In the discharge of this duty, Council shall follow the process described in the table below when third party asset defects are identified by Council.”</p>	Moderate



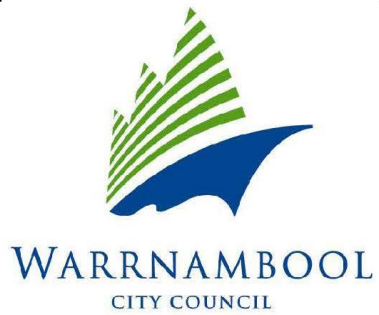
**Proposed third party defect response table (for inclusion in Appendix B)****Third party asset defects in pathways**

<b>Risk Rating</b>	<b>Defect Description</b>	<b>Council Response</b>
High Risk	Missing pit lid	<ul style="list-style-type: none"> <li>• Notify asset owner before the end of the following working day (5.00 PM) from the time the defect is identified by Council staff.</li> <li>• Make the defect safe within 5 working days of the defect being identified by Council staff.</li> <li>• If the defect has not been permanently rectified within 20 working days, notify the asset owner a second time.</li> <li>• The defect is closed provided Council has a recorded response from the asset owner regarding the defect.</li> </ul>
	Pit displaced, damaged or settled to create a trip hazard > 50mm	
	Pit lid which is severely cracked, brittle or otherwise damaged to create a high risk of collapse.	
Moderate Risk	Pit displaced, damaged or settled to create a trip hazard > 30mm.	<ul style="list-style-type: none"> <li>• Notify asset owner before the end of the following working day (5.00 PM) from the time the defect is identified by Council staff.</li> <li>• If the defect has not been permanently rectified within 20 working days, notify the asset owner a second time.</li> <li>• The defect is closed provided Council has a recorded response from the asset owner regarding the defect.</li> </ul>
	Pit lid displaced or cracked creating a hole or gap > 40mm in width and length	

*Note: During the process of notification, Council shall record the relevant reference numbers, case notes, defect details and inspection details.*

**APPENDIX C:****ROAD MANAGEMENT PLAN PROPOSED INSPECTION FREQUENCIES MENDMENTS**

Section	Description	Proposed Change/s	Impact on RMP
Bridges (Level 1 Inspections)	1: <i>"Bridges"</i> 2: <i>"Level 1 Inspections"</i>	1: <i>"Bridges and Major Culverts"</i> 2: Replace with <i>"Routine Maintenance Inspections"</i>	Moderate
Bridges	<i>Level 2 Inspections</i>	Remove Level 2 Inspection row (bridge condition assessments are outside of the scope of the Plan).	Minor



# **Municipal Road Management Plan**

**Version 4.00 - June 2013**





## Municipal Road Management Plan

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## **1. Executive Summary**

The Warrnambool City Council is custodian of an extensive range of community assets that it provides to facilitate delivery of its services to the community.

Typical Council infrastructure assets for use in providing services to the community are found in:

- the road & street network, including footpaths, kerb and channel, culverts, bridges, traffic facilities, guard rails, street furniture, bus shelters, street lighting, street name & regulatory signs, and car parks both on and off-street;
- flood protection and stormwater drainage systems;
- waste management facilities, including landfills and waste transfer stations;
- buildings and facilities of various types that provide a focus for services, such as administrative facilities, child care centres, health centres, youth centre, kindergartens, community halls, etc;
- parks and recreation facilities, including active and passive recreation areas, sport centres, lighting, etc.
- plant and equipment, including Workshop and Depot facilities to undertake specific services;
- Information technology networks, including computer and telecommunication systems.

Version 1.00 of the Road Management Plan was developed during 2004 to establish a management system for the public road functions that are the responsibility of the Council to meet the needs of the community. The management system is based on policy and operational objectives and at the same time recognises resource limitations in undertaking the necessary levels of service and performance standards outlined in the Plan.

This Plan encompasses road user needs and expectations within an economic framework based on meeting "reasonable" maintenance operation targets and asset management programs relative to the road network function.

To be effective, the Road Management Plan requires implementation of systemised records management so that details of inspections and remedial works can be readily recorded and retrieved. This is of especial importance in the event of litigation as council's defence is to be able to demonstrate that it has adhered to the requirements of the Plan.

This Plan clearly establishes the management system for Council for the discharge of its duty to inspect, maintain and repair its public roads based on policy and operational objectives as well as available resources.

It also sets the relevant standards in relation to discharge of duties in the performance of those road management functions.

## 2. Introduction

### 2.1 Legislative Basis for the Plan

This Municipal Road Management Plan (referred to hereafter as the 'Plan') has been prepared in accordance with the Road Management Act, 2004, one of the key purposes of which is to reform the law relating to road management in Victoria. The Plan reflects the purposes and objectives of the Council as required by the Local Government Act, 1989.

The Warrnambool City Council is the designated 'Co-ordinating Road Authority' for municipal roads within the City and is responsible for their care and management.

Council will ensure that if a road is required for public traffic, it is kept open for public use, and may carry out work on the road. The Council is not obliged to do any specific work on the road and in particular is not obliged to carry out any surface or drainage work on an unmade road.

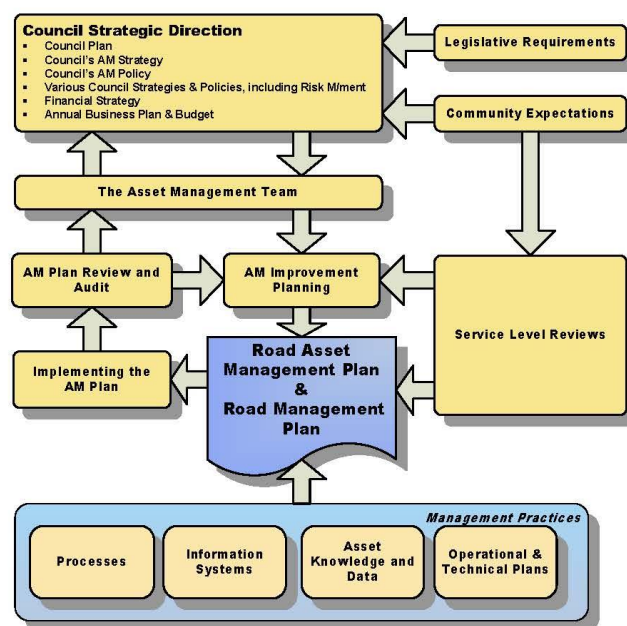
### 2.2 Purpose of the Plan

The purpose of the Plan is to establish a management system for Council for the discharge of its duty to inspect, maintain and repair its public roads based on policy and operational objectives as well as available resources.

It also sets the relevant standard in relation to discharge of duties in the performance of those road management functions.

### 2.3 Strategic Planning Process

The Road Management Plan has been developed to accord with other Council plans and strategies and is a component of Council's overall strategic planning process as shown in the following diagram.





### 3. Public Roads, User Rights and Responsibilities

#### 3.1 Public Roads

“Public roads” are freeways, arterial roads and other roads that Council has decided are reasonably required for general public use.

The Road Management Act imposes specific duties on Council with respect to the inspection, repair and maintenance of its public roads.

#### 3.2 Definitions

“Act” is the Road Management Act 2004.

“Ancillary Area” is any area designated by Council used by motor vehicles connecting to a roadway. E.g. car park, rest stop or scenic lookout.

“Arterial Roads” are Freeways, Highways & Declared Main Roads, which are managed by the State Government through VicRoads.

“Bridge and Major Culverts” means a structure having a clear span greater than 1.80 metres or a pipe culvert having a waterway area greater than 3 sq m.

“Pathway” is a formed area located on the road reserve intended to be used by pedestrians. It may also be intended for use by bicycles. It can be formed of concrete, pavers, asphalt, stone or similar material.

“Municipal Roads” are roads for which the municipal council is the responsible Road Authority. The Road Management Act imposes specific duties on a Council with respect to the inspection, repair and maintenance of its Municipal public roads, which are those that are reasonably required for general public use.

“Non-Road Infrastructure” means infrastructure in, on, under or over a road which is not road infrastructure and includes gas pipes, water and sewerage pipes, cables, electricity poles and street lights, rail crossings, bus shelters, vegetation and the like.

“Other Roads” include roads in State forests & reserves, and roads on private property. The municipal council is not responsible for the care and maintenance of these roads.

“Response Time” is the time to respond to a hazard or defect measured from when the hazard or defect is identified by or notified to Council. The nominated time is not precise and a 10% margin is allowable.

“Road” by definition in the Local Government Act 1989 includes a street; right of way; cul de sac; by-pass; bridge or ford; footpath, bicycle path or nature strip; any culvert or kerbing or other land or works forming part of the road.

“Road Infrastructure” means that infrastructure which forms part of a roadway, pathway or shoulder including-

- (i) Structures forming part of the roadway, pathway or shoulder;
- (ii) Materials from which a roadway, pathway or shoulder is made.

and includes bridges, culverts and fords plus materials such as asphalt, bitumen, gravel, line marking, guideposts, signs, traffic lights etc.

“Working Day” means any day of the week excluding Saturdays, Sundays and public holidays (within the meaning of the Public Holidays Act 1993) applying in the municipal district.

### 3.3 Key Stakeholders

The key stakeholder groups of the community who are both users of the road network and/or are affected by it include:

- ☞ The community in general (for recreation, sport, leisure & business);
- ☞ Residents & businesses adjoining the road network;
- ☞ Pedestrians (including the very young, those with disabilities, and the elderly with somewhat limited mobility);
- ☞ Users of a range of miscellaneous smaller, lightweight vehicles such as pedal cyclists, motorised buggies, wheel chairs, prams, etc;
- ☞ Vehicle users using motorised vehicles such as trucks, buses, commercial vehicles, cars and motor cyclists;
- ☞ Tourists & visitors to the area;
- ☞ Emergency agencies (Police, Fire, Ambulance, VICSES);
- ☞ Military (special use in times of conflict & emergency);
- ☞ Traffic & Transportation managers;
- ☞ Managers of the asset that is the road network;
- ☞ Construction & maintenance personnel who build and maintain asset components;
- ☞ Contractors & suppliers for the road network;
- ☞ Land Developers;
- ☞ Utility agencies that utilise the road reserve for their infrastructure (Water, sewerage, gas, electricity, telecommunications);
- ☞ Insurers – integral to risk management strategies that require sound AM practices
- ☞ Council as custodian of the asset;
- ☞ State & Federal Government that periodically provide support funding to assist with management of the network.

### 3.4 Obligations of road users

#### 3.4.1 Duty of the Road User

- (1) A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all the relevant factors, including (without limiting the generality) the —
  - physical characteristics of the road;
  - prevailing weather conditions;
  - level of visibility;
  - condition of the motor vehicle;
  - relevant road laws and advisory signs;
  - physical and mental condition of the driver.
- (2) A road user other than a person driving a motor vehicle must use a highway in a safe manner having regard to all the relevant factors.
- (3) A road user must—
  - have regard to the rights of other road users and take reasonable care to avoid any conduct that may endanger the safety or welfare of other road users;
  - have regard to the rights of the community and infrastructure managers in relation to road infrastructure and non-road infrastructure on the road reserve

and take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve;

- have regard to the rights of the community in relation to the road reserve and take reasonable care to avoid conduct that may harm the environment of the road reserve.

#### 3.4.2 Incident Claims

If a person proposes to commence a proceeding in a court based on a claim in relation to an incident arising out of the condition of a public road or infrastructure, the person must give written notice of the incident to the responsible road authority within the prescribed period of the incident occurring [clause 115(1) of the Road Management Act].

#### 3.4.3 Council Local Laws

Council has local laws that require permits to be sought from Council where a member of the public or organisation proposes to undertake activities within the road reserve that may in any way impede access by the public or interfere with road infrastructure.

#### 3.4.4 Obligation to Maintain & Keep Safe

In relation to provision of access to the road reserve from adjoining properties, there are several assets within the road reserve that council does not have an obligation to maintain. These include:

- (1) **Vehicle crossings** (driveways) where the portion of a vehicle crossing located between the carriageway and the footpath is the responsibility of the adjoining property owner to maintain. If there is no footpath present, the crossing runs from the carriageway to the property boundary and is the responsibility of the adjoining property owner to maintain.
- (2) **Nature strips & infill areas** which are those residual areas between the edge of the road or back of the kerb and the property boundary not occupied by the footpath and private road crossings. These are normally sown to grass with responsibility for maintenance of the grass generally being left to the property owner. Street trees however are controlled and maintained by Council.
- (3) **Single property stormwater drains** that are constructed within the reserve from the property boundary to a discharge outlet in the kerb or into the drain. They are there to benefit the property and as such are the responsibility of the owner of the property being served to maintain.

Regardless of its maintenance obligations, Council has a duty of care to ensure that these assets are in a safe condition for the public in general. They are often a point of conflict with residents who have an expectation that Council will maintain them as they are within the road reserve.

### 3.5 Delegations

The Chief Executive Officer through an "Instrument of Sub-Delegation" has delegated the various functions under the Road Management Act to the respective officers of Council detailed in the Instrument of Sub-Delegation.

### 3.6 Force Majeure

Council will make every endeavour to meet all aspects of its Road Management Plan, (RMP).

However, in the event of natural disasters and other events including, but not limited to, fires, floods, droughts and the like, together with human factors, such as a lack of Council staff or suitably qualified Contractors, because of Section 83 of the Victorian Wrongs Act, 1958, as amended, Council reserves the right to suspend compliance with its Road Management Plan.

In the event that the Chief Executive Officer (CEO) of Council, has to, pursuant to Section 83 of the above Act, consider the limited financial resources of Council and its other conflicting priorities, meaning Council's Plan cannot be met, they will write to Council's Officer in charge of its Road Management Plan and inform them that some, or all, of the timeframes and response times are to be suspended.

Once the events beyond the control of Council have abated, or if the events have partly abated, Council's CEO will write to Council's Officer responsible for Council's Plan and inform them which parts of Council's Plan are to be reactivated, stating the time this is to occur and other relevant particulars.



## 4. Municipal Asset Management

### 4.1 Asset Hierarchies – Road Network

All roads & footpaths within the municipal road network are classified according to a hierarchy that takes into account their specific function, types of users and user numbers.

The hierarchy classification is used to assist in prioritising works programs and also intervention responses to remedy defects.

The Council has developed two separate hierarchies for its road network to recognise the variances in usage between the three. These are:

- Road & Street network
- Footpath network

#### Road & Street Hierarchy

Category	Function
<b>Link</b>	Carry the heaviest volumes of traffic including commercial vehicles and provide the principal routes for traffic flows in and around the municipality.
<b>Collector</b>	Carry significant volumes of traffic and provide access by connecting residential areas to the link roads. They also provide links between the various arterial roads.
<b>Access</b>	Carrying moderate volumes of traffic and primarily serve as property access roads for the local community.
<b>Lane</b>	Roads carrying local traffic, typically providing secondary access to properties with more than one road frontage.

Note: Bridges, culverts, traffic facilities and kerb & channel have their hierarchies based on the road hierarchy with vehicular traffic. For the footpath hierarchy pedestrian traffic is the basis of usage volume

#### Pathway Hierarchy:

Category	Function
<b>Category 1</b>	CBD, and those pathways within the vicinity of schools, hospitals and aged care facilities.
<b>Category 2</b>	Selected medium use pathways in prominent areas other than described above
<b>Category 3</b>	Pathways in residential, commercial & industrial areas other than as described above.

### 4.2 Maintenance Management System

The Maintenance Management System for the municipal road network infrastructure within the Warrnambool City Council is a combination of standards, codes, guidelines and data management systems.

Key components are outlined as follows:

#### 4.2.1 Functional Levels of Service

The functional levels of service covering function, and target design & construction parameters are outlined in Attachments 2 & 3 outlining the Road Hierarchy for roads and streets within the Warrnambool City Council.

#### 4.2.2 Maintenance Service Agreements, MSA

Council is developing several Maintenance Service Agreements (MSA). These documents, based on the national Aus-Spec #4 Road Maintenance Specification Framework, provide the technical specifications for this work across the whole municipality.

The Work generally comprises the activities which are described as routine maintenance of road and street pavements, road furniture and roadsides.

#### 4.2.3 Asset Maintenance – Levels of Service

The Level of Service (LOS) set out in each of the Maintenance Service Agreements reflects the requirements for management of the road asset. The LOS takes into account:

- Community views and values
- Industry standards
- The need to provide a road network that is safe for all users
- Ability of Council to fund maintenance activities.

The following matters are taken into account when developing maintenance standards:

- (a) **Road condition surveys** – periodic surveys to monitor road pavement, road surfacing, structure, and roadside condition at specified intervals depending on the asset, its condition at the previous survey, the volume and nature of road usage (hierarchy classification), and any risk to safety.
- (b) **Routine maintenance inspections** – regular inspections, as part of the day-to-day maintenance of the road network, to monitor asset condition against defect intervention levels (ie that point which takes the defect beyond the ‘tolerable’ level) and asset safety. Inspection intervals have been determined having regard to the particular road asset element, the type, volume and nature of road usage, and the resources available.
- (c) **Routine maintenance standards** – routine maintenance and repair functions and standards that are based on agreed asset performance targets and defect intervention levels and response actions (based on risk assessment) for a particular asset element (eg. road, footpath, bridge) and road type. Standards vary across the road network in line with relevant risk factors such as traffic volumes, composition of traffic, operating speed, the susceptibility of assets to deterioration, the cost effectiveness of repairs, and competing priorities for funding.
- (d) **Repair and maintenance works** – routine maintenance and repair works are undertaken within a specified reasonable period of time having regard to intervention action priorities, and to specified standards.  
  
Response times have been determined by appropriate Council Staff from local knowledge and experience based upon past performance. Attachment 2 details defect intervention levels and response times.
- (e) **Temporary measures** – temporary works to be undertaken to reduce the risk of an incident until such time as maintenance or repair works can be completed.
- (f) **Emergency works** – works required to be undertaken immediately outside routine works programs to ensure the safety of road users and the public as a result of emergency incidents. Emergency works include traffic incident management, responses to fires, floods, storms and spillages, and assistance under the Victorian State Emergency Response Plan & Municipal Emergency Management Plan.

The outcome of the assessment of the various maintenance factors results in the preparation of the annual program for road maintenance, setting out the level of activities and resources to be considered with the Annual Budget.

By developing long term maintenance programs, Council is better able to strategically plan its finances.

#### 4.2.4 Asset Inspection Process

To enable competent management of the road network Council conducts a regular inspection processes covering; identifying defects, responding to incidents and assessing overall condition. Attachment 3 lists the inspection requirements and also their frequencies.

##### Defect Inspections

**Routine Defect Inspections** – determine if the road asset complies with the levels of service in terms of having defects above intervention levels. Programmed defect inspections are undertaken by way of a formal timetable regime by suitably trained officers.

**Intensive Defect Inspections** – as for routine defect inspections however a large number of assets are inspected in a short period of time by way of additional short term resources. i.e experienced contractors or suitably trained temporary staff.

**Incident Inspections** – conducted following an incident or other report that indicates a defect outside the tolerable level or otherwise likely to create danger to the community. As a result an incident condition report may be prepared for use in legal proceedings and the gathering of information for the analysis of the causes of accidents and the planning and implementation of road management and safety measures;

**Condition Inspections** - identify deficiencies in the structural integrity of the road infrastructure assets which if untreated, are likely to adversely affect network values.

#### 4.3 Community Expectations & Consultation

##### 4.3.1 Future Consultation

Wherever practicable, input will be sought on appropriate aspects of the Plan by way of community consultation. However consultation will be governed by the ability to accommodate changes for reasons that include existing physical constraints as well as the affordability of resources to effect possible changes. By seeking community input into its service delivery, it is vital that Council does not create a false sense of expectation by the community that suggested changes will be implemented that simply cannot be achieved for reasons such as the affordability factor.

## **5. Council Support Systems**

### **5.1 Customer Service Systems & Procedures**

#### **5.1.1 Customer Request System**

Customer requests and complaints are managed and tracked by way of Council's *Open Office – Customer Service Manager* computerised system. It enables Council staff to be able to input their own requests, be aware of requests pending and search completed requests.

#### **5.1.2 Maintenance Responsiveness & Performance Targets**

The Customer Request System records & dates any requests that have been received, what the request is about, and then the dates when those requests have been actioned.

It should be noted that 'actioning' a request doesn't necessarily mean that the request has been fulfilled but simply that appropriate action has taken place.

Appropriate action may well mean that an asset defect, such as a damaged footpath has been inspected and:

- repairs are straight-forward and have been implemented as soon as a work crew is available - the appropriate action in this case is when the repair work has been completed; or
- repairs are significant and need to be undertaken on a special works program along with a number of similar works and the site has been made safe until such time as repairs are undertaken - the appropriate action is when the repair work has been listed on the future works program not when it has been completed; or
- the defect was found not to warrant any remedial action at that stage as it was below specified intervention levels - the appropriate action in this case is to record the inspection and take no action.

Whatever the response, it is noted against the original request.

The Customer Request System enables the response times to be monitored to assess performance. This covers response times both for inspections and then the interval until appropriate action is undertaken.

### **5.2 Asset Information System**

Warrnambool City Council utilises the *Conquest Asset Management System* as the knowledge database to manage its assets.

This is the database that stores relevant asset information, including the Register of Public Roads and other information that is important in managing the road assets.

Data recorded for roads may include location by name, asset valuation information and condition and defect histories for roads and pathways .



## **6. Financial Management**

### **6.1 Budget Provisions**

The commitments and obligations specified within this Plan are matched to the financial resources available to deliver those commitments as set out in the Council Plan and Council Budget. To achieve and sustain acceptable standards of service for the road asset requires Council to commit annual funding adequate to provide for regular and responsive maintenance and timely renewal or replacement of the asset.

The financial resources allocated for road and footpath renewal works are considered reasonable having regard to the overall service delivery priorities and objectives of the Council.

### **6.2 Budget Process**

The budget process is conducted in a manner that ensures matters requiring consideration are taken into account prior to final adoption by Council. Community input is sought during the preparation of the Council Plan and annual budget. Submissions are invited via public notice advertisements. Any submissions by the community are considered prior to Council adopting its annual budget. This process ensures the community has every opportunity to participate in the budgetary process.

## **7. Register of Public Roads**

### **7.1 Council's Road Infrastructure**

The Municipal Register of Public Roads is stored on Council's Road Asset Information System, the Conquest Asset Management System.

A hard-copy is available for inspection at the Warrnambool City Council's Customer Service Centre. The hard copy will be updated at least annually and update sheets will be inserted at other times when significant changes are made. (eg new subdivisions added)

### **7.2 Maintenance Demarcation Agreements**

Where there are maintenance demarcation agreements defining limits of responsibility on municipal roads between Warrnambool City Council and VicRoads, Moyne Shire, Department of Sustainability & Environment or any other public body or private organisation, the schedule of roads affected by these agreements are listed in the Register of Public Roads.

Issues relating to VicRoads will be outlined in the Instrument of Delegation between VicRoads and Council. Typical demarcation issues where council is often thought to have sole responsibility are listed in the following table:

Issue	Agreement with	Responsibilities
Boundary Roads	Moyne Shire Council	Detailed in the Register of Public Roads.
Street Lighting	Electricity Supply Authority	Asset owned by the Authority; Council pays annual charge.
Rail Crossings	VicTrack	As set out in the Safety Interface Agreement

### **7.3 Non- Road Infrastructure**

Non-road infrastructure within the road reserve (eg rail crossings, telecommunications structures, water & sewerage, street lighting, etc) are to be maintained by the body responsible for that infrastructure.

### **7.4 Updating the Register of Public Roads**

Changes to the Register of Public Roads will be effected within 90 days of advice of such changes pursuant to the Councils Asset Handover Procedure.

## **8. Reviewing the Road Management Plan**

The Road Management Plan is intended to be a dynamic document, and as such, there is a need for regular review, refinement and improvement. This will ensure that the Plan is in accord with responsible asset management, changing technology, and in particular, Council and community requirements and expectations.

It is proposed to undertake a review of this Plan at least every 4 years, or more frequently if circumstances require it. Any revised plan will be subject to the consultation and approval processes as detailed in section 54 of the Act.

## 9. Attachments

1. Summary of Non-Road Infrastructure in the Road Reserve.
2. Typical Defect Intervention Levels
3. Road Asset Inspection Frequencies

**Attachment 1 – Summary of Non-Road Infrastructure on the Road Reserve**

Asset Type	Infrastructure Manager
Street Lights	Powercor
Traffic Signal Installations – VicRoads assets	VicRoads
Telecommunications infrastructure Assets	Telstra and Optus
Water & Sewerage infrastructure assets	Wannon Water
Electricity infrastructure assets	Powercor
Gas infrastructure assets	Tenix
Rail Crossings	VicTrack
Bus Stops/Shelters (Public Transport)	Department of Transport



**Attachment 2 – Intervention Levels and Response Times****Defects from Routine Defect Inspections****Road Network**

Defect Description	Response Times by Hierarchy (working days)			
	Link	Collector	Access	Lane
Obstruction in the traffic lane - Materials fallen from vehicles, dead animals, wet clay and other slippery substances, hazardous materials, an accumulation of dirt or granular materials in a sealed road.	5	5	5	-
Obstruction in the traffic lane - Ponding of water >300mm deep, fallen trees, oil spills, stray livestock.	5	5	5	-
Edge of seal drop off >100mm	10	15	20	30
Reduction in original sealed width ≥250mm	10	15	20	30
Pothole in the traffic lane of sealed road depth >100mm and diameter >300mm	10	15	20	30
Pothole in the traffic lane of unsealed road depth >150mm and diameter >500mm	10	15	20	30
Deformation >100mm under a 3m straight edge in the traffic lane of sealed road.	20	40	60	90
Deformation >150mm under a 3m straight edge in the traffic lane of unsealed road.	20	40	60	90
Missing or substantially damaged drainage pit lids, surrounds, grates, in pedestrian areas or traffic lanes.	5	5	5	5
Tree limbs or trees that are in immediate danger of falling and causing danger to the public.	5	5	5	5
Trees, shrubs or grasses that restrict design sight distance to intersections or to safety signs.	20	40	60	-
Vegetation intruding within an envelope over roadways with a speed limit >70kmph from the back of shoulder and or kerb and a minimum of 4.3m height clearance for traffic lane and trafficable portion of shoulder.	20	40	60	-
Regulatory Sign missing, illegible or damaged.	5	10	15	-
Guidepost missing or damaged at a critical location*.	5	10	15	-
Safety Barrier missing or damaged at a critical location*.	5	10	15	-
Pavement marking missing, illegible or confusing at a critical location*.	5	10	15	-

**Pathway Network**

Defect Description	Response Times by Hierarchy (working days)		
	1	2	3
Defective with a step >20mm and <30mm	20	25	-
Defective with a step >30mm	20	25	30
Hole or gap >40mm	20	60	90
Vegetation which presents a physical hazard to the public over pathways, intruding into a clearance envelope 0.5m from the edge of path and a minimum of 2.1m	20	40	90

height clearance over path.			
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\*A critical location is a location where the road alignment and/or pavement width and/or geometry are identified by additional markings or furniture to guide the travelling public.

Emergency callout - when any call is received which reports public safety in jeopardy the relevant service team will inspect and assess the issue within 1 hour.

Where because of the nature of the repair required level of resources required or workload it is not possible to rectify within the response times shown in this attachment, appropriate warning of the hazard is to be provided until the repair can be completed.

Appropriate Warning could include

- Provision of warning signs,
- Traffic control action,
- Diverting traffic around the site,
- Installation of a temporary speed limit,
- Lane closure,
- Restrict use (eg. load limit), or
- Full closure.

#### Defects from Intensive Defect Inspections

Intensive defect inspections involve undertaking a large number of assets inspections in a short period of time, generally covering an entire group of assets within a period of less than 2 months. This method of inspection is undertaken in place of 'Routine Defect Inspections' in situations where it is assessed to be a more efficient use of Council resources.

As the Intensive Defect Inspection process would result in a large volume of defects being recorded during a short period of time the response times that apply to the individual defects are calculated using a different method than 'Routine Defect Inspections'.

The issues below are important to the application of response times for defects resulting from Intensive Defect Inspections;

- Date the defect information is provided to Council.
- The number and type of defects found.
- The operational capacity to respond.
- Available budget

The response times that will apply will meet the following conditions;

- If the corresponding 'Routine Defect' response time is less 10 working days that response time will apply calculated from the date Council is notified of the defect.

- All other defect response times will be calculated commencing from the due date of the next routine inspection.

**Attachment 3 - Road Asset Inspection Frequencies**

Asset Group	Hierarchy Category	Inspection Type, Inspections Per Calendar Year	
		Defect Inspection	Night Defect Inspection
Sealed Roads & Off Street Car Parks	Link	One	One
	Collector	One	One
	Access	One	As required
	Lane	As required	As required
Unsealed Roads	Link	N/A	N/A
	Collector	Two	One
	Access	Two	As required
	Lane	As required	N/A
Footpaths	Category 1	Two	N/A
	Category 2	One	N/A
	Category 3	One per three years	N/A
Bridges	Level 1 Inspections	One	N/A
	Level 2 Inspections	One per two years	N/A

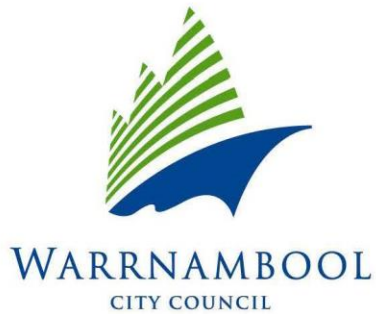
**As required:** When applied to Inspection frequency, 'As Required' indicates that an inspection will only be undertaken upon a request being submitted and an assessment made as to whether an inspection is warranted on the grounds of a risk to public safety.

**N/A:** This denotes that the issue is not applicable as that asset component does not exist in that category or an inspection is not warranted.



Warrnambool City Council

Municipal Road Management Plan [Draft]



# **Municipal Road Management Plan**

**Version 5.00 - April 2017**

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June 2017

# Municipal Road Management Plan

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## **2. Executive Summary**

Version 1.00 of the Road Management Plan was developed during 2004 to establish a management system for the public road functions that are the responsibility of the Council to meet the needs of the community. The management system is based on policy and operational objectives and at the same time recognises resource limitations in undertaking the necessary levels of service and performance standards outlined in the Plan.

This Plan encompasses road user needs and expectations within an economic framework based on meeting "reasonable" maintenance operation targets and asset management programs relative to the road network function.

To be effective, the Road Management Plan requires implementation of systemised records management so that details of inspections and remedial works can be readily recorded and retrieved. In the event of litigation, Council's defence shall rely on its ability to demonstrate that it had adhered to the requirements of the Plan.

This Plan clearly establishes the management system for Council for the discharge of its duty to inspect, maintain and repair its public roads based on policy and operational objectives as well as available resources.

It also sets the relevant standards in relation to discharge of duties in the performance of those road management functions.



## **2. Introduction**

### **2.1 Legislative Basis for the Plan**

This Municipal Road Management Plan (referred to hereafter as the 'Plan') has been prepared in accordance with the Road Management Act, 2004, one of the key purposes of which is to reform the law relating to road management in Victoria. The Plan reflects the purposes and objectives of the Council as required by the Local Government Act, 1989.

The Warrnambool City Council is the designated 'Co-ordinating Road Authority' for municipal roads within the City and is responsible for their care and management.

As the Co-ordinating Road Authority, Council must ensure that if a road is reasonably required for public use that it is kept open for public use and may, at its discretion, carry out work on the road. Council is under no obligation to do any specific work on any road and, in particular, is not obliged to carry out any surface or drainage work on any road other than specified in the Road Management Plan.

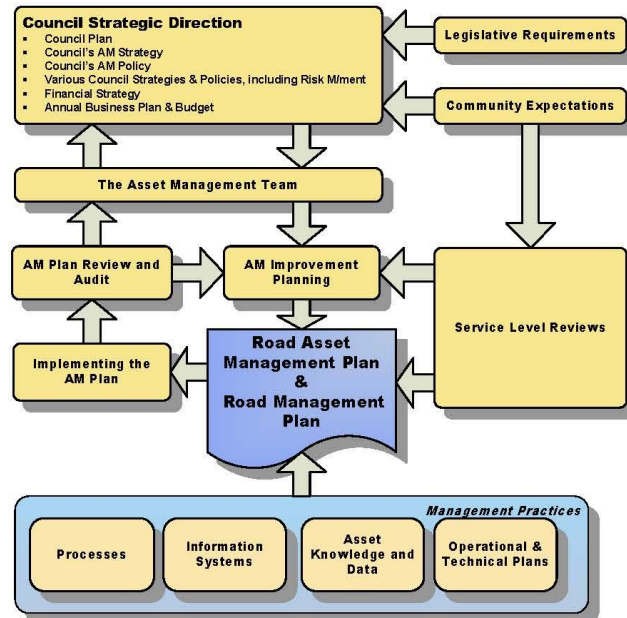
### **2.2 Purpose of the Plan**

The purpose of the Plan is to establish a management system for Council for the discharge of its duty to inspect, maintain and repair its public roads based on policy and operational objectives as well as available resources.

It also sets the relevant standard in relation to discharge of duties in the performance of those road management functions.

### 2.3 Strategic Planning Process

The Road Management Plan has been developed to accord with other Council plans and strategies and is a component of Council's overall strategic planning process as shown in the following diagram.



### 3. Public Roads, User Rights and Responsibilities

#### 3.1 Public Roads

“Public roads” are freeways, arterial roads and other roads that Council has decided are reasonably required for general public use. Note that not all roads or pathways are “public roads” under the Act and are thus exempt from the standards prescribed in the Plan.

The Road Management Act imposes specific duties on Council with respect to the inspection, repair and maintenance of its public roads.

#### 3.2 Definitions

“Act” is the Road Management Act 2004.

“Ancillary Area” is any area designated by Council used by motor vehicles connecting to a roadway. E.g. car park, rest stop or scenic lookout.

“Appropriate Warning” means to adequately alert the user to a hazard, or to temporarily mitigate a hazard.

“Arterial Roads” are Freeways, Highways & Declared Main Roads, which are managed by the State Government through VicRoads.

“Bridge and Major Culverts” means a structure having a clear span greater than 1.80 metres or a pipe culvert having a waterway area greater than 3 sq m.

“The Council” refers to the Warrnambool City Council.

“Intervention Level” is the extent of a road or pathway defect above which poses an unacceptable risk to users.

“Level of Service” is the defined service quality for the road or pathway against which performance may be measured. Generally this related to quality, quantity, reliability, responsiveness and cost.

“Pathway” refers to both formed areas located within the road reserve which are used by pedestrians and shared paths which may or may not be within the road reserve and are designed for use by both pedestrians and cyclists. These areas may be formed by concrete, pavers, asphalt, stone or a similar material.

“Municipal Roads” are roads for which the municipal council is the responsible Road Authority. The Road Management Act imposes specific duties on a Council with respect to the inspection, repair and maintenance of its Municipal public roads, which are those that are reasonably required for general public use.

“Non-Road Infrastructure” means infrastructure in, on, under or over a road which is not road infrastructure and includes gas pipes, water and sewerage pipes, cables, electricity poles and street lights, rail crossings, bus shelters, vegetation and the like.

“Other Roads” include roads in State forests & reserves, and roads on private property. The municipal council is not responsible for the care and maintenance of these roads.

“Register of Public Roads” refers to the register specifying the public roads in respect of which Council is Co-ordinating Road Authority under the Road Management Act (2004).

**“Response Time”** is the timeframe afforded to Council to respond to a hazard or defect measured from when a hazard or defect is identified by or notified to Council.

**“Respond”** means to mitigate a defect by returning the asset to, or as close as reasonably possible, its original standard.

**“Road”** by definition in the Local Government Act 1989 includes a street; right of way; cul de sac; by-pass; bridge or ford; footpath, bicycle path or nature strip; any culvert or kerbing or other land or works forming part of the road.

**“Road Infrastructure”** means that infrastructure which forms part of a roadway, pathway or shoulder including-

- (iii) Structures forming part of the roadway, pathway or shoulder;
  - (iv) Materials from which a roadway, pathway or shoulder is made.
- and includes bridges, culverts and fords plus materials such as asphalt, bitumen, gravel, line marking, guideposts, signs, traffic lights etc.

**“Traffic Lane”** is the part of the roadway which is designated for use by a single line of vehicles.

**“Working Day”** means any day of the week excluding Saturdays, Sundays and public holidays (within the meaning of the Public Holidays Act 1993) applying in the municipal district.

### 3.3 Key Stakeholders

The key stakeholder groups of the community who are both users of the road network and/or are affected by it include:

- ☞ The community in general (for recreation, sport, leisure & business);
- ☞ Residents & businesses adjoining the road network;
- ☞ Pedestrians (including the very young, those with disabilities, and the elderly with somewhat limited mobility);
- ☞ Users of a range of miscellaneous smaller, lightweight vehicles such as pedal cyclists, motorised buggies, wheel chairs, prams, etc;
- ☞ Vehicle users using motorised vehicles such as trucks, buses, commercial vehicles, cars and motor cyclists;
- ☞ Tourists & visitors to the area;
- ☞ Emergency agencies (Police, Fire, Ambulance, VICSES);
- ☞ Military (special use in times of conflict & emergency);
- ☞ Traffic & Transportation managers;
- ☞ Managers of the asset that is the road network;
- ☞ Construction & maintenance personnel who build and maintain asset components;
- ☞ Contractors & suppliers for the road network;
- ☞ Land Developers;
- ☞ Utility agencies that utilise the road reserve for their infrastructure (Water, sewerage, gas, electricity, telecommunications);
- ☞ Council as custodian of the asset;
- ☞ State & Federal Government that periodically provide support funding to assist with management of the network.



### 3.4 Obligations of road users

#### 3.4.1 Duty of the Road User

The Road Safety Act (1986) – Section 17A stipulates the obligations of road users as follows:

- (1) A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all the relevant factors, including (without limiting the generality) the —
  - physical characteristics of the road;
  - prevailing weather conditions;
  - level of visibility;
  - condition of the motor vehicle;
  - relevant road laws and advisory signs;
  - physical and mental condition of the driver.
- (2) A road user other than a person driving a motor vehicle must use a highway in a safe manner having regard to all the relevant factors.
- (3) A road user must—
  - have regard to the rights of other road users and take reasonable care to avoid any conduct that may endanger the safety or welfare of other road users;
  - have regard to the rights of the community and infrastructure managers in relation to road infrastructure and non-road infrastructure on the road reserve and take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve;
  - have regard to the rights of the community in relation to the road reserve and take reasonable care to avoid conduct that may harm the environment of the road reserve.

#### 3.4.2 Incident Claims

If a person proposes to commence a proceeding in a court based on a claim in relation to an incident arising out of the condition of a public road or infrastructure, the person must give written notice of the incident to the responsible road authority within the prescribed period of the incident occurring [clause 115(1) of the Road Management Act].

#### 3.4.3 Council Local Laws

Council has local laws that require permits to be sought from Council where a member of the public or organisation proposes to undertake activities within the road reserve that may in any way impede access by the public or interfere with road infrastructure.

#### 3.4.4 Obligation to Maintain & Keep Safe

In relation to provision of access to the road reserve from adjoining properties, there are several assets within the road reserve that council does not have an obligation to maintain. These include:

- (4) **Vehicle crossings** (driveways) where the portion of a vehicle crossing located between the carriageway and the pathway is the responsibility of the adjoining property owner to maintain. If there is no pathway present, the crossing runs from the carriageway to the property boundary and is the responsibility of the adjoining property owner to maintain.
- (5) **Private roads** which are constructed as part of a subdivision are not the responsibility of Council to maintain until statement of compliance has been achieved and the subsequent titles are issued. At which point the roads vest in Council as public roads. In addition, Council has no obligations regarding roads which are not available for access by the public and are thus privately owned and managed.
- (6) **Single property stormwater drains** that are constructed within the reserve from the property boundary to a discharge outlet in the kerb or into the drain. They are there to benefit the property and as such are the responsibility of the owner of the property being served to maintain.
- (7) **Non-road infrastructure** which is owned by utilities and public transport authorities are the responsibility of the relevant owner to maintain. Council has no obligations in regards to these assets pursuant to clause 6 of schedule 7 of the Road Management Act 2004.

#### 3.4.5 Nature Strips and Infill Areas

The residual areas between the edge of the road or back of the kerb and the property boundary (which are not occupied by a pathway or private road crossing) are the responsibility of the property owner to maintain. Street trees within this area, however, are controlled and maintained by Council.

#### 3.5 Delegations

The Chief Executive Officer through an "Instrument of Sub-Delegation" has delegated the various functions under the Road Management Act to the respective officers of Council detailed in the Instrument of Sub-Delegation.

#### 3.6 Exceptional Circumstances

Council will make every endeavour to meet all aspects of its Road Management Plan, (RMP).

However, in the event of natural disasters and other events including, but not limited to, fires, floods, droughts and the like, together with human factors, such as a lack of Council staff or suitably qualified Contractors, because of Section 83 of the Victorian Wrongs Act, 1958, as amended, Council reserves the right to suspend compliance with its Road Management Plan.

In the event that the Chief Executive Officer (CEO) of Council, has to, pursuant to Section 83 of the above Act, consider the limited financial resources of Council and its other conflicting priorities, meaning Council's Plan cannot be met, they will write to Council's Officer in charge of its Road Management Plan and inform them that some, or all, of the timeframes and response times are to be suspended.

Once the events beyond the control of Council have abated, or if the events have partly abated, Council's CEO will write to Council's Officer responsible for Council's Plan and inform them which parts of Council's Plan are to be reactivated, stating the time this is to occur and other relevant particulars.

## 4. Municipal Asset Management

### 4.1 Asset Hierarchies – Road Network

All roads and pathways within the municipal road network are classified according to a hierarchy that takes into account their specific function, types of users and user numbers.

The hierarchy classification is used to assist in prioritising works programs and also intervention responses to remedy defects.

The Council has developed two separate hierarchies for its transport network to recognise the variances in usage within them. These are:

- Road network
- Pathway network

#### Road Hierarchy

Category	Function
<b>Link</b>	Carry the heaviest volumes of traffic including commercial vehicles and provide the principal routes for traffic flows in and around the municipality.
<b>Collector</b>	Carry significant volumes of traffic and provide access by connecting residential areas to the link roads. They also provide links between the various arterial roads.
<b>Access</b>	Carrying moderate volumes of traffic and primarily serve as property access roads for the local community.
<b>Lane</b>	Roads carrying local traffic, typically providing secondary access to properties with more than one road frontage.

Note: Bridges, culverts, traffic facilities and kerb & channel have their hierarchies based on the road hierarchy with vehicular traffic. For the pathway hierarchy pedestrian traffic is the basis of usage volume.

#### Pathway Hierarchy:

Category	Function
<b>Category 1</b>	CBD, and those pathways within the vicinity of schools, hospitals and aged care facilities.
<b>Category 2</b>	Selected medium use pathways in prominent areas other than described above.
<b>Category 3</b>	Pathways in residential, commercial & industrial areas other than as described above.

### 4.2 Maintenance Management System

The Maintenance Management System for the municipal road network infrastructure within the Warrnambool City Council is a combination of standards, codes, guidelines and data management systems.

Key components are outlined as follows:

#### 4.2.1 Functional Levels of Service

The functional levels of service outline the maintenance standards which the Council shall provide for the road and pathway network, including defect intervention standards, defect response times and inspection timeframes. The levels of service are provided in Attachments 2 and 3.

**4.2.2 Asset Maintenance – Levels of Service**

The following matters are taken into account when developing maintenance standards:

- (g) **Road condition surveys** – periodic surveys to monitor road pavement, road surfacing, structure, and roadside condition at specified intervals depending on the asset, its condition at the previous survey, the volume and nature of road usage (hierarchy classification), and any risk to safety.
- (h) **Routine maintenance inspections** – regular inspections, as part of the day-to-day maintenance of the road network, to monitor asset condition against defect intervention levels (ie that point which takes the defect beyond the 'tolerable' level) and asset safety. Inspection intervals have been determined having regard to the particular road asset element, the type, volume and nature of road usage, and the resources available.
- (i) **Routine maintenance standards** – routine maintenance and repair functions and standards that are based on agreed asset performance targets and defect intervention levels and response actions (based on risk assessment) for a particular asset element (eg. road, pathway, bridge) and road type. Standards vary across the road network in line with relevant risk factors such as traffic volumes, composition of traffic, operating speed, the susceptibility of assets to deterioration, the cost effectiveness of repairs, and competing priorities for funding.
- (j) **Repair and maintenance works** – routine maintenance and repair works are undertaken within a specified reasonable period of time having regard to intervention action priorities, and to specified standards.  
  
Response times have been determined by appropriate Council Staff from local knowledge and experience based upon past performance. Attachment 2 details defect intervention levels and response times.
- (k) **Temporary measures** – temporary works to be undertaken to reduce the risk of an incident until such time as maintenance or repair works can be completed.
- (l) **Emergency works** – works required to be undertaken immediately outside routine works programs to ensure the safety of road users and the public as a result of emergency incidents. Emergency works include traffic incident management, responses to fires, floods, storms and spillages, and assistance under the Victorian State Emergency Response Plan & Municipal Emergency Management Plan.

The outcome of the assessment of the various maintenance factors results in the preparation of the annual program for road maintenance, setting out the level of activities and resources to be considered with the Annual Budget.

By developing long term maintenance programs, Council is better able to strategically plan its finances.



#### 4.2.3 Asset Inspection Process

To enable competent management of the road network, Council conducts regular inspections which cover incident response, defect identification and condition assessment. Attachment 3 lists the inspection details and frequencies.

##### Defect Inspections

**Routine Defect Inspections** – determine if the road asset complies with the levels of service in terms of having defects above intervention levels. Programmed defect inspections are undertaken by way of a formal timetable regime by suitably trained officers.

**Intensive Defect Inspections** – as for routine defect inspections however a large number of assets are inspected in a short period of time by way of additional short term resources. i.e experienced contractors or suitably trained temporary staff.

**Incident Inspections** – conducted following an incident or other report that indicates a defect outside the tolerable level or otherwise likely to create danger to the community. As a result an incident condition report may be prepared for use in legal proceedings and the gathering of information for the analysis of the causes of accidents and the planning and implementation of road management and safety measures;

**Condition Inspections** - identify deficiencies in the structural integrity of road and pathway infrastructure which if left untreated are likely to adversely affect network condition.

#### 4.3 Asset Management Principles and Financial Sustainability

Council may intervene with its road and pathway network for a multitude of reasons. To achieve a financially sustainable management solution for Council's assets, preventative maintenance or renewal programs may be utilised.

#### 4.4 Community Expectations & Consultation

##### 4.4.1 Future Consultation

Wherever practicable, input will be sought on appropriate aspects of the Plan by way of community consultation. However consultation will be governed by the ability to accommodate changes for reasons that include existing physical constraints as well as the affordability of resources to effect possible changes. By seeking community input into its service delivery, it is vital that Council does not create a false sense of expectation by the community that suggested changes will be implemented that simply cannot be achieved for reasons such as the affordability factor.

## **5. Council Support Systems**

### **5.1 Customer Service Systems & Procedures**

#### **5.1.1 Customer Request System**

Customer requests and complaints are managed and tracked by way of Council's *Open Office – Customer Service Manager* computerised system. It enables Council staff to be able to input their own requests, be aware of requests pending and search completed requests.

#### **5.1.2 Maintenance Responsiveness & Performance Targets**

The Customer Request System records when a request is made, what the request is concerning and the date the request is actioned.

It should be noted that 'actioning' a request doesn't necessarily mean that the request has been fulfilled but simply that appropriate action has taken place.

Appropriate action may well mean that an asset defect, such as a damaged pathway has been inspected and:

- repairs are straight-forward and have been implemented as soon as a work crew is available - the appropriate action in this case is when the repair work has been completed; or
- repairs are significant and need to be undertaken on a special works program along with a number of similar works and the site has been made safe until such time as repairs are undertaken - the appropriate action is when the repair work has been listed on the future works program not when it has been completed; or
- the defect was found not to warrant any remedial action at that stage as it was below specified intervention levels - the appropriate action in this case is to record the inspection and take no action.

Whatever the response, it is noted against the original request.

The Customer Request System enables the response times to be monitored to assess performance. This covers response times both for inspections and the interval until appropriate action is undertaken.

### **5.2 Asset Information System**

Warrnambool City Council utilises the Conquest Asset Management System to manage its roads and pathways data. This database stores the relevant asset information including the Register of Public Roads and other information which is important in managing Council's road and pathway assets. Data recorded for an asset may include location by name, asset valuation, asset condition, defect histories, dimensions and more.

## **6. Financial Management**

### **6.1 Budget Provisions**

The commitments and obligations specified within this Plan are matched to the financial resources available to deliver those commitments as set out in the Council Plan and Council Budget. To efficiently achieve and sustain the standards of service described within the Plan, Council is required to commit annual funding which is adequate in delivering appropriate and responsive maintenance, renewal and replacement programs for road and pathway infrastructure.

### **6.2 Budget Process**

The budget process is conducted in a manner that ensures matters requiring consideration are taken into account prior to final adoption by Council. Community input is sought during the preparation of the Council Plan and annual budget. Submissions are invited via public notice advertisements. Any submissions by the community are considered prior to Council adopting its annual budget. This process ensures the community has every opportunity to participate in the budgetary process.

## 7. Register of Public Roads

### 7.1 Council's Road Infrastructure

The Municipal Register of Public Roads is stored on Council's Road Asset Information System, the Conquest Asset Management System.

A hard-copy is available for inspection at the Warrnambool City Council's Customer Service Centre. The hard copy will be updated at least annually and update sheets will be inserted at other times when significant changes are made. (eg new subdivisions added)

### 7.2 Maintenance Demarcation Agreements

Where there are maintenance demarcation agreements defining limits of responsibility on municipal roads between Warrnambool City Council and VicRoads, Moyne Shire, Department of Sustainability & Environment or any other public body or private organisation, the schedule of roads affected by these agreements are listed in the Register of Public Roads.

Issues relating to VicRoads will be outlined in the Instrument of Delegation between VicRoads and Council. Typical demarcation issues where council is often thought to have sole responsibility are listed in the following table:

Issue	Agreement with	Responsibilities
Boundary Roads	Moyne Shire Council	Detailed in the Register of Public Roads.
Street Lighting	Electricity Supply Authority	Asset owned by the Authority; Council pays annual charge.
Rail Crossings	VicTrack	As set out in the Safety Interface Agreement

### 7.3 Non- Road Infrastructure

Non-road infrastructure within the road reserve (eg rail crossings, telecommunications structures, water & sewerage, street lighting, etc) are to be maintained by the body responsible for that infrastructure (refer to attachments 1 & 2).

## 8. Reviewing the Road Management Plan

The Road Management Plan is intended to be a dynamic document, and as such, there is a need for regular review, refinement and improvement. This will ensure that the Plan is in accord with responsible asset management, changing technology, and in particular, Council and community requirements and expectations.

It is proposed to undertake a review of this Plan at least every 4 years, or more frequently if circumstances require it. Any revised plan will be subject to the consultation and approval processes as detailed in Part 3 of the Road Management (General) Regulations 2016.



## 9. Attachments

- 1- Summary of Non-Road Infrastructure in the Road Reserve
- 2- Typical Defect Intervention Levels
- 3- Road Asset Inspection Frequencies

**Attachment 1 – Summary of Non-Road Infrastructure in the Road Reserve**

Asset Type	Infrastructure Manager
Street Lights	Powercor
Traffic Signal Installations – VicRoads assets	VicRoads
Telecommunications infrastructure Assets	Telstra, NBN and Optus
Water & Sewerage infrastructure assets	Wannon Water
Electricity infrastructure assets	Powercor
Gas infrastructure assets	Tenix
Rail Crossings	VicTrack
Bus Stops/Shelters (Public Transport)	Department of Transport

**Attachment 2 – Intervention Levels and Response Times****Defects from Routine Defect Inspections****Road Network**

Defect Description	Response Times by Hierarchy (working days)			
	Link	Collector	Access	Lane
Obstruction in the traffic lane, shoulder or designated bike path of a sealed road, or the traffic lane of an unsealed road - Materials fallen from vehicles, dead animals, wet clay and other slippery substances, hazardous materials, an accumulation of dirt or granular materials in a sealed road.	5	5	5	10
Obstruction in the traffic lane, shoulder or designated bike path of a sealed road, or the traffic lane of an unsealed road - Ponding of water >300mm deep, fallen trees, oil spills, stray livestock.	5	5	5	10
Edge of seal drop off which is >100mm and is over 10m in length	10	15	20	30
Reduction in original sealed width ≥250mm	10	15	20	30
Pothole in the traffic lane, shoulder or designated bike path of a sealed road depth >100mm and diameter >300mm at the worst location	10	15	20	30
Pothole in the traffic lane of unsealed road depth >150mm and diameter >500mm at the worst location	10	15	20	30
Deformation >100mm under a 3m straight edge in the traffic lane, shoulder or designated bike path of sealed road.	20	40	60	90
Deformation >150mm under a 3m straight edge in the traffic lane of unsealed road.	20	40	60	90
Missing or substantially damaged drainage pit lids, surrounds, grates, in pedestrian areas or traffic lanes.	5	5	5	5
Tree limbs or trees that are in immediate danger of falling and causing danger to the public.	5	5	5	5
Trees, shrubs or grasses that restrict design sight distance to intersections or to safety signs.	60	60	60	60
Vegetation intruding within an envelope over roadways with a speed limit >70kmph from the back of shoulder and or kerb and a minimum of 4.3m height clearance for traffic lane and trafficable portion of shoulder.	20	40	60	***
Regulatory Sign missing, illegible or damaged.	10	15	20	40
Guidepost missing or damaged at a critical location*.	10	15	20	40
Safety Barrier missing or damaged at a critical location*.	10	15	20	40
Pavement marking missing, illegible or confusing at a critical location*.	20	20	20	40
Traffic signal failure or malfunction	36 Hours	36 Hours	36 Hours	36 Hours
Bridges or major culverts with visible damage which is likely to impact public safety	20	20	20	20

**Pathway Network**

Defect Description	Response Times by Hierarchy (working days)		
	1	2	3
Defective with a step >30mm	30	30	30
Hole or gap >40mm in length and width	30	60	90
Vegetation which presents a physical hazard to the public over pathways, intruding into a minimum of 2.1m height clearance above path	60	60	60

\*A critical location is a location where the road alignment and/or pavement width and/or geometry are identified by additional markings or furniture to guide the travelling public.

\*\* "-" means that this asset condition is not considered a hazard within this hierarchy classification, or that the defect is not applicable to this classification.

Emergency callout - when any call is received which reports public safety in jeopardy the relevant service team will inspect and assess the issue within 1 hour.

If for any reason it is not feasible to rectify a hazard within the response times detailed in this attachment, appropriate warning of the hazard is to be provided until a suitable repair or treatment may be completed.

Appropriate Warning may include, though is not limited to the following

- Provision of warning signs,
- Traffic control action,
- Diverting traffic around the site,
- Installation of a temporary speed limit,
- Lane closure,
- Restrict use (eg. load limit), or
- Full closure.

**Vegetation intrusion from a private property**

Where a vegetation intrusion or hazard is resulting from a private property, Council shall send a request for contact to the property owner within 5 working days of the inspection. The request for contact shall allow the property owner 10 working days to reach contact with the Council. Following contact, Council shall provide the property owner 20 working days to respond to the vegetation intrusion. If the intrusion has not been responded to within this timeframe, or the property owner does not contact Council within the prescribed period of time, Council shall respond to the intrusion within 60 working days of the initial inspection at the cost of the property owner.



**Non-Road Infrastructure**

Council does not owe a duty of care to perform any maintenance works on non-road infrastructure which is owned and managed by a third party (pursuant to clause 6 of schedule 7 of the Act). Furthermore, Council may not be held liable in any civil proceedings arising from a third party failing to discharge its duty of care in relation to its asset (section 104 of the Act).

Council does, however, have a duty of care to cooperate in good faith with other infrastructure managers in coordinating the management and maintenance of infrastructure and related works on a road (clause 4 of schedule 7 of the Act). In the discharge of this duty, Council shall follow the process described in the table below when third party asset defects are identified by Council.

**Third-party asset defects in pathways**

Risk Rating	Defect Description	Council Response
High Risk	Missing pit lid	<ul style="list-style-type: none"> <li>Notify asset owner before the end of the following working day (5.00 PM) from the time the defect is identified by Council staff.</li> <li>Make the defect safe within 5 working days of the defect being identified by Council staff.</li> <li>If the defect has not been permanently rectified within 20 working days, notify the asset owner a second time.</li> <li>The defect is closed provided Council has a recorded response from the asset owner regarding the defect.</li> </ul>
	Pit displaced, damaged or settled to create a trip hazard > 50mm	
	Pit lid which is severely cracked, brittle or otherwise damaged to create a high risk of collapse.	
Moderate Risk	Pit displaced, damaged or settled to create a trip hazard > 30mm.	<ul style="list-style-type: none"> <li>Notify asset owner before the end of the following working day (5.00 PM) from the time the defect is identified by Council staff.</li> <li>If the defect has not been permanently rectified within 20 working days, notify the asset owner a second time.</li> <li>The defect is closed provided Council has a recorded response from the asset owner regarding the defect.</li> </ul>
	Pit lid displaced or cracked creating a hole or gap > 40mm in width and length	

*Note: During the process of notification, Council shall record the relevant reference numbers, case notes, defect details and inspection details.*

**Defects from Intensive Defect Inspections**

Intensive defect inspections involve undertaking a large number of assets inspections in a short period of time, generally covering an entire group of assets within a period of less than 2 months. This method of inspection is undertaken in place of 'Routine Defect Inspections' in situations where it is assessed to be a more efficient use of Council resources.

As the Intensive Defect Inspection process would result in a large volume of defects being recorded during a short period of time the response times that apply to the individual defects are calculated using a different method than 'Routine Defect Inspections'.

The issues below are important to the application of response times for defects resulting from Intensive Defect Inspections;

- Date the defect information is provided to Council.
- The number and type of defects found.
- The operational capacity to respond.
- Available budget

The response times that will apply will meet the following conditions;

- If the corresponding "Routine Defect" response time is less than 10 working days, the response time will apply calculated from the date Council is notified of the defect.
- All other defect response times will be calculated commencing from the due date of the next routine inspection.

**Attachment 3 - Road Asset Inspection Frequencies**

Asset Group	Hierarchy Category	Inspection Type, Inspections Per Calendar Year	
		Defect Inspection	Night Defect Inspection
Sealed Roads & Off Street Car Parks	Link	One	One
	Collector	One	One
	Access	One	As required
	Lane	As required	As required
Unsealed Roads	Link	N/A	N/A
	Collector	Two	One
	Access	Two	As required
	Lane	As required	N/A
Pathways	Category 1	Two	N/A
	Category 2	One	N/A
	Category 3	One per three years	N/A
Bridges and Major Culverts	Routine Maintenance Inspection (all structures)	One	N/A

**As required:** When applied to Inspection frequency, 'As Required' indicates that an inspection will only be undertaken upon a request being submitted and an assessment made as to whether an inspection is warranted on the grounds of a risk to public safety.

**N/A:** This denotes that the issue is not applicable as that asset component does not exist in that category or an inspection is not warranted.

## **5.11 BRIDGE ASSET MANAGEMENT PLAN**

### **PURPOSE**

***The purpose of this report is to present the revised Bridge Asset Management Plan for adoption.***

---

### **EXECUTIVE SUMMARY**

- At its 3 April 2017 meeting, Council resolved to release the Bridge Asset Management Plan for public comment and to consider any submissions at a future Council meeting.
- The Bridge Asset Management Plan was released for public comment between Saturday 8 April and Saturday 6 May inclusive.
- Council received a total of 22 submissions regarding the plan.
- Amendments have been made to the document which reflects the intent of submissions received.
- An Asset Management Plan (AMP) is a strategic document for managing Council's infrastructure and other assets such that they deliver an agreed standard of service.
- A key purpose of Asset Management Plans is to drive longer term thinking and planning to ensure the organisation is operating in a financially sustainable manner.
- The Asset Management and Development team is in the process of refining Asset Management Plans with the objectives of both increasing the sophistication of each document and updating each plan with contemporary data.
- The first plan to achieve the desired standard is the Bridge Asset Management Plan (**Appendix A**), which is currently ready for consideration and adoption.

---

**MOVED: CR. NEOH**  
**SECONDED: CR. ANDERSON**

### **That Council:**

1. **Adopts the attached – Warrnambool City Council Bridge Asset Management Plan Version 3 March 2017.**
2. **Refers the annual maintenance shortfall of \$55,000 and the renewal backlog of \$2,432,809 to the 2018/19 budget process for funding consideration.**

**CARRIED – 7:0**

---

### **BACKGROUND**

An Asset Management Plan (AMP) is a strategic document for managing Council's infrastructure and other assets such that they deliver an agreed standard of service.

An AMP will rely on a multi-disciplinary approach to produce a holistic management solution for a class of assets, such as roads, drainage, buildings.

A key purpose of Asset Management Plans is to drive longer term strategic and financial planning to ensure the organisation is operating in a sustainable manner. Asset Management Plans assist Council to achieve its goals and objectives specific to an individual asset class ensuring it provides the best value to the community.

They may also act as a vehicle of communication with the community regarding service levels and associated costs and risks.

### **ISSUE**

The draft Bridge Asset Management Plan was released for public comment between Saturday 8<sup>th</sup> April, and Saturday 6 May 2017.

The consultation process generated a total of 22 submissions to Council (**Appendix B**), all of which were focused on the Stephens Street Footbridge.



The submissions requested that Council to retain the Stephens Street Bridge citing comments made within the “disposal plan” section of the document.

Whilst the comments in this section were targeted at introducing a discussion on the “ongoing service requirements” of the structure and not suggesting that the bridge be decommissioned, an amendment has been made to the document in acknowledgement of the ease in which the section may be misinterpreted.

Stephens Street Footbridge was and is listed for renewal within the Plan in year 2019/20. As this time approaches, further investigations into the bridges condition and use will inform Council as to the most appropriate means to replace or renew the structure.

The document has also been amended to acknowledge a footbridge which Council will acquire as a result of the Younger Street development.

## **CURRENT STATUS**

The Warrnambool City Council Bridge Asset Management Plan Version 3 is ready for adoption.

## **KEY CONSIDERATIONS**

- Council manages 15 road bridges, 25 footbridges and 10 major culverts with a total replacement value of \$31,944,591.
- Council manages bridge and major culvert structures with a wide spread of ages, however over 50% of assets were constructed post 1990.
- Since the last audit (2012), the percent of assets with conditions warranting intervention has increased from below 2% to above 7%, a figure which is considered high by industry standards.
- The replacement value of the total asset base has increased since the previous audit, indicating increasing maintenance and renewal requirements.
- The 15 year renewal program includes \$6,045,171 of works.
- Council is currently funding 91% of the 15 year renewal program.
- Council's 15 year renewal program funding shortfall is \$570,171.
- Council's backlog of works amounts to \$2,432,809 (corresponding to 7.6% of the total asset base).
- Maintenance benchmarking demonstrates that Council's maintenance allocation of \$55,000 is inadequate and that a value between \$90,000 to \$110,000 is required.
- Acquired assets shall increase the valuation of Council's bridges and major culverts by 8% over the coming 15 years.

## **CONSULTATION**

The Bridge Asset Management Plan was released for public comment between Saturday 8 April and Saturday 6 May. Council received a total of 22 submissions regarding the plan with a subsequent amendment being made to the document in acknowledgement of these submissions.

The submissions may be found within **Appendix B** of this report.

Submission	Support	Council Response
Suggestion that Council retain (and not decommission) the Stephens Street Footbridge.	Supported by submissions 1-22 inclusive.	<p>In responding to the concerns over the future of the Stephens Street footbridge - Council <b>has not</b> listed the Stephens Street footbridge for closure.</p> <p>The Bridge Asset Management Plan has identified that this bridge is at condition 7, meaning that its condition is in the average to poor range and that 'investigation into the ongoing service requirements' are required.</p> <p>This condition is evidenced by inspections that have shown that 'abutments have rotated considerably and a pile has visibly settled by a significant amount. Beams have large cracking and corrosion.'</p> <p>The plan provides an allocation of funding in 2019/2020 to investigate renewal works.</p> <p>Aspects of the plan have been amended to further clarify Council's intent.</p>
Suggestion that Council construct a footbridge between Merri Street and Hickford Parade	Supported by one submission - Number 14.	<p>Council receives a number of request for additional footbridges and these are recorded and submitted for consideration as part of budget processes.</p> <p>This request will be listed for consideration as part of the 2018/19 budget process.</p>

## FINANCIAL

The Bridge Asset Management Plan has shown that:

- Council has a backlog of works costed at \$2,432,809 (corresponding to 7.6% of the total asset base).
- Council's maintenance allocation of \$55,000 is inadequate and that a value between \$90,000 to \$110,000 is required.
- Council is currently funding 91% of the 15 year renewal program

## RISK

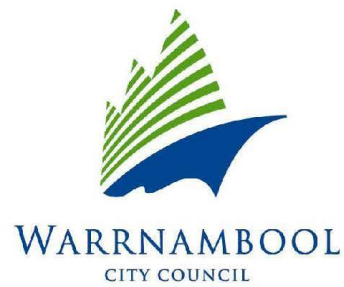
The benefit of adopting a Bridge Asset Management Plan, like all asset management plans is to provide transparency, clarity and governance to the specific asset class and include details pertaining to:

- Levels Of Service – Community Engagement & Legislative Requirements
- Future Demand
- Risk Management – Hazard Identification & Asset Criticality
- Lifecycle Management Plan – Creation, Renewal, Upgrade, Operation, Maintenance & Disposal
- Financial Plan – Valuations, Forecasts & Funding Strategies
- Asset Management Practices – Systems, Standards & Methodologies
- Plan Improvement And Monitoring

## APPENDICES

### APPENDIX A – Warrnambool City Council Bridge Asset Management Plan Version 3

### APPENDIX B – Warrnambool City Council Bridge Asset Management Plan Version 3 – Public Submissions

**APPENDIX A**

## Bridge Asset Management Plan



### Amendment Register:

Issue	Date	Details	Author
V0.01	May 2012	Draft developed from original Roads & Footpaths AMP	
V0.02	April 2013	Draft for comment	
V1.00	June 2014	Redraft to align with MAV STEP Brief AMP template some content deleted.	B. McDonald
V2.00	Sept 2015	Updated quantities and values	B. McDonald
V3.00	March 2017	Updated all sections	M. Stewart

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## 1 EXECUTIVE SUMMARY

### Introduction

Warrnambool City Council manages a total of 50 road bridges, footbridges and major culverts which assist in creating a high level of connectivity throughout the municipality. Council recognises that like other infrastructure asset classes, the management of bridge and major culvert infrastructure must be conducted appropriately and responsibly. This plan is a means of outlining the asset management principles and processes such that Council may work towards a more sustainable system of management and delivery.

Bridge and Major Culvert Asset Summary:

Asset Category	Quantity	Average Condition 0(New)-10(Very Poor)	Replacement Value
Major Culverts	15	2.8 (Good)	\$ 2,406,295
Footbridge	25	3.4 (Good)	\$ 5,830,914
Road Bridge	10	4.1 (Average)	\$ 23,707,382
<b>Totals</b>	50	3.42 (Good)	\$ 31,944,591

Bridges and major culverts are defined as structures with a minimum span of 1.8m and a minimum waterway area of 3m<sup>2</sup>. Structures which are outside of this definition, alongside structures under the ownership and management of private parties, the adjoining municipality or road and rail authorities (VicRoads & VicTrack), are not included in this plan.

Council recognises a wide variety of community stakeholders in bridge and major culvert infrastructure; these include, but are not limited to pedestrians, lightweight private vehicle users, commercial and industrial mid-heavy vehicle users, cyclists, wheelchairs and prams.

### Levels of Service

The service requirements for Council's bridge and major culvert infrastructure have been developed through the analysis of customer requests, the results from the community satisfaction survey (2016), legislative requirements, design guidelines and standards and requirements developed from the regional asset service project. Community consultation regarding the road and footpath network is planned to occur in late 2017. As a part of the engagement process, consideration will be given to including consultation on service levels and performance targets specific to bridge and major culvert infrastructure. To ensure the effectiveness of the consultation, inclusion of the respective risk and financial consequences to service level performance target amendments shall be ensured.

The service requirements identified form the basis for the community and technical levels of service provided in section 3.3. The community and technical levels of service are evaluated using performance measurements against targets of performance and hence resulting under-performing assets or procedures may be identified. In section 3.4 Council's service level performance is discussed including solutions and expectations for future service performance and monitoring.

### Future Demand

The future demand upon Council's bridge and major culvert assets will be dependent on demographic, environmental, social, economic and technological developments. Table 14 ("Future Demand Forecast and Management") in section 4.1 provides a list of factors expected to influence the future demand in bridge and major culvert infrastructure, alongside their predicted effects and plans of management. The key points to consider, however, are summarised below:

- **Natural Environment** – Changes in the natural environment are predicted to have adverse effects on the structural condition of Council's road assets. Bridges and major culverts will experience an increase in flood damage, increased structural and foundation damage through increased geotechnical effects and more generally an accelerated degradation of materials and structures through increased temperature.

- **Demographics** – The population in Warrnambool is currently increasing at an average rate of 1.4% per annum (Warrnambool City-Wide Housing Strategy). The loading on bridge and major culvert assets is expected to increase proportionally to the rate of population growth.
- **Heavy Vehicles** – According to Freight Futures Victorian Freight Network Strategy, the freight task for the Warrnambool region is currently increasing at approximately 2.6% per annum. In line with this increase, bridge and major culvert infrastructure will be exposed to greater loads both cumulatively and individually as a result of higher mass vehicles.

### Risk Management

The risk management section identifies risks that may affect the ongoing delivery of services from bridge and major culvert infrastructure and details the controls for managing such risks. During the process of identifying significant risks (refer to appendix 3 – Bridge and Major Culvert Risk Register), assets which present a high consequence of failure were highlighted as “critical assets” such that they may potentially receive greater consideration during the formulation of works programs, with respect to their overall risk rating. The critical assets identified are listed below.

Condition	Critical Asset	Risk Rating
A structure which is the only access to a dwelling or business for emergency services	Skuses Road Bridge	Medium
	Swinton Street Bridge	Low
	Hopkins Point Road Bridge	Low
A structure with a detour greater than 20km	Hopkins Point Road Bridge	Low
A structure located on a link road or footpath with high usage	Stanley Street Bridge (Merri River)	Medium
	Harris Street Bridge (Merri River)	Low
	Tooram Road Major Culvert	Low
	Wangoom Road Major Culvert (East of Wrights Rd)	Low
	Wollaston Road Bridge	Medium

### Life Cycle Management Plan

Table 2: Critical Assets

#### Background Data

In July 2016, Moloney Asset Management Systems conducted a condition inspection of Council’s bridge and major culvert assets. The scope of the project included condition assessments, works recommendations and load limit recommendations (where applicable). The data, projections and recommendations provided in this plan have been formulated in accordance with the results from this survey.

#### Key asset data facts:

- Council manages bridge and major culvert structures with a wide spread of ages, however over 50% of assets were constructed post 1990.
- A large number of structures are in good to very good condition; however there are a number of notable structures in poor condition.
- On average, Council’s bridges and major culverts were found to be in good condition; however this figure has been influenced by newly acquired assets in excellent condition.
- Since the last audit (2012), the percent of assets with conditions warranting intervention has increased from below 2% to above 7%, a figure which is considered high by industry standards.
- The replacement value of the total asset base has increased since the previous audit, indicating increasing maintenance and renewal requirements.

Maintenance & Operations Plan

Council has adopted VicRoads three levels of inspection, which is detailed in "Road Structures Inspection Manual" - VicRoads, 2014. Following a routine maintenance or condition inspection, the defects identified are listed and ranked to produce a maintenance schedule. In addition, maintenance activities are also generated following the evaluation of customer requests. Defect priority and treatment selection is based upon considerations such as public safety, risk, required levels of service and the extent and severity of the defect.

During the recent condition inspection, maintenance works were identified and ranked to form the current maintenance schedule. The maintenance activities identified total to \$103,000 of works. Given the current level of maintenance funding (\$55,000 p.a.), the schedule forms a 2-year maintenance works program.

Bridge & Major Culvert Inspection Details:

Inspection Type	Inspection Details	Frequency
Routine Maintenance Inspection	A visual inspection for identifying routine maintenance issues and the potential requirement for further inspection. (refer to appendix 1 for the routine maintenance inspection form)	Annually/Following a significant event
Condition Inspection	A more detailed visual inspection to evaluate the structures condition at the component level. Condition inspections also provide the opportunity to identify required works and the potential need for detailed engineering inspections. (refer to appendix 2 for the condition inspection form).	Typically every 3 years
Detailed Engineering Inspection	A detailed structural inspection followed by structural analysis to identify potential structural issues, the load capacity, the in-service performance and any other information which may not be gathered via visual inspection.	As required

Asset Renewal Plan

Table 3: Bridge and Major Culvert Inspection Overview

Using the recent bridge condition assessment, a draft 15 year renewal program has been formulated (table 30). The program was structured with recourse to the condition rating assigned during the assessment, expected deterioration, treatment costs (where applicable) or alternatively the full replacement cost using updated unit rate values. Assuming that on average the annual renewal funding is \$365,000 pa, the 15 year renewal program has a funding shortfall of approximately \$570,000.

Approximately 7.6% of the total asset base is in a condition which warrants intervention, however, modelling with consideration for current funding suggests that this value shall reduce to below 6% within 15 years (disregarding new and upgrade project requirements and funding).

Creation/Acquisition/Upgrade Plan

Council is aware of the current difficulty in funding the existing road network, both maintenance and renewals, and therefore gives priority to renewal projects over the creation of new assets, or upgrading existing assets.

New and Upgrade programs may be identified from:

- A relevant Service Strategy,
- Current issues discussions,
- Under-capacity analysis,
- An assessment of future demand, and
- Risk assessments.

Provision of new or upgraded works fall into the following categories depending upon the extent and type of works:

- Council funded, or
- Developer funded as part of subdivisional development, or
- Contribution to the cost by either the developer and/or Council.

The table below outlines the details of the identified new and upgrade projects.

Project/Program Identified/source	Asset	Timing	Total Replacement Cost (\$) <sup>[1]</sup>	Cost of Upgrade Component (\$)
New structures	Bromfield Extension Road Bridge	To be confirmed	\$0 <sup>[2]</sup>	N/A
	Merri river Footbridges (x3)	To be confirmed	\$0 <sup>[2]</sup>	N/A
	Swinton St Footbridge	2018/19 - 2019/20	N/A	\$175,000 <sup>[3]</sup>
	O'Brien Street Footbridge	2018/19 - 2019/20	\$0 <sup>[2]</sup>	N/A
Poor capacity/ functionality assets	Stanley Street Road Bridge	Upgrade is not currently programmed	\$2,881,008	\$559,283
Total New/Upgrade Cost	\$ 734,283			

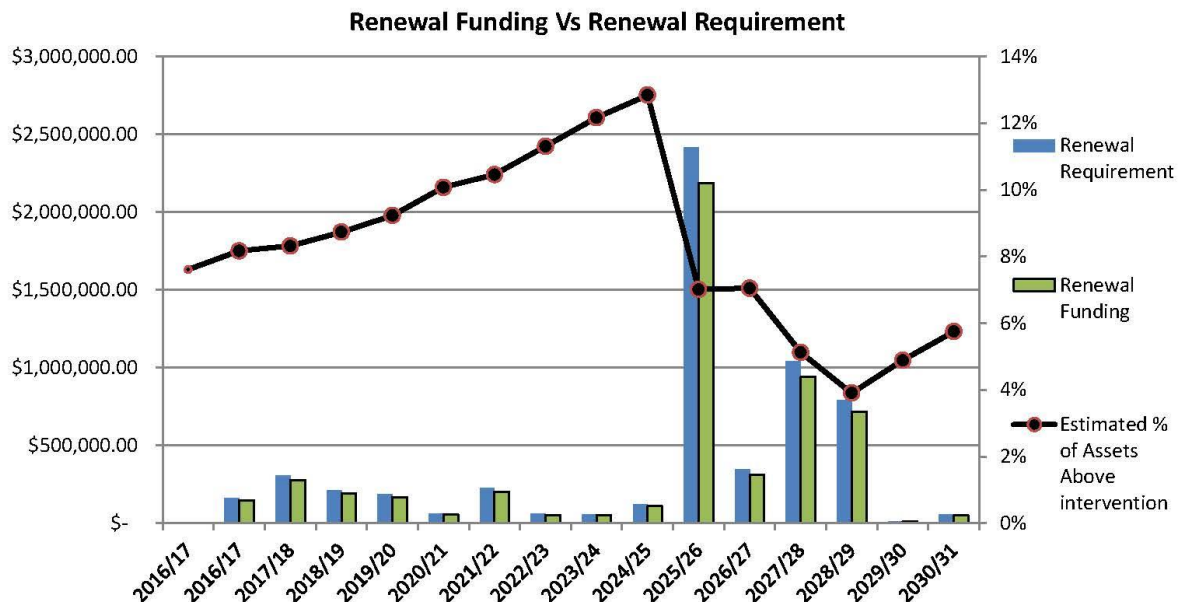
**Table 4: Identified new and upgrade projects**

[1]: Total replacement cost is inclusive of the upgrade component cost.

[2]: The total cost of these projects shall be funded fully by external parties in accordance to the North of the Merri Development Contributions Plan, however current indicative costs suggest that the three footbridges in total shall cost \$510,000.00, Bromfield St Road Bridge shall cost \$1,525,568.00 and the O'Brien Street Footbridge is expected to be approximately \$210,085.00.

[3]: Given the lack of detailed costing having taken place at this moment, the cost provided is indicative only.

The following figure demonstrates the predicted effect on asset condition given the current level of funding and the required renewal projects.



**Figure 1: Renewal Funding Vs Renewal Requirement**

### Financial Plan

The table below provides a summary of the key financial parameters

Asset Description	Total Quantity	Average Asset Condition	Average Life (years)	Replacement Value	Written Down Value	Accumulated Depreciation	Annual Depreciation	Date Condition Assessment
Bridges and Major Culverts	50	3.42 (Good)	81.0	\$31,944,591	\$19,065,049	\$12,879,542	\$324,512	July-16

**Table 5: Bridge and Major Culvert Key Financial Parameters**



**Key funding facts:**

- The 15 year renewal program includes \$6,045,171 of works.
- Council is currently funding 91% of the 15 year renewal program.
- Council's 15 year renewal program funding shortfall is \$570,171.
- Renewal funding meets the annual depreciation for the coming 15 year period.
- Given current renewal funding, the percentage of assets above intervention is predicted to reduce to below 6% in fifteen years' time.
- Council's backlog of works amounts to \$2,432,809 (corresponding to 7.6% of the total asset base).
- Maintenance benchmarking demonstrates that Council's maintenance allocation of \$55,000 is inadequate and that a value between \$90,000 to \$110,000 would be appropriate.
- Acquired assets shall increase the valuation of Council's bridges and major culverts by 8% over the coming 15 years.

**Improvement Activities**

The items listed below are the priority improvement actions identified during the development of this plan. Refer to the action plan (Appendix 4) for the full list of actions and further details.

- The current performance in each service level shall be re-evaluated or developed for monitoring capability. This shall also, therefore, provide an opportunity to develop a strategic plan for achieving the service level targets detailed within the plan.
- During the next community consultation on roads, some attention shall be directed towards the community's opinion on the current state of bridges and major culverts such that Council may test its assumptions and confirm or amend levels of service accordingly.
- With the goal of progressing towards an "advanced" approach to risk management, targeted, prioritised and planned responses to the identified hazards in the bridge and major culvert risk register shall be formulated.
- A system of digital reporting on level 1 inspections is required such that Council's asset management department can gain a rigorous understanding of the lower level issues which are identified during these assessments. In addition to this, the report template which is used for these inspections shall be reviewed and amended where necessary.
- A formal process shall be developed for identifying, evaluating and rationalising new and upgrade projects alongside the disposal of existing assets.

## 2 INTRODUCTION

### 2.1 Background

#### 2.1.1 Purpose of this Plan

The Bridge Asset Management Plan (AMP) is a means of structuring and outlining the processes and key elements required for effective management of Council's bridge and major culvert infrastructure. The plan combines management, financial, engineering and technical practices to ensure that the required service levels of bridges and major culverts are met by the most efficient means with consideration for Council's fiscal and resource limitations.

Specifically, the purpose of this plan is to:

- Give effect to asset management and strategic objectives as outlined in related documents
- Demonstrate responsible stewardship of bridge and major culvert infrastructure
- Manage the risks associated with the service delivery of bridges and major culverts
- Provide input into the long term financial planning for bridge and major culvert infrastructure
- Support community engagement to determine suitable service delivery requirements
- Optimise spending on bridge and major culvert infrastructure by taking a whole of life approach
- Guide the development of maintenance practices
- Drive continuous improvement

#### 2.1.2 Asset Management Framework

This plan is part of Council's overall suite of asset management plans as described below:

- Asset Management Policy
  - Asset Management Strategy
    - Roads AMP
    - **Bridges AMP**
    - Buildings AMP
    - Pathways AMP
    - Drainage AMP
    - Sporting Facilities AMP
    - Open Space AMP
    - Information Communication Technologies AMP
    - Plant and Fleet AMP
    - Collections and Heritage AMP
    - Land AMP

#### 2.1.3 Related Internal Plans & Strategies

This document supports the strategic objectives of related internal planning documents. The following documents are noted as having significant influence on the strategic direction of bridge and major culvert asset management:

- Municipal Road Management Plan
- Council Plan
- Growth Area Structure Plans

- Warrnambool Municipal Road Hierarchy Review and Traffic Management Plan
- Road User Plan
- Sustainable Transport Strategy
- North Warrnambool Flood Management Plan

#### 2.1.4 Scope of this Plan

The Bridge Asset Management Plan covers all those structures under Council's responsibility which are typically located either in the road reserve, or on footpaths in parks and recreation areas. Furthermore, the structure must conform to the following functional definitions of "Bridge" and "Major Culvert" provided by VicRoads.

- Bridge - A structure with the primary purpose of carrying a roadway or pathway over an obstacle with a minimum span of 1.8m or a minimum waterway area of 3 m<sup>2</sup>.
- Major Culvert - A structure with the primary purpose of providing a passageway beneath a road or a path, usually but not necessarily for stormwater, with a minimum span or diameter of 1.8m, or a minimum waterway area of 3 m<sup>2</sup>.

Culverts outside of the definition above (minor culverts) are included as part of the Roads Asset Management Plan.

There are several structures within the road reserve that Council does not have responsibility to maintain. They are often a point of conflict with residents who have an expectation that Council will maintain them as they are within road reserves, parks and recreational areas. The assets which are not managed by council and hence not included in this plan are:

- Structures located on boundary roads allocated to the adjoining municipality. However, in some instances the agreements allow for cost sharing of specified capital works on the roads. Such works will only be carried out with prior agreement of the two municipalities concerned. Refer to the Boundary Agreement for full details.
- Structures on arterial roads (where Council is not designated as the responsible authority).
- Structures on roads not included under Councils Public Road Register
- Private vehicle crossings/driveways
- Floodways not classified as a 'major culvert'
- Structures on roads over irrigation and drainage channels, dams and aqueducts where the rural water authority is responsible (as the relevant infrastructure manager) to the limits of the structure
- Culverts provided for VicTrack infrastructure

#### 2.1.5 Asset Components Included in the Plan

The following table lists the various asset components belonging to the asset groups described above whose management is governed via the processes and principles described in this document.

Asset Category	Asset Type	Asset Components/Elements Included
Bridges	Major Culverts	<ul style="list-style-type: none"> <li>• Cell</li> <li>• End wall</li> <li>• Beaching</li> </ul>
	Road Bridges	<ul style="list-style-type: none"> <li>• Beams</li> <li>• Deck</li> <li>• Abutment</li> <li>• Piers</li> <li>• Bearing</li> <li>• Joint</li> <li>• Wingwall</li> <li>• Approach guard rail</li> <li>• Bridge guard rail</li> </ul>
	Footbridges	

Table 6: Asset Components Covered by the Bridges and Major Culverts Asset Management

**2.1.6 Asset Function**

Council's bridge and major culvert infrastructure assist the overall road and footpath network to promote a high level of connectivity throughout the municipality. More specifically, the function and capacity of an individual asset will be largely dependent on the assets location on the road and footpath network. Each road and footpath are classified according to a functional hierarchy which is dependent on the type of traffic experienced, volume of traffic, specific function and potential risk.

**2.1.7 Key Stakeholders in the Plan****2.1.7.1 External & Community Stakeholders**

Stakeholder	Role in this Plan
Private vehicle operators	Customer
Pedestrians	Customer
Users of a range of miscellaneous smaller, lightweight vehicles: cyclists, wheel chairs, prams etc.	Customer
Industrial and commercial operators and other transport services	Customer
Public Transport services	Customer
School Bus services	Customer
Emergency Agencies (Police, Fire, Ambulance, VICSES)	Customer
Utilities (Water, sewerage, gas, electricity, telecommunications);	Other interested party
Road authorities (VicRoads, DELWP)	Other interested party
Glenelg Hopkins Catchment Management Authority	Other interested party
State & Federal government	Other interested party
Land Developers	Other interested party
Military (special use in times of conflict & emergency)	Other interested party
Road safety organisations	Other interested party
Council's Insurer	Other interested party

Table 7: External Stakeholders

**2.1.8 Asset Responsibility****Service Managers**

Service managers are responsible for the planning, controlling and directing of one or more of Council's services. Where a service portfolio includes bridge or major culvert assets, a service manager may hold one or more of the following responsibilities depending on the assets associated extent of delivery:

- Monitoring the risks associated with the respective asset/s
- Providing input into required service levels such as performance, safety, maintenance and aesthetics
- Understanding the service generated from the required asset/s
- Providing guidance on the asset/s future requirements
- Assisting in ensuring the performance of the asset/s meets service level performance targets
- Providing reports and metrics concerning the asset/s service performance

Council's services which include Bridges and Major Culverts within their service portfolio:

Service	Responsibility
Infrastructure Development and Projects	Manager of Infrastructure Services
Parks and Gardens – Botanical Gardens	Team Leader Trees and Botany
Parks and Gardens – Lake Pertobe	Manager Recreation and Culture
General recreation	Manager Recreation and Culture

Table 8: Bridge and Major Culvert Service Managers



**Asset Managers**

Asset managers are responsible for planning for the delivery and longevity of assets required for Council's services. The asset manager of bridges and major culverts is the Coordinator of Assets and Developments, who is responsible for the following:

- Conducting asset inspections
- Ensuring adequate maintenance of assets
- Monitoring and developing asset service levels
- Meeting the agreed service level performance targets
- Collecting and managing asset data
- Developing asset renewal and upgrade programs
- Assisting service managers in planning for future demand and disposal

**2.2 Goals & Objectives of Asset Ownership****2.2.1 Links to Organisation Vision, Mission, Goals & Objectives**

Document	Section	Strategy/goal
<b>Council Plan 2013-17 (amended)</b>	1. Leading Regional City	Comply with the requirements of Council's Asset Management Plans
	2. A Sustainable City	Promote sustainable transport systems. Review and update Council's renewal funding model to ensure Council adequately funds asset replacement and maintenance while considering Council's risks.
	3. A Livable City	Implement the Municipal Road Safety Strategy
	4. A City of Growth	Deliver roads, drainage and community infrastructure commitments as outlined in structure plans for growth areas. Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.

Table 9: Links to Councils Vision &amp; Objectives

### 3 LEVELS OF SERVICE

#### 3.1 Community Engagement and Expectations

##### 3.1.1 Background and Customer Engagement Undertaken

The following table details the sources and basis from which Council develops the service requirements and standards of bridge and major culvert infrastructure in lieu of targeted and substantial community consultation having taken place.

Audience/ Technique	Needs/comments/outcomes/issues
Community Satisfaction Survey (2016)	<ul style="list-style-type: none"> <li>The community indicated that the overall performance of local streets and footpaths is lower than the amount of importance that the community places on these services.</li> </ul>
Customer Requests (2016)	Refer to table 11 (Customer Requests Review)
Service standards developed from design guidelines (General Service Standards)	<ul style="list-style-type: none"> <li>Access to the municipal road network by heavy vehicles to be limited to roads which are both reasonably necessary and classified as "link" or "Collector" on the road hierarchy (with exceptions for when accessing a site).</li> <li>Minimal conflict between various road user groups/vehicle types (cars, trucks, motorcyclists, bicyclists, pedestrians, children and people with disabilities);</li> <li>Suitable traffic control devices in dangerous locations especially where there is potential conflict between user groups (pedestrian crossings, road and street intersections);</li> <li>Road surfaces that create minimal adverse noise conditions in residential areas, are smooth riding, accessible, safe in all the prevailing local weather conditions and free-draining;</li> <li>All road structures (pavement base, surface, bridges, and traffic devices) to be maintained in a safe, workable condition.</li> </ul>
Service requirements developed from the Regional Asset Service Project (MAV STEP)	<ul style="list-style-type: none"> <li>Require bridges to provide access to my property</li> <li>Bridges should provide all weather access</li> <li>Bridges do not have any load limits where heavy vehicle travel is required</li> <li>Bridges should be wide enough for farm machinery</li> <li>Bridges should be safe to use</li> <li>Bridges should be well maintained</li> <li>Bridges should be able to carry two-way traffic</li> <li>Footbridges will be wide and accessible by wheelchair or pram</li> </ul>

Table 10: Service Requirements and Community Engagement Results

**Bridge and Major Culvert Customer Request Results**

Table 11 summarises the results from reviewing and analysing the customer requests from the past four years in relation to bridges and major culverts.



Asset Type	Amount of Requests	Concern (ranked from highest to lowest request amount)
Bridges (Road and Pedestrian)	High Amount	Material and structural deterioration
		Graffiti
		Surface ride-ability and slip resistance
		Access safety (fencing and handrails)
		Heavy vehicle usage
		Surface defects
		Vegetation intrusion
		Insufficient lighting
	Low Amount	Lack of aesthetic appeal
Major Culverts	High Amount	Blockages
		Structural integrity
		Graffiti
		Surface defects
		Request for inspection
	Low Amount	Insufficient signage and marking

Table 11: Customer Requests Review

It is worth noting that the total amount of customer requests in regards to bridges and major culverts within the past four years was 37. Within the context of the total amount of requests concerned with Council managed infrastructure, this amount is considered low, as such it may be presumed that the required community levels of service are not substantially different from those being provided.

**3.1.2 Community Service Level Outcomes**

Asset Type	Customer Needs
Bridges	<ul style="list-style-type: none"> <li>Located to provide all-weather access to dwellings and properties</li> <li>No unreasonable load restrictions on access</li> <li>Bridges should be able to carry traffic safely and without impedence</li> <li>Bridges should be well maintained</li> </ul>
Footbridges	<ul style="list-style-type: none"> <li>Located to separate road use by vehicles and pedestrians</li> <li>Safe to use in regards to signage, trip hazards, hand railing and lighting</li> <li>Allows access by a wheelchair or pram</li> </ul>
Major Culverts	<ul style="list-style-type: none"> <li>Structures should be free of blockages</li> <li>Major Culverts should be well maintained</li> <li>Major Culverts should be free of visible offensive graffiti</li> </ul>

Table 12: Service Level Outcomes Derived from Community Demand

*Note: Many of these needs (or slight variations) were identified as being applicable to all asset types, as such, this is reflected in the levels of service table (section 3.3)*

**3.1.3 Community Engagement Plan**

Community consultation regarding the road and footpath network is planned to occur in late 2017. As a part of the engagement process, consideration will be given to including consultation on service levels and performance targets specific to bridge and major culvert infrastructure. To ensure the effectiveness of the consultation, inclusion of the respective risk and financial consequences to service level performance target amendments should be ensured.

Council owns and manages a number of bridges and major culverts which have unconfirmed service requirements. Two of these structures are in poor condition and are programmed for renewal works over the coming 15 year period (Section 6.3). These structures are:

- Ziegler Parade Road Bridge
- Stephens Street Footbridge

### 3.2 Legislative Requirements

In addition to providing service standards which are at a level agreed with the community, Council must also formulate the service requirements of infrastructure with consideration for related codes of practice, standards and legislative requirements.

The following table details the codes of practice, standards and legislative requirements which have been taken into consideration in the development of bridge and major culvert service standards:

Reference	Description
<b>Road Management Act (2004)</b> (alongside associated Regulations and Codes of Practice)	In summary, the act: <ul style="list-style-type: none"> <li>• Establishes a new statutory framework for the management of the road network which facilitates the coordination of the various uses of road reserves for roadways, pathways, infrastructure and similar purposes.</li> <li>• Establishes the general principles which apply to road management.</li> <li>• Provides for the role, functions and powers of a road authority.</li> <li>• Provides for the construction, inspection, maintenance and repair of public roads.</li> <li>• Sets out the road management functions of road authorities.</li> <li>• Sets out the road management functions of infrastructure managers and works managers in providing infrastructure or conducting works.</li> </ul>
<b>Local Government Act (1989)</b>	Details the functions of Council in regards to the provision services and facilities for the community, alongside principals of
<b>Road Safety Act (1986)</b>	Details the safety requirements relating to the use and operation of the road network.
<b>Disability Discrimination Act (1992)</b>	Details the liabilities for provisions of access for persons with disabilities.
<b>Catchment and Land Protection Act (1994)</b>	Sets the framework of management for catchments, including the functions and powers of Council.
<b>Austroads Road Design Guidelines</b>	Provides guidelines for design of roads, pedestrian and cyclist areas, drainage structures, ancillary areas and structures.
<b>Australian Rainfall and Runoff</b>	Provides the guidelines for flood estimation in design.
<b>AS 5100 – Bridge Design</b>	Details the guidelines and standards for design of all bridge structures.

Table 13: Legislative requirements



## 3.3 Community and Technical Levels of Service

Bridge and Major Culvert Service Levels						
Service Demands	Service Indicator	Community Levels of Service		Technical Levels of Service		
		Community Measure	Community Target	Technical Measure	Current Performance	Technical Target
Located to allow access during all typical weather events	Accessibility	Accessibility during all typical weather events.	The transport network including required structures remains serviceable during all typical weather events.	Trafficable surface levels in references to flood levels.	Currently 96% of road structures above the 20% Annual Exceedance Probability (AEP).  Further investigation required to accurately understand the structures below the 1% AEP level.	100% of road structures above the 20% Annual Exceedance Probability.  100% of critical assets above the 1% AEP, except for where heritage status is the only driver for criticality.
No unreasonable load restrictions on access	Accessibility	Accessibility of required vehicles.	Structures are to allow access for all required vehicles.	Number of structures with a load limit below what is reasonably required.	Currently 98% of structures with either no load limit or a reasonable load limit.	100% of structures have either no load limit or a load limit outside of the functional scope of the asset
Structures should allow safe travel without impedence	Safety & Serviceability	Freedom and safety of travel.	All bridges should allow for safe travel without disturbance of the flow.	- Sight distance - Gradient - Trafficable width	Currently 98% of structures are adherent.	100% Adherence to relevant contemporary design standards and guidelines.
Structures should be provisioned sufficiently in regards to signage, lighting, hand/guard railing and surfacing.	Safety & Serviceability	Amount of accidents per year resulting from insufficient signage, lighting, hand/guard railing and surfacing.	No accidents per year resulting from insufficient signage, lighting, hand/guard railing and surfacing.	Level of adherence to relevant contemporary design standards and guidelines.	90% of structures are adherent.	100% Adherence to relevant contemporary design standards and guidelines.
Non-vehicular travel should be adequately separated from vehicular travel	Safety & Serviceability	Amount of structures which do not offer separation of vehicles and pedestrians (including cyclists)	All structures should provide separate spaces for vehicular and pedestrian travel (including cyclists).	Level of adherence to relevant contemporary design standards and guidelines.	Currently 98% of assets provide sufficient and compliant separation of pedestrian and vehicular travel.	100% Adherence to relevant contemporary design standards and guidelines.
Pedestrian travel along the transport network should allow for access by wheelchairs and prams	Accessibility	Amount of structures along the transport network which do not allow sufficient access and mobility.	All structures along the transport network allow for full access and mobility.	Level of adherence to relevant contemporary design standards and guidelines on access and mobility.	86% of all structures are adherent.	100% adherence to relevant contemporary design standards and guidelines on access and mobility.

Structures should be well maintained	Safety & Aestheticism	Amount of notable defects on structures.	Structures should be free of notable defects.	Level of adherence to inspection regime and level of responsiveness to identified defects	Level of adherence is currently unknown. As such, developing monitoring procedures forms part of the improvement actions.	90% adherence to inspection regime and defect allocated response times.  100% adherence to routine maintenance inspections (compliance with RMP).
Structures should be cleared of blockages and debris within the waterway area	Safety & Serviceability	Amount of instances where a structures waterway area is blocked.	Structures should be consistently free of blockages.	Level of adherence to reactive and proactive inspection regime and level of responsiveness to blockages	Level of adherence is currently unknown. As such, developing monitoring procedures forms part of the improvement actions.	90% adherence to inspection regime and response time for the clearance of blockages.  100% adherence to routine maintenance inspections (compliance with RMP).

Table 14: Bridge and Major Culvert Community &amp; Technical Service Levels

### 3.4 Service Level Consequences and Development Plan

The following table discusses the service level consequences of bridge and major culvert funding for the coming 15 years.

It's projected that Council's service level targets will not all be met during this period; however Council should make some progress in achieving them. Moving forward, future community engagement regarding road and pathway service demands shall assist in forming Council's direction in asset and service planning.

Service Level	Discussion
Structures are located to allow access during all typical weather events.	Consideration has been given to upgrading the Bromfield Street and Queens Road Major Culvert over Russel's Creek, it was concluded that upgrades would not provide a positive cost benefit outcome for the community at this time.
No unreasonable load restrictions on access.	The Stanley Street Road Bridge is programmed for pile rehabilitation works this financial year (2016/17), following the works, a detailed structural analysis shall be undertaken to gauge the increase in the structures load carrying capacity. At this time the load limit imposed on the structure may be amended in line with the structural improvements.
Structures should allow for two-way travel safely and without impedence.	In an attempt to address Stanley Street Road Bridges inadequate trafficable width an upgrade project was scoped and costed at approximately \$2.9M. The project would be a full replacement and extension to address the structures poor condition, width inadequacy and load limit. An alternative and substantially cheaper treatment option was costed at \$162,000. This treatment would address only the piles on the bridge (the component with the worst condition) and is estimated to prolong the structures life by 20 years. In the interest of sound financial management, the lower order treatment has been chosen in lieu of the more costly full replacement.
Structures should be provisioned sufficiently in regards to signage, lighting, hand/guard railing and surfacing.	A recent maintenance funding benchmarking analysis shows that Council allocates a relatively low amount of funding for bridge and major culvert maintenance. The analysis suggests that Council should be allocating between \$90,000 pa to \$110,000 pa. Council will not be able to achieve this service level target without increasing the maintenance funding from \$55,000 pa to an amount which is consistent with the extent of structures that Council manages. Council has formulated a maintenance works program containing \$103,000 of works which would address the structures failing this service level.
Non-vehicular travel should be adequately separated from vehicular travel.	Council shall meet its performance target in this service level once the Swinton Street Footbridge is constructed. This project is expected to go ahead in 2019/20.
Pedestrian travel along the transport network should allow for access by wheelchairs and prams.	Currently Council does not have a sufficient amount of funds to allow the upgrade of all non-compliant structures. Once non-compliant assets reach their natural end of life, consideration shall be given to the upgrade of these structures.
Structures should be well maintained.	Improvement of this service level shall be achieved by enabling performance monitoring (refer to the action plan).
Structures should be cleared of blockages and debris within the waterway area.	Improvement of this service level shall be achieved by enabling performance monitoring (refer to the action plan).

Table 15: Service Level Consequences and Discussion

## 4 FUTURE DEMAND

### 4.1 Demand Forecast and Management Plan

A crucial factor in planning for future community demands and technical requirements for infrastructure is to accurately understand how a wide variety of social, economic, environmental and technological changes will influence the operating environment. Furthermore, it is necessary to develop a plan to manage said changes appropriately. The following table lists various areas of potential change alongside their expected impacts and approach to management.

Factor	Description	Expected Impact	Management Plan
<b>Natural Environment</b>			
Climate Change	A notable risk is posed by climate change through increasing storm surges, sea level rise, increased ground and foundation movement, groundwater changes, temperature and solar radiation and frequency and intensity of extreme rainfall events.	Bridges and major culverts will experience an increase in flood damage, increased structural and foundation damage through increased geotechnical effects and more generally an accelerated degradation of materials and structures through increased temperature and solar radiation.	Continue to monitor developments in this space such that the projected climate change and effects on infrastructure may be estimated. Appropriate measures may then be taken to account for these effects in asset management practices, infrastructure planning and material and design standards.
<b>Demographics and Land Use</b>			
Increasing Dwelling Density	One of the recommendations of the Warrnambool City-Wide Housing Strategy is that housing densities should be expected to increase in many parts of Warrnambool.	Areas of increased housing density can be expected to have increased volumes of use on the Councils road and footpath network.	Monitor population and traffic count data in developing areas alongside continuing to develop works programs with consideration of zonal requirements.
Ageing Population	Population forecasting indicates there will be increases in all age groups between 2011 and 2026. The largest proportional increase (relative to population size) will be in the 60 to 79 (43%) and 20 to 39 age groups (20%) (Warrnambool City-Wide Housing Strategy).	With a large relative proportion of the population moving into the 60 to 79 age group an increased demand upon the pathway network (including footbridges) may be expected. In addition, increases in the 20-39 age group shall produce increases in demand on the road network.	Continue to monitor age trends with a focus on potential infrastructure effects, alongside continuing to gather traffic count data.
Population Changes	Population in Warrnambool is currently increasing at an average rate of 1.4% per annum (Warrnambool City-Wide Housing Strategy)	An increased load on bridge and major culvert assets can be expected proportional to the increase in population.	Monitor population and traffic count data alongside continuing to develop works programs with consideration of population trends.
<b>Technology</b>			

Factor	Description	Expected Impact	Management Plan
Technology Improvement Utilisation	Increases in available technology for the management, construction, design and maintenance of bridge and major culvert infrastructure.	Possible opportunities for cost savings across all fields involved in the service. Improvements in the structural integrity, life and aesthetics of bridge and major culvert infrastructure.  Improvements in asset management capability and data analysis.	Continue to monitor developments in this space such that Council may adopt available new and improved technology in a timely manner with the vision of improving the operating environment of bridge and major culvert infrastructure delivery.
Vehicle Automation	It is predicted that from between 2020-2030 to 2040-2050 the amount of automated vehicles comprising the total vehicle traffic on road networks will increase from 1-4% to 30-50% according to the Victoria Transport Policy Institute (Autonomous Vehicle Implementation Predictions – Implications for Transport Planning, 2015)	Possible necessary improvements required for roadway infrastructure to enable autonomous vehicle technology.	Continue to monitor developments in this space and begin to identify areas in which Council will be expected to institute changes to the road network to allow for an effective and safe application of the technology.
<b>Heavy Vehicles</b>			
Increasing Legal Load Limits	In recent years, Container Transport Alliance Australia and other organisations have been advocating for increases in the legal load limits for heavy vehicles (notably an increase of 20% in 2015). Thus there is a reasonable expectation of increased load regimes at some point in the future.	Bridge and major culvert infrastructure will be exposed to greater loads in proportion to the load limit increases which can be expected to cause deterioration at rates larger than expected.  The potential for substantial failure increasing in number across infrastructure that is currently insufficient to carry the required loads.	Work is currently being done to develop an official freight network through the municipality; to that end, increasing freight effects may be limited to certain areas such that planning may be more effective.  Consideration will be given to possible increasing load limits when developing bridge and major culvert works programs.
Increasing Freight Task	Freight Futures suggests that freight volumes in the Warrnambool region are expected to increase from 30 million tonnes to 50 million tonnes from 2000 to 2020.	Bridge and major culvert infrastructure will be exposed to greater volumes of heavy vehicle traffic in proportion to the increase of the freight task which can be expected to cause deterioration at rates larger than expected.	Work is currently being done to develop an official freight network through the municipality; to that end, increasing freight effects may be limited to certain areas such that planning may be more effective.
<b>Finance and Economics</b>			
Unit Rate Cost Changes	Unit rate costs may potentially increase in rates which differ from those expected.	Changes in unit rates will effect Council's utilisation of renewal and capital expenditure.	Conduct annual review of unit rates including benchmarking, project reviews and industry research.
Economic effects on willingness to pay	Potential strengthening/weakening of the macro-economy could potentially affect the willingness to pay of the community	Shifting levels of willingness to pay within the community will create changes in service level demand.	Continual and progressive community engagement surrounding service level requirements and associated costs.

Table 16: Future Demand Forecast and Management

Refer to the action plan (Appendix 4) for a plan of progression and development of the management and control measures for the areas of impact.



## 5 RISK MANAGEMENT

### 5.1 Risk Identification

Event	Cause	Area of Impact	Controls
Collapse or damage to structure or road approach	<ul style="list-style-type: none"> <li>Overloading, oversize/injury</li> <li>Poor structural condition</li> <li>Lack of maintenance</li> <li>Severe weather event</li> <li>Waterway users</li> </ul>	Public health & safety	<ul style="list-style-type: none"> <li>Condition survey undertaken and renewal works programmed.</li> <li>Bridges assessed for load limits.</li> <li>Maintenance inspection and works programming.</li> </ul>
Bridge run-off accident	<ul style="list-style-type: none"> <li>Vehicle conflict</li> <li>Obstruction (fallen limbs)</li> <li>Surface condition (timber decks, road interface)</li> <li>Inadequate drainage</li> <li>Inadequate signage, delineation</li> <li>Poor sight distance</li> </ul>	Public health & safety	<ul style="list-style-type: none"> <li>Maintenance inspection and works programming.</li> <li>Risk assessment of bridges and bridge guard rail renewal/upgrade.</li> </ul>
Delays from bridge closure or diversions	<ul style="list-style-type: none"> <li>Bridge collapse</li> <li>Bridgeworks</li> <li>Load limits</li> <li>Width restrictions</li> <li>Flooding</li> </ul>	Service Delivery Financial	Condition survey undertaken and renewal works programmed. Level of service for: <ul style="list-style-type: none"> <li>Load Limits</li> <li>Flooding access</li> </ul>
Pedestrian accident with road user	<ul style="list-style-type: none"> <li>No path present, walking on road</li> <li>Inappropriate, missing signage</li> <li>Inadequate protection</li> <li>Inappropriate use</li> </ul>	Public health & safety	<ul style="list-style-type: none"> <li>Level of service for provision of path appropriate for level of use.</li> <li>Level of service for provision of footpath, and barriers appropriate for location and use.</li> </ul>
Pedestrian fall	<ul style="list-style-type: none"> <li>Rough uneven surface</li> <li>Inappropriate, missing signage</li> <li>Slippery surface, water</li> </ul>	Public health & safety	<ul style="list-style-type: none"> <li>Defect inspection frequency</li> <li>Street lighting</li> </ul>

**Table 17: Risk Management**

*Refer to the Infrastructure Risk Register for Bridges and Major Culverts for more information (Appendix 3)*

## 5.2 Asset Criticality

### 5.2.1 Critical Assets

Critical assets are those which would result in a high consequence of failure, as such, Council understands the importance of identifying critical bridges or major culverts, to the effect that maintenance, investigative and capital expenditure plans may be refined in light of critical areas.

The table below gives asset descriptions (along with the assets which fit the description) which hold in them the implication of high consequence of failure along with the appropriate actions that Council will make to minimise the risk of such failures occurring.

Description Assets with high consequence (Major or Catastrophic) of failure	Area of Impact	Actions to Address	Critical Assets
A structure that is the only access to a dwelling or business for emergency services	Customers & Community Public Health & Safety	Greater consideration in capital works programs	<ul style="list-style-type: none"> <li>Skuses Road Bridge</li> <li>Swinton Street Bridge</li> </ul>
A structure with a detour > 20km <sup>1</sup>	Customers & community	Greater consideration in capital works programs	<ul style="list-style-type: none"> <li>Hopkins Point Road Bridge (Hopkins River)</li> </ul>
A structure located on a Link road or footpath with high usage.	Customers & Community	Greater consideration in capital works programs	Road Bridges and Major Culverts (Link Roads) <sup>2</sup> : <ul style="list-style-type: none"> <li>Hopkins Point Road Bridge (Hopkins River)</li> <li>Stanley Street Bridge (Merri River)</li> <li>Harris Street Bridge (Merri River)</li> <li>Tooram Road Major Culvert</li> <li>Wangoom Road Major Culvert (East of Wrights Road)</li> <li>Wollaston Road Bridge</li> </ul> Footbridges (Category 1 Footpaths): <ul style="list-style-type: none"> <li>Not currently applicable</li> </ul>
Heritage Structures	Cultural and Historical Significance	Greater Consideration in capital works programs	<ul style="list-style-type: none"> <li>Wollaston Road Footbridge</li> <li>Ziegler Parade Road Bridge</li> <li>Stanley Street Road Bridge</li> <li>Hopkins Point Road Bridge</li> <li>Plummer's Hill Road Masonary Arch Culvert</li> </ul>

Table 18: Asset Criticality

[1]: The detour value of 20km was chosen after concluding that this was both functionally unreasonable and potentially highly consequential in an emergency situation since a detour greater than 20km corresponded to a travel delay of approximately 20 minutes (under normal travel conditions).

[2]: Whilst the Ziegler parade Road Bridge is on a link road, it's inclusion as a critical asset has been withheld since Garabaldi Lane (in close proximity) acts as an adjacent means of access. As such, the consequence of stifled access has been deemed to be low.

## 6 LIFECYCLE MANAGEMENT PLAN

### 6.1 Background Data

#### 6.1.1 Asset Quantities

Asset Component	Number	Deck Area (m <sup>2</sup> )
Road Bridges	10	4,574 m <sup>2</sup>
Footbridges	25	1,138 m <sup>2</sup>
Major Culverts	15	736 m <sup>2</sup>

Table 19: Asset Overview

*Note: Quantities are correct only at the time of the development of this plan. Up to date information is obtained from the asset register. Quantities as of 29/07/2016*

#### 6.1.2 Asset Ages (Distribution of Construction Decade)

The following graph illustrates the distribution of construction decades within Council's bridges and major culverts. As shown, the majority of Council's assets were constructed within the past three decades.

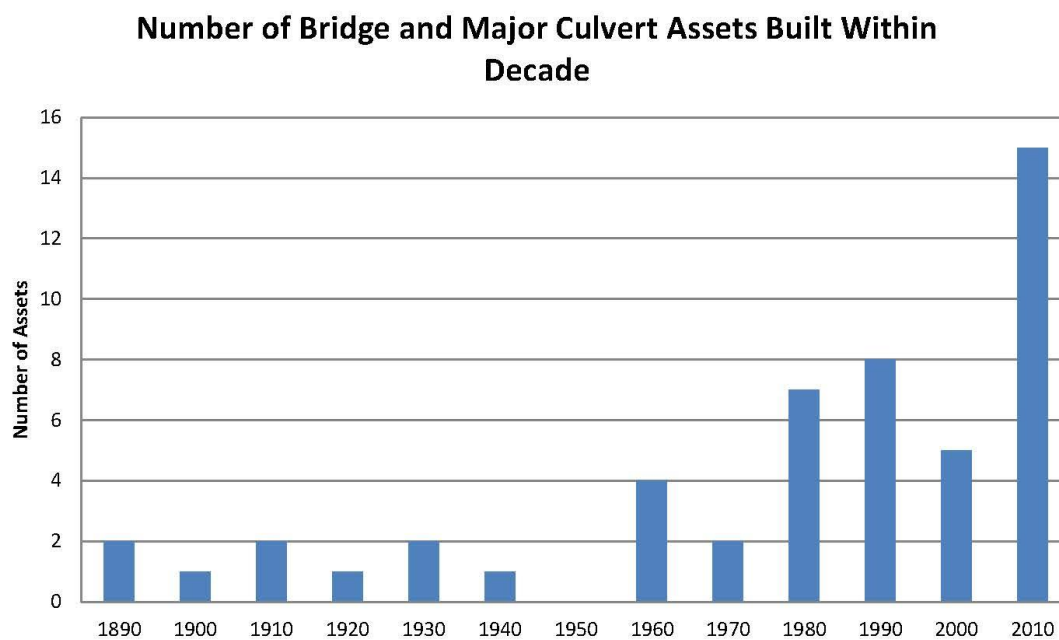


Figure 2: Asset Construction Decade Distribution

**6.1.3 Current Issues**

Issue	Comment
Recommendation for instituting a load limit upon various structures (MAMS survey July 2016)	<ul style="list-style-type: none"> <li>Wellington St Road Bridge (25t)</li> <li>Daltons Rd Road Bridge (20t)</li> <li>Skuses Rd Road Bridge (30t)</li> </ul>
Management systems for controlling access to the network by over-weight / over-dimensional vehicles	A system of management is required to ensure adherence to instituted load limits given the exposure to risk generated from heavy vehicles accessing structures not suited to their access.
Structures identified for further investigation during MAMS survey July 2016.	<ul style="list-style-type: none"> <li>Viaduct Rd</li> <li>Wollaston Rd Footbridge</li> <li>Wollaston Rd Road Bridge</li> <li>Harris St Road Bridge</li> <li>Russell's Creek Footbridge 1 (Sth of Glenbane Ct)</li> </ul>

Table 20: Current Issues

Note: Refer to the action plan for more information.

**6.1.4 Asset Classification and Functional Hierarchy**

Bridge and major culvert infrastructure is classified via their construction standard and location on the road and footpath functional hierarchy.

**Classification by Design and Construction**

Asset Group	Classification by Design Life	Classification by Construction
Major Culvert	Short Life	N/A
	Long Life	Masonry
		Precast Reinforced Concrete
		Steel
Road Bridge	Short Life	Full Timber Construction
		Reinforced Concrete with at least one major timber structural element
	Long Life	Masonry and Steel
		Full Reinforced Concrete
Footbridge	Short Life	Reinforced Concrete and Steel
		Footbridges of low construction standard
	Long Life	Foot bridges of medium construction standard
		Footbridges of high construction standard

Table 21: Classification by Design and Construction



**Classification by Road and Footpath Functional Hierarchy**

Classification	Description
<b>Road Network</b>	
<b>Arterial</b>	Arterial roads are the principle routes of movement to and from the municipality and are <u>controlled and maintained by VicRoads</u> .
<b>Link</b>	Links carry high volumes of traffic and are the principle routes for traffic flow in and around the municipality (including freight movement).
<b>Collector</b>	Collectors are streets which carry higher volumes of traffic; they connect accesses and access streets through and between neighbourhoods.
<b>Access</b>	Access streets provide local residential access where traffic is subservient, speed and volume of traffic are low and pedestrian and bicycle movements are facilitated.
<b>Lane</b>	Lanes carry local traffic and typically provide secondary access to properties with more than one road frontage
<b>Footpath Network</b>	
<b>Category 1</b>	CBD and those pathways within the vicinity of schools, hospitals and aged care centres
<b>Category 2</b>	Selected medium use pathways in prominent areas other than described above and routes to schools.
<b>Category 3</b>	Pathways in residential, commercial and industrial areas other than as described above.

Table 22: Classification by Road and Footpath Functional Hierarchy

**6.1.5 Asset Capacity/Performance****Assets Under-Capacity**

The following table lists the assets which are not meeting their service level requirements. The upgrade of these assets may now be investigated with the goal that the project would provide a positive cost-benefit outcome for the community.

Level of Service	Service Target Status	Assets Under-Capacity	Reasoning
Located to allow access during abnormal weather events	4% of assets under capacity.  Further investigation required to accurately understand the structures below the 1% AEP level.	<ul style="list-style-type: none"> <li>Queens Road Major Culvert<sup>[1]</sup></li> <li>Bromfield Street Major Culvert<sup>[1]</sup></li> </ul>	These structures have been closed due to flooding during 20% AEP events.
No unreasonable load restrictions on access	2% of assets under capacity.	Stanley Street Road Bridge (20t)	Structure would be reasonably required for vehicles greater than 20t (waste vehicles).
Structures should allow for safe travel without impedence	2% of assets under capacity.	Stanley Street Road Bridge	Structure provides inadequate trafficable width for two way travel on a link road (6m total).
Structures should be provisioned sufficiently in regards to signage, lighting, hand/guard railing and surfacing.	10% of assets under capacity.	<ul style="list-style-type: none"> <li>Wollaston Road Road Bridge</li> <li>Wollaston Road Footbridge</li> <li>Lake Pertobe Footbridge (6)</li> <li>Lake Pertobe Footbridge (4)</li> <li>Lake Pertobe Footbridge (5)</li> </ul>	Structures have been found to be insufficient in one or more instances with regards to signage, lighting, hand/guard railing and surfacing.
Non-vehicular travel should be adequately separated from vehicular travel	2% of assets under capacity.	Swinton St Road Bridge	The Swinton Street crossing of the Merri River provides no travel space for non-vehicular movement, hence forcing travel to occur on the road.

Pedestrian travel along the transport network should allow for access by wheelchairs and prams	12% of assets are under capacity.	<ul style="list-style-type: none"> <li>• Jubilee Park (Woodford) Footbridge (Merri river)</li> <li>• Lake Pertobe Footbridge (9)</li> <li>• Lake Pertobe Footbridge (4)</li> <li>• Lake Pertobe Footbridge (5)</li> <li>• Lake Pertobe Footbridge (6)</li> <li>• Ziegler Parade Road Bridges</li> </ul>	One or more access and mobility issues with these structures gradients, approaches, surfaces, railings and widths have been identified.
Structures should be well maintained	Currently unknown	Not applicable (Refer to Appendix 4 – “Action Plan” for service level monitoring development plan)	N/A
Structures should be cleared of blockages and debris within the waterway area	Currently unknown	Not applicable (Refer to Appendix 4 – “Action Plan” for service level monitoring development plan)	N/A

Table 23: Assets Currently Under Capacity

[1] A cost-benefit analysis for the upgrade of Bramfield St and Queens Rd Major Culverts has revealed that there is a negative community benefit from upgrading these assets. This is since no property damage is expected from a 20% AEP event and there is multiple alternative routes for access. Thus, upgrading these assets is currently thought to not be necessary.

### 6.1.6 Asset Condition

#### Condition Rating

In accordance with the VicRoads Level 2 inspection procedure each structure is assessed at component, sub-component and element level (Council's inspection policy is further described in section 6.2.1).

The overall structure is assessed and rated with a score of 0 (new) to 10 (poor) taking into account certain criteria. In assessing the condition rating, the consultant may take into account a range of factors, including but not limited to:

- **Structural performance**
  - Loss of effective section (corrosion/spalling/rot/splitting)
  - Failure
  - Cracking
  - Fatigue
- **Structural integrity**
  - General wear and tear/ deterioration
  - Severity/ extent defects
  - Movement/ displacement/ subsidence/ deformation
- **Structural durability**
  - Water penetration
  - Exposure

#### Asset Condition Data

Asset Component	Previous Condition/Current Condition Survey Results 0(New)-10(Very Poor)			Comments/Trend
	2009	2012	2016	
Road Bridges	4.0 = Average Condition	4.4 = Average Condition	<u>4.1 = Average Condition</u>	<b>Stable</b>
Footbridges	3.7 = Good Condition	4.7 = Average Condition	<u>3.4 = Good Condition</u>	<b>Improving</b>
Major Culverts	5.7 = Average Condition	3.5 = Good Condition	<u>2.8 = Good Condition</u>	<b>Improving</b>
<b>Average Condition</b>	<b>4.5 = Average Condition</b>	<b>4.2 = Average Condition</b>	<b><u>3.4 = Good Condition</u></b>	<b>Improving</b>

Table 24: Asset Condition Data

Note: Newly acquired assets will contribute to an improved average condition alongside the renewal of existing assets.

### Asset Age and Condition Profile

The figure below is based on Moloney's 2016 condition survey data; refer to the Conquest Asset Management System for current data. The wide spread of age/condition values demonstrates how the standard of construction influences the deterioration of an infrastructural asset. For example, the Russel's Creek footbridge (1) is a low standard timber footbridge which has deteriorated to a condition of 6/10 within 14 years, whereas Plummer's Hill Road Masonry Culvert has only deteriorated to a condition of 3/10 in 116 years.

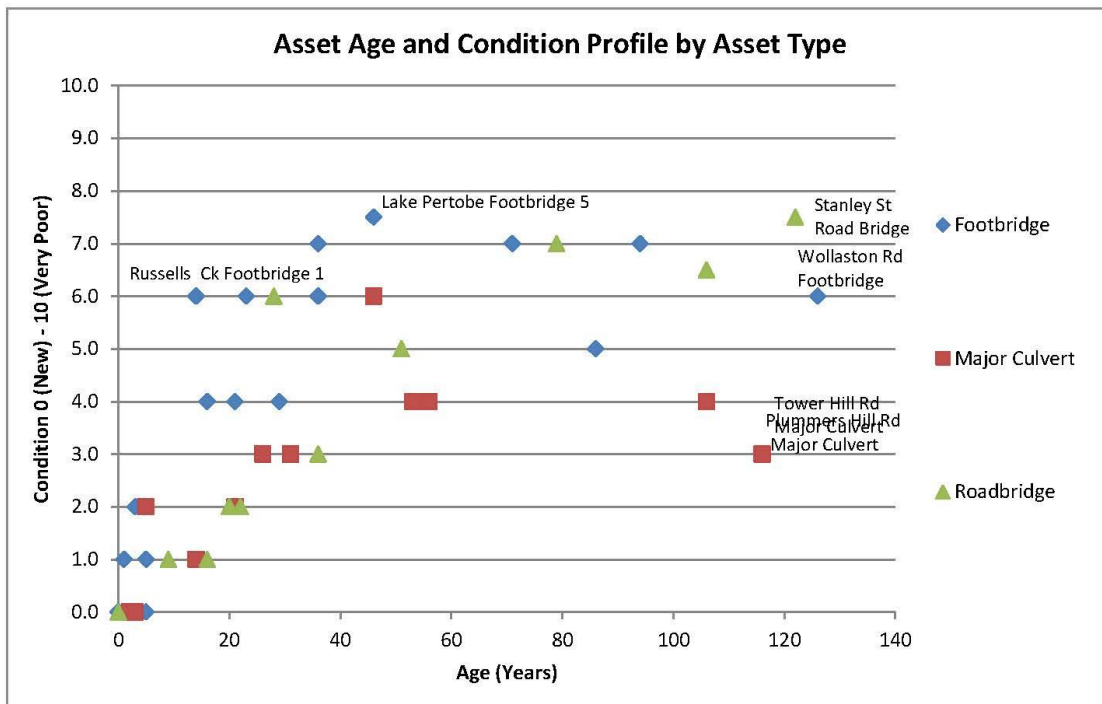


Figure 3: Asset Age and Condition Profile

**6.1.7 Asset Valuations and Useful Lives**

Table 24 summarises the valuations of each bridge and major culvert construction type. The formulation of these values is derived from the replacement project costing of each individual asset, alongside their respective condition and useful lives.

BRIDGE/CULVERT TYPE	TOTAL VALUATION		Accumulated Depreciation	Annual Depreciation	Asset Type Physical Life (years)	Asset Type % of Value
	Replacement Value	Written Down				
Bridge - Masonry and steel construction	\$ 345,384.00	\$ 64,759.50	\$ 280,624.50	\$ 2,302.56	150	1.08%
Bridge - Full reinforced concrete construction	\$ 15,954,284.00	\$ 11,915,686.86	\$ 4,038,597.14	\$ 127,634.27	125	49.94%
Bridge - Steel and/or reinforced concrete design	\$ 3,818,880.00	\$ 2,162,862.00	\$ 1,656,018.00	\$ 30,551.04	125	11.95%
Bridge - Reinforced concrete with at least one major structural timber element.	\$ 1,267,110.00	\$ 402,333.75	\$ 864,776.25	\$ 18,101.57	70	3.97%
Bridge - Timber design	\$ 2,321,724.00	\$ 145,107.75	\$ 2,176,616.25	\$ 33,167.49	70	7.27%
Major culvert - Precast reinforced concrete box units	\$ 142,085.00	\$ 78,501.25	\$ 63,583.75	\$ 1,776.06	80	0.44%
Major culvert - Precast reinforced concrete units	\$ 1,214,159.00	\$ 1,068,323.75	\$ 145,835.25	\$ 12,141.59	100	3.80%
Major culvert - Masonry construction	\$ 60,793.00	\$ 37,995.63	\$ 22,797.37	\$ 303.97	200	0.19%
Major culvert - Precast RC pipe culverts	\$ 989,258.00	\$ 592,172.00	\$ 397,086.00	\$ 12,365.73	80	3.10%
Major culvert - Steel culvert (corrugated galvanised)	\$ 0	\$ 0	\$ 0	\$ 0	80	0%
Footbridge - High level design	\$ 3,902,418.00	\$ 1,288,257.75	\$ 2,614,160.25	\$ 39,024.18	100	12.22%
Footbridge - Medium level design	\$ 1,285,447.00	\$ 975,679.38	\$ 309,767.62	\$ 25,708.94	50	4.02%
Footbridge - Low level design	\$ 643,049.00	\$ 333,369.38	\$ 309,679.62	\$ 21,434.97	30	2.02%
<b>Totals</b>	\$ 31,944,591.00	\$ 19,065,049.00	\$ 12,879,542.00	\$ 324,512.36	N/A	100 %

**Table 25: Current Asset Valuation**

*Note: Values are correct only at the time of the development of this plan. Up to date information is obtained from the asset register. Values as of 30 June 2016*

**Assumptions in the Valuation Process**

- Structures will deteriorate with respect to their estimated “physical life” and require replacement; upon reaching the end of the structures estimated “useful life”;
- Structures of the same class/construction standard will deteriorate at the same rate;
- Unit rates for renewal are reflective of industry construction rates.



**6.1.8 Historical Valuation Trend**

ASSET TYPE	YEAR OF VALUATION	TOTAL VALUATION					
		Replacement Value \$	Change from last Valuation %	Written Down \$	Change from last Valuation %	Accumulated Depreciation \$	Annual Depreciation \$
	2009	\$ 9,249,128.00	N/A	\$ 7,047,006.20	N/A	\$ 2,202,121.80	\$79,725.92
Road Bridges	2012	\$ 9,284,128.00	0%	\$ 6,463,287.76	-8%	\$ 2,820,840.24	\$80,013.42
	2016	\$ 23,707,382.00	+155%	\$ 14,690,749.86	+127%	\$ 9,016,632.14	\$ 211,756.93
	2009	\$ 1,039,840.00	N/A	\$ 446,345.60	N/A	\$ 593,494.40	\$12,642.95
Footbridges	2012	\$ 1,241,328.00	+19%	\$ 483,693.41	+8%	\$ 757,634.59	\$16,095.31
	2016	\$ 5,830,914.00	+370%	\$ 2,597,306.50	+437%	\$ 3,233,607.50	\$ 86,168.09
	2009	\$ 1,296,240.00	N/A	\$ 843,623.50	N/A	\$ 452,616.50	\$ 16,031.96
Major Culverts	2012	\$ 1,372,120.00	+5%	\$ 821,128.82	-3%	\$ 550,991.18	\$ 16,785.04
	2016	\$ 2,406,295.00	+75%	\$ 1,776,992.63	+116%	\$ 629,302.37	\$ 26,587.35

Table 26: Historical Valuation Trend

**Valuation Trends**

It is clear that a substantial change in valuation has occurred between the two most recent surveys, the reason for this is twofold:

- The 2016 survey includes a total increase of 22 structures which were either built after 2012 or are being recognised as bridges or major culverts for the first time.
- The replacement rates for bridges and major culverts were updated for the 2016 survey to better reflect the current costs associated with replacement, thus providing a greater capability in planning.

**6.1.9 Historical Asset Consumption/Renewal**

Annual Consumption & Renewal of asset value)	Year		
	2009	2012	2016
Asset Consumption $\left(\frac{\text{Asset Depreciation}}{\text{Replacement Value}}\right)$	0.94%	0.95%	1.02%
Asset Renewal $\left(\frac{\text{Renewal expenditure}}{\text{Replacement Value}}\right)$	0.82%	1.60%	1.15%
Amount of Asset Depreciation Funded	87.64%	168.30%	113.09%

Table 27: Historical Asset Consumption/Renewal Rates

Although annual asset consumption has been slightly rising over this seven year period (due to the construction of relatively lower life footbridges), average asset renewal expenditure has increased dramatically from 2009 to 2012. The reason for this is two-fold; firstly, the previous level of expenditure on bridge renewal was inadequate in meeting the required renewal demand. Secondly, this shortfall in funding had the effect of accumulating a significant backlog of renewal works to be completed. The current renewal expenditure is beginning to slowly address this backlog of works, which is presently comprised of many large scale projects (refer to table 29), whilst attempting to address the annual asset depreciation.

## 6.2 Maintenance & Operations Plan

### 6.2.1 Maintenance/Condition Inspections

Council has adopted three levels of inspections derived from the VicRoads Road Structures Inspection Manual - April 2011:

- Routine Maintenance Inspection.
- Condition Inspection.
- Detailed Engineering Inspection and Analysis.

#### Routine Maintenance Inspection

Routine maintenance inspections are undertaken once every year for the entire bridge and major culvert network. The general serviceability of the structure for the safety of road users is checked, and any problems are identified. This type of inspection will also include checking the signage, approaches, waterways, vandalism, graffiti and all visible structural components.

Structures will also be subject to a routine maintenance inspection following a major accident or environmental event which would warrant concern regarding the structures serviceability and condition. In addition to this, structures with relatively high risk ratings and/or components warranting further interrogation will be referred to an alternative inspection regime, which shall take into consideration the structures condition and criticality (refer to appendix 5).

All data obtained from the routine maintenance inspection is to be recorded on the Bridge Inspection Form included in the Appendices.

#### Condition Inspection

Condition inspections are carried out typically every 3 years or as required based on the results on the results of a routine maintenance inspection. Condition inspections are currently carried out by Council's Civil Engineer or contractors with proven experience and qualifications.

The performance of critical structures against their previous survey results are checked by council staff with suitable bridge design and/or construction experience on a more frequent basis given their higher risk status.

#### Engineering Inspection & Analysis

A detailed engineering inspection involves a combination of field inspection and theoretical analysis to more accurately assess the structural performance of the bridge or major culvert. Detailed engineering inspections typically will be conducted by qualified contractor given the significant resources required.

A detailed engineering inspection will be conducted as required following a routine maintenance or condition inspection.

#### Current Inspection Schedule

Asset Category	Inspection Type	Inspection Output	Frequency	Responsibility
Bridges & Major Culverts	Routine Maintenance Inspection	Refer to Bridge Maintenance Inspection Form (Appendix 1)	Annually/According to the alternative asset inspection regime (Appendix 5)/Following a significant event	Coordinator Asset Management and Development
	Condition Inspection	Refer to Bridge Condition Inspection Form (Appendix 2)	Typically every 3 years	Coordinator Asset Management and Development
	Detailed Engineering Inspection	Detailed field inspection report and structural analysis.	As recommended from a routine maintenance or condition inspection.	Coordinator Asset Management and Development

Table 28: Current Inspection Schedule

### 6.2.2 Maintenance Works Formulation

Following a routine maintenance, condition or detailed engineering inspection, the defects identified which require maintenance are listed and ranked to produce a maintenance schedule. In addition, maintenance activities are generated reactively following the evaluation of customer requests. Maintenance activities are completed with regard to the Maintenance Work Practices Manual – Road Reserves (2009). The priority and details of response for defects are calculated based upon considerations such as public safety, risk, required levels of service and the extent and severity of the defect.

### 6.2.3 Current Maintenance Works Schedule

As a result of the recent condition assessment (July 2016) of Bridges and Major Culverts completed by Moloney Asset Management Systems, a list of proposed maintenance works (refer to the figure below) was generated and forms the basis of the maintenance schedule for the present financial year (2016-2017).

BRIDGE GENERAL DETAILS							
ROAD NAME	REFERENCE CHAINAGE 00 AT	Insp Cond 0-10	Sub Asset	DESCRIPTION OF EXISTING ASSET	DETAILS OF PROPOSED ASSET WORKS		
					Deg Urg 0-10	Est Cost \$	DESCRIPTION OF PROPOSED WORKS
Lake Portobe Res F/D 5	Nth of Portobe Rd	7.5	Hand Rail	2 No Steel wire ropes with drop chains at 900 cts	10	2,000	Reduce gap in Handrails - If bridge remains in service
Harris St Road Bridge	at McDonalds St	2.0	Stringer	7 No 500 Deep x 1700 wide precast RC T-Beams - Very extensive and severe cracking underneath	10	8,000	Investigate reason for severe cracking of RC T-Beam underneath
Lake Portobe Res F/B 4	Nth of Portobe Rd	6.0	Hand Rail	Single 90 x 45 Timber rail on Diagonal Cross braced frame	9	1,000	Reduce gap in Handrails - If bridge remains in service
Lake Portobe Res F/B 6	Nth of Portobe Rd	7.0	Hand Rail	Single 100 Dia Timber rail on timber posts with cross bracing	8	800	Reduce gap in Handrails - If bridge remains in service
Russells Ck F/B 1	Stn of Glenbaine Ct	6.0	Other No1	NP	8	3,000	Investigate repair - Replacement options
Lake Portobe Res F/B 1	Nth of Portobe Rd	2.0	Stringer	2 No 600 x 130 Laminated timber arch beams on main span - Early signs of delamination	8	2,500	Provide protective coating to laminated timber main beams
Lake Portobe Res F/B 2	Nth of Portobe Rd	0.0	Stringer	2 No 585 x 140 Laminated timber arch beams with 190 x 50 HWD beams at 450 Cts on approach spans	8	2,500	Provide protective coating to laminated timber main beams
Lake Portobe Res F/B 3	Nth of Portobe Rd	1.0	Stringer	2 No 600 x 130 Laminated timber arch beams at 1500 cts on main span	8	2,000	Provide protective coating to laminated timber main beams
Russells Ck F/B 2	East of Dunlae Ct & Moonal Sts Inters	4.0	Deck	In 2 Layers 25 x 150 Treated Pine on top of older rotten Hardwood deck	7	3,000	Provide protective coating to timber deck and Handrails
Wollaston Rd Road Bridge	Mortlake Rd	6.0	Deck	Cast in Place RC deck slab over Steel U-Beams - Very extensive Cracking and Weathering and high deflection under load	7	8,000	Investigate the need to strengthen the RC deck
Mortlake Rd F/B West Side	Nth of Moor St	6.0	Hand Rail	2 No 50 mm Dia Water pipe rails on pipe posts at 1650 Cts	7	1,200	Repair handrail and reduce gap
Russells Ck F/B 1	Stn of Glenbaine Ct	6.0	Hand Rail	Single 90 x 45 Top rail with Large spaced diagonal Bracing in hills - Very extensive rotting	7	4,000	Repair and paint - preserve handrail and reduce gap
Wollaston Rd foot Bridge	Mortlake Rd	6.0	Other No1	2 No Timber Trusses supported on steel cables also acting as handrails - Extensive rot in timbers	7	10,000	Undertake investigations into the most appropriate method to preserve and repair the major timber components of the bridge
Skuses Rd	Dallinmores Rd	3.0	Signs	NP	7	1,500	Place 4 No Chevron and 2 No Narrow Bridge Signs
Vieducal Rd	Slenley St	7.0	Stringer	Single Cast in Place RC Tee Beam approx 700 Deep - Very extensive Cracking and Spalling	7	10,000	Investigate concrete repair options and if this is considered to be a viable rehabilitation consideration

### 6.2.4 Standards and Specifications

Maintenance activities are undertaken to a standard that returns the asset to a safe, useable, fit for purpose condition and must be in compliance with the standards described in section 6.3.4.

### 6.2.5 Maintenance Funding

Maintenance activities listed in the general ledger are:

Activity	Account	Budget
Routine Inspection & Maintenance	228000-1234	\$55,000
<b>Total</b>		<b>\$55,000</b>

Table 29: Maintenance Funding

Council's annual maintenance allocation has been found to be insufficient in treating Council's assets optimally. A benchmarking analysis revealed that a more appropriate level of funding for bridge and major culvert maintenance would be between \$90,000 to \$110,000.

## 6.3 Renewal Plan

Renewal works are undertaken generally when an asset has reached the end of its service life, and restoring the structure to its original capacity remains appropriate given the present and projected service requirements. Renewal works may be identified at the component or sub-component level (renewal of elements is generally considered maintenance) during routine maintenance, condition or detailed engineering inspections or following



the evaluation of customer requests. Condition assessments, however, typically form the basis for the bridge renewal program. The priority ranking of renewal projects is justified by recourse to the assets performance, condition, associated risks and the economic efficiency of renewal.

Whilst council's bridge and major culvert infrastructure has experienced a general improvement in condition since the previous survey in 2012, it is clear that there still exists a significant backlog of bridges with conditions which warrant consideration for renewal/replacement (Table 29).

Large value individual assets such as road bridges and some major buildings may be unable to be effectively funded in any single year as the average renewal amount contains part of the asset over a number of years. The actual renewal profile of high cost assets has large peaks in renewal requirement and some years where very little renewal is required.

#### Draft 15 year Renewal Program

BRIDGE/CULVERT DETAILS				TOTAL VALUATION		PROGRAM
Road Name	Location	Asset Type	Asset Condition	Replacement Value	Cumulative Replacement Value	Year of Replacement
Stanley Street	Pertobe Road	RB	7.5	\$161,500.00 (Partial Replacement)	\$161,500.00	2016/17
Jubilee Park (Woodford)	North of the end of Victoria Street	FB	10	\$206,338.00	\$367,838.00	2017/18
Wollaston Road Footbridge	McGennan Street	FB	6	\$100,000.00 (Partial Replacement)	\$467,838.00	2017/18
Lake Pertobe Reserve F/B 5	North of Pertobe Road	FB	7.5	\$112,292.00	\$580,130.00	2018/19
Ziegler Parade	Princes Highway	RB	7	\$100,000.00 (Rehabilitation works)	\$680,130.00	2018/19
Stephens Street	Denman Drive	FB	7	\$183,924.00	\$864,054.00	2019/20
Lake Pertobe Reserve F/B 6	North of Pertobe Road	FB	7	\$61,579.00	\$925,633.00	2020/21
Russells Creek F/B 1	South of Glenbane Court	FB	6	\$224,640.00	\$1,150,273.00	2021/22
Mortlake Rd F/B West Side	North of Moore Street	FB	6	\$58,968.00	\$1,209,241.00	2022/23
Carrolls Road	East of Tooram Road	MC	6	\$55,177.00	\$1,264,418.00	2023/24
Lake Pertobe Reserve F/B 4	North of Pertobe Road	FB	6	\$90,558.00	\$1,354,976.00	2024/25
Jubilee Park (Allansford)	Riverbank Walk	FB	4	\$30,885.00	\$1,385,861.00	2024/25
Ziegler Parade	Princes Highway	RB	7	\$2,416,354.00	\$3,802,215.00	2025/26
Daltons Road	Ardlie Road	RB	6.5	\$345,384.00	\$4,147,599.00	2026/27
Wellington Street Road Bridge	McGennan Street	RB	6	\$1,038,960.00	\$5,186,559.00	2027/28
Viaduct Rd	Stanley Street	FB	7	\$791,154.00	\$5,977,713.00	2028/29
Lake Pertobe F/B 9	West of Maze	FB	4	\$12,000.00	\$5,989,713.00	2029/30
Russells Creek F/B 3	East of Wares & South of Whites	FB	4	\$55,458.00	\$6,045,171.00	2030/31

Table 30: Draft 15 Year Renewal program

It should be noted that individual replacement costs may not necessarily be equal to the actual project cost of replacement due to the long list of variables, the required activities and the agreed scope of a renewal project (multiple of these assets are likely to require replacement or rehabilitation of specific components only). Considering these points, as individual projects are fully costed amendments to the renewal plan, including generated service level and risk consequences, may need to be undertaken.



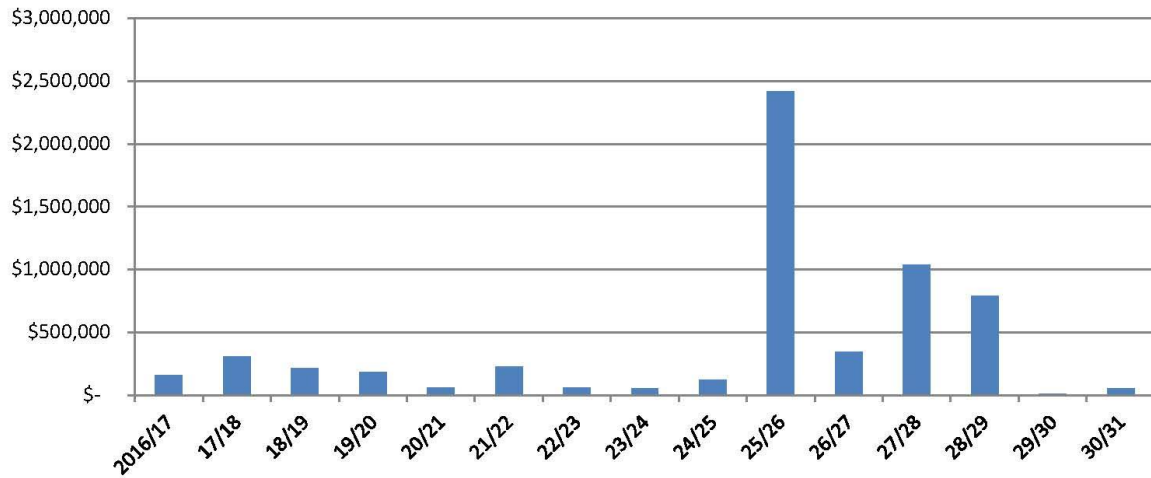
**6.3.1 Renewal Requirement****Bridge and Major Culvert 15 Year Capital Renewal Requirement**

Figure 5: Annual Renewal Expenditure Requirement

**6.3.2 Basis for Future Renewal Costs**

The following unit rate values have been developed from a recent valuation (December 2016) of all Council's bridges and major culverts. The valuation was triggered in response to renewal project estimates substantially differing from previous unit rate values. As such, the updated figures below are thought to accurately represent industry renewal rates.

Code	Description	Replace rate (\$/m <sup>2</sup> )
B/M/S	Bridges with masonry and steel construction	\$6,055.00
B/RC(/S)	Bridge of reinforced concrete (may contain steel components)	\$5,393.00
B/RC/T	Bridge of reinforced concrete with a major timber component	\$5,393.00
B/T	Bridge of timber construction	\$5,393.00
C/M	Masonry culvert all sizes	\$5,477.00
C/PIPE	Precast RCP culverts of any size	\$3,901.00
C/S	Steel culvert - corrugated galv. plated steel culverts of any size	N/A <sup>[1]</sup>
F/HIGH	All Footbridges of high construction standard	\$3,855.00
F/MED	All Footbridges of medium construction standard	\$3,572.00
F/LOW	All Footbridges of low construction standard	\$3,254.00

Table 31: Asset Renewal Rates

[1]: Council currently manages 0 steel culverts.

### 6.3.3 Renewal Funding

#### Historic Renewal Funding

Year	Expenditure
2015-2016	\$366,548.00
2014-2015	\$33,266.00
2013-2014	\$693,699.00
<b>Average</b>	<b>≈ \$365,000.00</b>

Table 32: Historic Renewal Expenditure

The averaged figure above shall be used as the basis for an indicative amount of funding over the next 15 years for the purpose of renewal gap calculation and deterioration modelling.

### 6.3.4 Renewal Gap

Figure 5 illustrates the cumulative total renewal gap for all bridge and major culvert Infrastructure, which is the difference in actual expenditure and the required expenditure for asset components over intervention.

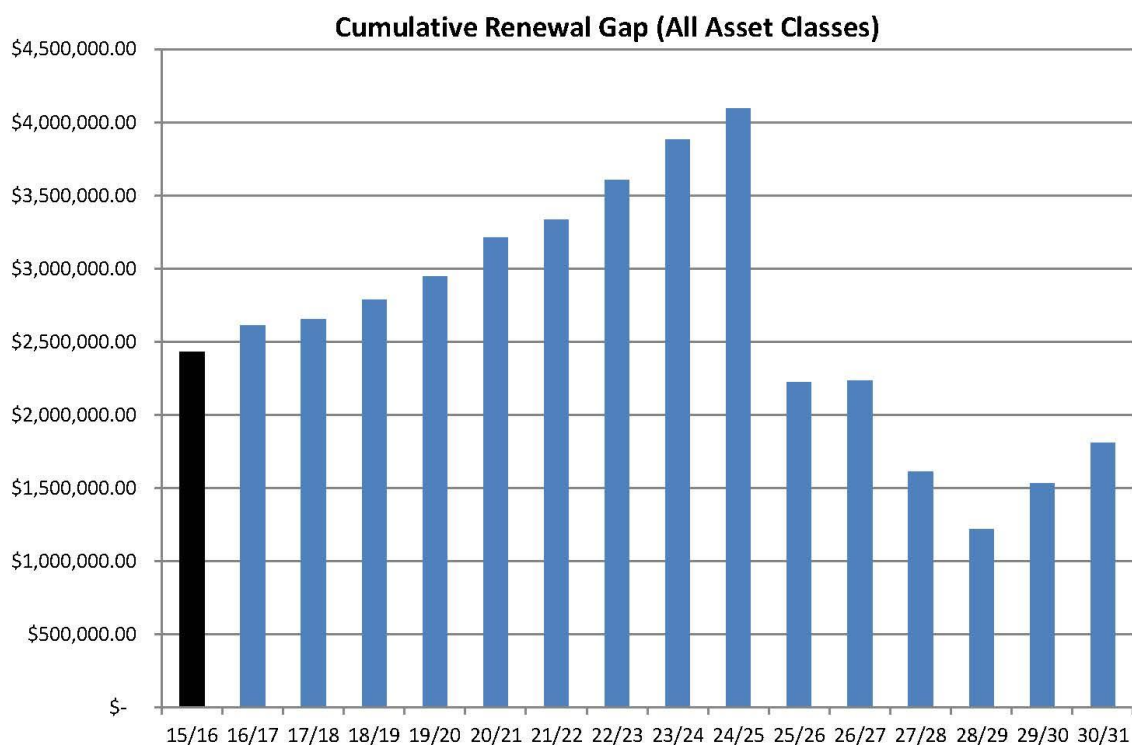


Figure 6: Cumulative Renewal Gap (Bridges and Major Culverts)

### 6.3.5 Standards and Specifications

Waterway design shall be completed in accordance with *Guide to Road Design Part 5: Drainage design* (Austroads, 2013). Bridge design shall be completed in accordance to Austroads *Guide to Bridge Technology* (2009) and Australian Standards 5100. In addition, the specifications of design should also be in accordance with the requirements of the Infrastructure Design Manual (2015).

### 6.4 Asset Creation/Acquisition/Upgrade Plan

Council is aware of the current difficulty in funding the existing road network, both maintenance and renewals, and therefore endeavors to prioritise renewal projects over the creation of new assets, or upgrading existing assets.

Provision of new or upgraded works fall into the following categories depending upon the extent and type of works:

- Council funded, or
- Developer funded as part of subdivisional development, or
- Contribution to the cost by either the developer and/or Council.

Where possible, developers of new subdivisions are required, as part of the development approvals process, to provide the basic road infrastructure to the standard appropriate for that development.

In addition, as Council acquires new assets through the subdivision development process it is important that the consequential costs are established and allowed for in future budgets. Costs of maintaining these assets should be funded by rate income from the properties within the development.

It is not reasonable to expect that these costs will be absorbed into existing budgets without an increase. To do so is to effectively reduce the current levels of service to some or all of the municipal area.

New and Upgrade programs may be identified from:

- A relevant Service Strategy,
- Current issues discussions,
- Under-capacity/function analysis,
- An assessment of future demand, and
- Risk assessments.

#### 6.4.1 Required Future New and Upgrade Projects

The table below outlines the details of the identified new and upgrade projects.

Project/Program Identified/source	Asset	Timing	Total Replacement Cost (\$) <sup>[1]</sup>	Cost of Upgrade Component (\$)
New structures	Bromfield Extension Road Bridge	To be confirmed	\$0 <sup>[2]</sup>	N/A
	Merri river Footbridges (x3)	To be confirmed	\$0 <sup>[2]</sup>	N/A
	Swinton St Footbridge	2018/19 - 2019/20	N/A	\$175,000 <sup>[3]</sup>
	O'Brien Street Footbridge	2018/19 - 2019/20	\$0 <sup>[2]</sup>	N/A
Poor capacity/ functionality assets	Stanley Street Road Bridge	Upgrade is not currently programmed	\$2,881,008	\$559,283
Total New/Upgrade Cost	\$ 734,283			

**Table 32: Identified new and upgrade projects**

[1]: Total replacement cost is inclusive of the upgrade component cost.

[2]: The total cost of these projects shall be funded fully by external parties in accordance to the North of the Merri Development Contributions Plan, however current indicative costs suggest that the three footbridges in total shall cost \$510,000.00, Bromfield St Road Bridge shall cost \$1,525,568.00 and the O'Brien Street Footbridge is expected to be approximately \$210,850.00.

[3]: Given the lack of detailed costing having taken place at this moment, the cost provided is indicative only.

#### 6.4.2 Standards and Specifications

The standards and specification of design for new assets shall be in accordance with those documented in section 6.3.4.

#### 6.5 Disposal Plan

In order to achieve a holistic approach for infrastructure financial sustainability, Council must ensure that resources are not spent on maintaining or renewing assets which no longer serve a genuine community demand. Disposal of assets, therefore, serves as a tool for achieving optimal use of the available resources.

Generally speaking, most road bridges, footbridges and major culverts are considered to be essential to the connectivity of Warrnambool's road and footpath network, therefore the opportunity for disposal is low. Council shall; however, continue to evaluate the communities demand for each structure in order to ascertain the benefit provided to the community by allocating funds to conduct works.

In certain circumstances assets are replaced in locations that better meet community needs and in these cases the original asset is considered to have been disposed.

The disposal of bridge and major culvert infrastructure may occur under the following conditions:

- A request is made by the community which is approved by council;
- Following a study of demand, it is demonstrated that an asset receives low/no usage or that the structure is inappropriate in servicing the demand, it may be concluded that continual expenditure on maintaining the asset is not justified; or
- An asset is handed over to a private interest or other authority.



## 7 FINANCIAL PLAN

### 7.1 Current Financial Position

#### 7.1.1 Current Asset Valuations

The tables below present a summary of the overall asset quantities and valuations of Council's bridges and major culverts. Annual depreciation should be regarded as an accounting figure which may vary from the actual renewal demand annually. As such, Council's actual expenditure on renewal will vary from year to year based upon annual renewal liability.

##### Latest Survey Valuations

Asset Description	Total Quantity	Weighted Av. Asset Condition	Av. Asset Life in Years	Replacement Value	Written Down Value	Accumulated Depreciation	Annual Depreciation	Date of Condition Assessment
Bridges and Major Culverts	50	3.42 (Good)	81.0	\$31,944,591	\$19,065,049	\$12,879,542	\$324,512	July-16

Table 33: Current Asset Valuations

#### 7.1.2 Current Levels of Renewal Expenditure and Depreciation

##### Current Renewal Expenditure vs. Average Long-term Demand

Present total Annual Capital Renewal Expenditure	Annual Depreciation or Average Long-term Demand	% of Annual Depreciation Being Met	% of Renewal Requirement funded
\$365,000	\$324,512	113.09%	91.06%

Table 34: Current Renewal Expenditure vs. Average Long-term Demand

NB: The annual depreciation is a long-term figure whereas the present annual renewal expenditure is a short term indicative figure, as such, the " % of annual depreciation being met " is expected to be dynamic over the short term as large scale projects are required/not-required.

### 7.2 Financial Forecasting

The renewal demand is currently a relatively high figure considering the general good condition of bridge and major culvert assets. Figure 7 shows the predicted effect of the current renewal expenditure (\$365,000 pa) on the amount of assets above the intervention level. If Council maintains its current spending on renewal, the proportion of assets above intervention will rise from 7.6% to over 12% in the next 9 years. Following the completion of some large renewal projects in the concluding 5 years of the coming 15 year period, this figure is predicted to fall to below 4% and conclude below 6%.

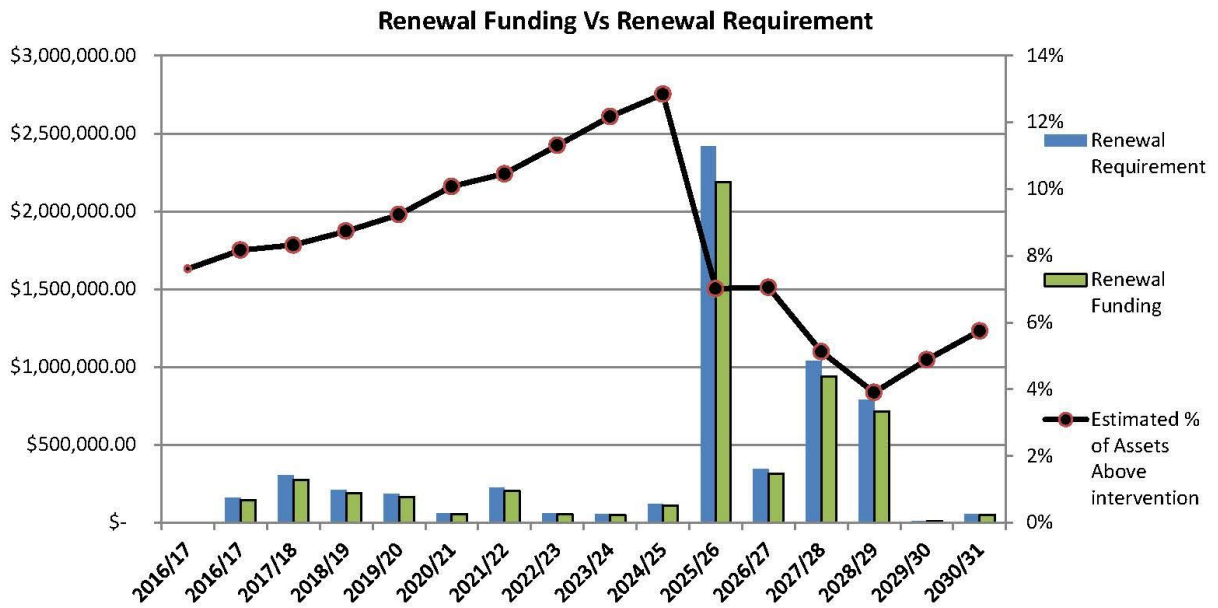


Figure 7: Renewal Funding Vs Renewal Requirement

The projects constituting Council's current renewal gap are programmed within the figure above through distributing the backlog renewal projects throughout the 15 years, some of the renewal gap shall be addressed via component replacement or rehabilitation (where deemed acceptable). The year with the largest renewal requirement corresponds to the full replacement of the Ziegler Parade Road Bridge.

### 7.3 Funding Strategy

Bridge and major culvert works expenditure is funded from the following sources:

- Rates
- Federal and State Government Grants

The total replacement cost of Council's Bridges and Major Culverts has increased significantly since 2009 (as illustrated in section 6.1.8). This increase in the asset base corresponds with a higher maintenance demand though with stagnant levels of annual funding for maintenance Council may expect both higher rates of structural deterioration and faltering levels of service generally. A recent maintenance unit rate and funding benchmarking analysis suggests that appropriate levels of funding would be within the range of \$90,000 - \$110,000 (\$55,000 being the present level of annual maintenance funding).

Bridge and major culvert annual asset renewal requirements will tend to vary significantly. As a result of this, the funding requirements in many years shall be greater than the indicative amount of actual funding. In response Council shall effectively manage the funds from years where actual funding is greater than the renewal requirements such that periods with large renewal requirements may still be funded.

#### 7.4 Valuation Forecasts

Figure 8 details that the total valuation of bridge and major culvert assets will increase by approximately 8% over the coming 15 years due to acquired assets. The inclusion of these assets into Councils management brings forth additional operational/maintenance and renewal requirements proportional to the total increase in valuation, as such future levels of funding should have consideration for the increasing asset base, as well as potential influencing market forces. Presently speaking, Council has limited knowledge of bridge and major culvert assets which are to be acquired post 2024/25. As this information becomes available it shall be included within this plan.

##### Total Valuation Forecasting

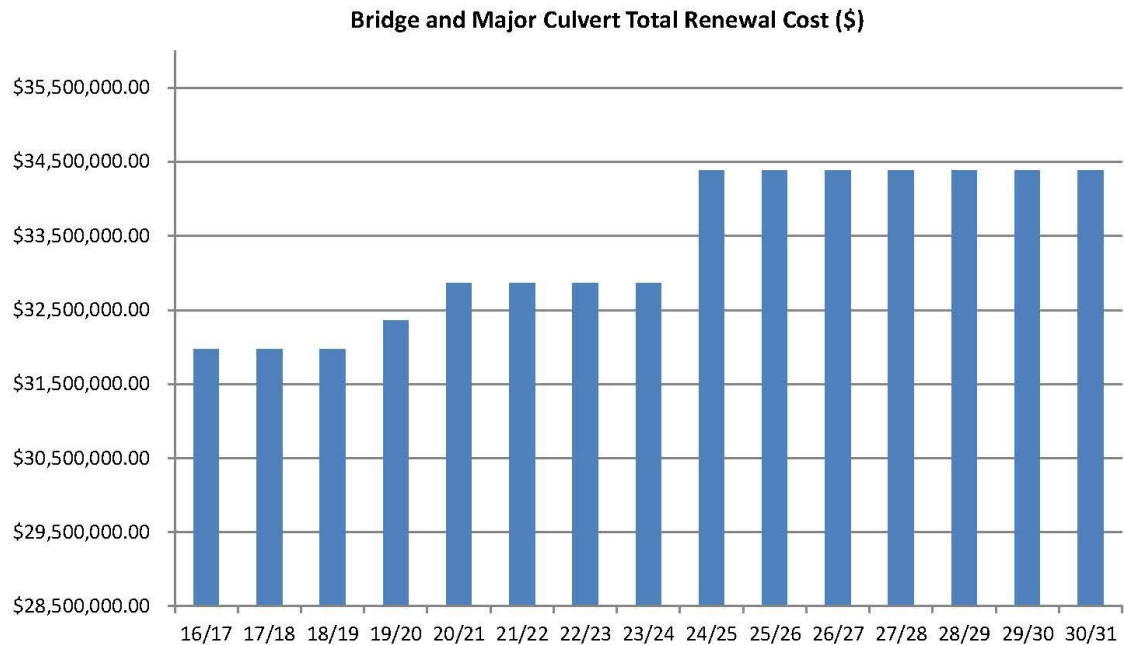


Figure 8: Forecasted Asset Valuation

#### 7.5 Key Assumptions Made in Financial Forecasting

The key assumptions made in conducting the financial forecast for bridge and major culvert assets are:

- Structures will deteriorate with respect to their estimated "physical life" and require replacement upon reaching the end of the structures estimated "useful life";
- Structures of the same class/construction standard will deteriorate at the same rate;
- Annual funding of \$365,000 for renewal is a valid future figure;
- Present service level requirements shall remain reasonably consistent; and
- Unit rates for renewal are reflective of actual present industry construction rates.

## 8 ASSET MANAGEMENT PRACTICES

### 8.1 Asset Management Systems

The conquest asset management system contains the asset register for road bridges, footbridges, major culverts and all assets generally. The register currently contains fields regarding the structures location, description, dimensions, condition, function, capacity, replacement cost, written down value, useful life, construction date and more. Conquest has the capacity for integration with Councils Geographical Information System (MapInfo), as such; all bridge and major culvert assets have been mapped.

### 8.2 Information flow

The key input information for this asset management plan is:

- Related council strategies which guide the provision of new assets and the management of existing assets;
- Asset data; including condition, age and cost values;
- Typical asset useful lives and unit rate costs for different construction standards;
- Projections and modelling of renewal requirements;
- Documented service levels;
- Future demand projections and factors affecting future demand;
- Forecasted works programs.

The key output information from this asset management plan is:

- Forecasted medium and long term renewal expenditure requirements to meet renewal demand.
- 15 year proposed renewal expenditure profile alongside the renewal demand and cost implications of the profile.
- A clear definition of the current value, type, service levels and condition concerning bridge and major culvert assets, which enables the community and stakeholders to participate in balancing service levels with the available resources.
- The activities identified for the improvement of this plan and the overall management of bridge and major culvert assets.

### 8.3 Standards & Guidelines

- Infrastructure Design Manual (2015)
- Standard Specifications for Roadworks & Bridgeworks – VicRoads 1993
- Road Structures Inspection Manual – VicRoads April 2011
- Bridge Maintenance Repair & Strengthening Guidelines – VicRoads 2001
- Local Road Bridge Management Manual – ARRB 2000
- Traffic Engineering Manual – Volume 2, Signs & Markings – VicRoads 2001
- AS 5100 Bridge Design – Australian Standards 2007
- Guide to Bridge Technology – Austroads 2009
- Guide to Road Design Part 5: Drainage Design – Austroads 2013
- IPWEA International Infrastructure Management Manual 2015



## 9 PLAN IMPROVEMENT AND MONITORING

### 9.1 Improvement Actions

#### Levels of Service

- The current performance in each service level shall be re-evaluated or developed for monitoring capability. This shall also, therefore, provide an opportunity to develop a strategic plan for achieving the service level targets detailed within the plan.
- During the next community consultation on roads, directing attention towards the community's opinion on the current state of bridges and major culverts should be considered such that council may confirm or amend levels of service accordingly.

#### Future Demand

- It was noted during the development of the future demand for Bridges and major culverts in Warrnambool that many of the expected areas of impact lack reliable figures from which an effective management plan may be developed. It would be useful to use this information to develop various scenarios of future demand and their respective implications.
- An extensive evaluation of the service requirements of Ziegler Parade Road Bridge is required. The structure is in poor condition and is fit for intervention. The extent of works, however, must be formulated with regard to the future service demands of this structure. Possible solutions may range from disposal, partial replacement, partial rehabilitation, full replacement and full replacement and upgrade.

#### Risk Management

- With the goal of progressing towards an "advanced" approach to risk management, targeted, prioritised and planned responses to the identified hazards in the bridge and major culvert risk register shall be formulated.
- The process for managing critical assets shall be formally developed with respect to various management approaches, asset risk ratings and asset life-cycle.

#### Life Cycle Management Plan

- A system of digital reporting on routine maintenance inspections is required such that Council's asset management department can gain a rigorous understanding of the lower level issues which are identified during these assessments. In addition to this, the report template which is used for these inspections shall be reviewed and amended where necessary.
- A formal process shall be developed for identifying, evaluating and rationalizing new, upgrade projects alongside the disposal of existing assets.

### 9.2 Monitoring and Review Procedures

The Bridge Asset Management Plan is a dynamic document, as such regular review of this document is required so that the plan remains relevant and in accordance with asset management best practice. It is planned that this document shall be reviewed annually, in accordance with Council's asset management strategy.

Following a network wide condition inspection, a substantial review and revision shall take place to reflect the change in asset knowledge. The review of the plan shall reflect changes in the condition of bridge and major culverts, disposed and created assets, new technologies effecting management and service delivery, community requirements and funding. Additionally, following any formal community engagement relating to Bridge Infrastructure, a review of the service levels and service level consequences within this document shall be undertaken.

## 10 REFERENCES

- VicRoads Road Structures Inspection Manual - April 2011
- IPWEA International Infrastructure Management Manual 2015
- Autonomous Vehicle Implementation Predictions – *Implications for Transport Planning*, 2015
- Road Structures Inspection Manual – VicRoads April 2011

## 11 APPENDICES

- 1 – Routine Maintenance Inspection Form
- 2 – Condition Inspection Form
- 3 – Bridge and Major Culvert Risk Register
- 4 – Bridge and Major Culvert Asset Management Action Plan
- 5 – Alternative Asset Inspection Regime
- 6 – Bridge and Major Culvert Asset Register
- 7 – Bridges and Major Culverts Managed by Other Authorities

### 11.1 Routine Maintenance Inspection Form

Bridge Name:	Location on map:
Bridge ID No.:	
Road No/Name:	
Inspector:	
Inspection Date:	

TASK		CHECKED	NEEDS REPAIR	2 LEVEL INSPECTION REQUIRED	NOTES
Cleaning & Clearing	Clean deck, footway, expansion joints				
	Clean scuppers & down-pipes				
	Clean superstructure of dirt build-up				
	Clean substructure of dirt build-up				
	Clear vegetation in or around bridge				
Running or wearing surface	Repair asphalt/granular surface				
	Replace running planks				
	Repair wearing surface				
Minor repairs or painting	Repair spalled post/parapets				
	Repair or tightening railing				
	Painting railing				
Stream maintenance	Drainage approaches				
	Embankments				
	Remove debris in and around bridge				
	Minor scour repairs				
Signs & bridge	Replace bridge signs				

furniture maintenance	Replace bridge markings				
	Additional signs required				
	Install/replace bridge ID plate				
Vandalism repair	Removal of graffiti				
	Repairs needed due to vandalism				

Wind speed:	Wind direction:	Poison:
<b>COMMENTS</b>		

**11.2 Condition Inspection Form**

Bridge Name:	Warrnambool City Council
Bridge ID No:	Location on Map:
Road No/Road Name:	km from/to:
Crossing:	
Inspection Date:	Inspected By:

Number of Spans:	Type and Number of Beams:
Type of Piers:	Type of Abutments:
Foundation:	Movement:

Original Structure ☐ Widening Left ☐ Widening Right ☐

COMPONENT	TYPE				Cond 1	Cond 2	Cond 3	Cond 4
<b>On Deck</b>								
Road Approaches	Bumpy	Bitumen						
Footpath	Bitumen	Concrete	Timber					
Deck	Concrete	PC*	Steel	Timber				
Arch	Steel							
Arch hangers	Steel							
Kerbs	Concrete	Timber						
Parapets	Concrete	Steel	Timber	Masonry				
Railings	Concrete	Steel	Timber					
Guard Rails	Concrete	Steel	Timber					
Expansion Joint	Steel							
Joint Seal								
<b>Abutment</b>								
Abutment	Concrete	Timber	Masonry					
Wing walls	Concrete	Timber	Masonry					
Retaining Walls	Concrete	Timber	Masonry					
Embankments and Fill	Piled	Stone	Gabions	Rip-Rap				
<b>Superstructures</b>								
Underside of Deck	Concrete	PC*	Steel	Timber				
Beam or Girders	Concrete	PC*	Steel	Timber				
Cross beams/floor beams	Steel	Timber						
Long/cross decking	Timber							
Trusses	Steel	Timber						
Bracings	Steel	Timber						
Diaphragms	Steel	Concrete						
Cables and Hangars	Steel							
Spandrel or Barrel Arch	Concrete	Steel						
Side Walls of Arch	Concrete	Steel						
<b>Substructures</b>								
Crossheads								

(not integral**)	Concrete	PC	Steel	Timber					
Crossheads (integral**)	Concrete								
Piers	Concrete	Steel	Timber						
Pile Cap	Concrete								
Piles	Concrete	Steel	Timber						
<b>Bearings</b>									
Bearings									
Bearing pedestals/pads	Concrete								

\*PC = Prestressed or Post-tensioned Concrete; \*\*integral with superstructure; \*\*\*Conditions 1-4 represent 'good' to 'severely damaged'

Inspectors General View of Bridge Condition:      Good      Fair      Poor      (please circle one)



**11.3 Bridge and Major Culvert Risk Register**

RISK IDENTIFICATION							RISK ANALYSIS			
Risk No.	Asset at Risk	What can happen?	When can it occur?	Possible cause	Existing controls	Is risk credible?	Likelihood	Consequences	Risk rating	Action required
1	Bridges and Major Culverts	Collapse or damage to structure or road approach	Anytime now	Overloading structure	Condition and load limit assessments	Yes	Unlikely	Major	Medium	Planned action required
2	Bridges and Major Culverts	Collapse or damage to structure or road approach	Anytime now	Poor current structural condition	Condition assessments and renewal works programming	Yes	Unlikely	Major	Medium	Planned action required
3	Bridges and Major Culverts	Collapse or damage to structure or road approach	Anytime now	Lack of maintenance	Level 1 maintenance inspections and works programming	No	N/A	N/A	N/A	N/A
4	Bridges and Major Culverts	Collapse or damage to structure or road approach	Anytime now	Severe weather event	Level 1 inspections required following a significant event	Yes	Likely	Major	High	Prioritised action required
5	Bridges and Major Culverts	Collapse or damage to structure or road approach	Anytime now	Waterway users	Nil	No	N/A	N/A	N/A	N/A
6	Bridges and Major Culverts	Delays from bridge closure or diversion	Anytime now	Bridge Collapse	Condition assessments and renewal works programming	Yes	Rare	Major	Medium	Prioritised action required
7	Bridges and Major Culverts	Delays from bridge closure or diversion	Anytime now	Bridgeworks	Works planning	Yes	Possible	Minor	Medium	Planned action required

RISK IDENTIFICATION						Is risk credible?	RISK ANALYSIS			
Risk No.	Asset at Risk	What can happen?	When can it occur?	Possible cause	Existing controls		Likelihood	Consequences	Risk rating	Action required
8	Bridges and Major Culverts	Delays from bridge closure or diversion	Anytime now	Load Limits	Renewal/ Upgrade planning	Yes	Almost certain	Minor	High	Prioritised action required
9	Bridges and Major Culverts	Delays from bridge closure or diversion	Anytime now	Width Restrictions	Design standards	No	N/A	N/A	N/A	N/A
10	Bridges and Major Culverts	Delays from bridge closure or diversion	Anytime now	Flooding	Nil	Yes	Likely	Moderate	High	Prioritised action required
11	Bridges and Major Culverts	Pedestrian accident with road user	Anytime now	No separation of pedestrian and vehicular travel	Renewal/ Upgrade planning	Yes	Rare	Moderate	Medium	Planned action required
12	Bridges and Major Culverts	Pedestrian accident with road user	Anytime now	Inappropriate or missing signage	Level 1 maintenance inspections and works programming	No	N/A	N/A	N/A	N/A
13	Bridges and Major Culverts	Pedestrian accident with road user	Anytime now	Inadequate or inappropriate guard rail provisions	Level 1 maintenance inspections and works programming	Yes	Rare	Minor	Low	Manage by routine procedures
14	Bridges and Major Culverts	Pedestrian accident with road user	Anytime now	Poor sight distance	Design standards	Yes	Unlikely	Moderate	Medium	Planned action required
15	Bridges and Major Culverts	Vehicular accident causing injury and/or structural damage	Anytime now	Vehicle conflict	Design standards & inspections	Yes	Unlikely	Major	Medium	Planned action required

RISK IDENTIFICATION						Is risk credible?	RISK ANALYSIS			
Risk No.	Asset at Risk	What can happen?	When can it occur?	Possible cause	Existing controls		Likelihood	Consequences	Risk rating	Action required
16	Bridges and Major Culverts	Vehicular accident causing injury and/or structural damage	Anytime now	Road obstruction	Level 1 bridge inspections & customer request actioning	Yes	Unlikely	Major	Medium	Planned action required
17	Bridges and Major Culverts	Vehicular accident causing injury and/or structural damage	Anytime now	Surface condition	Routine defect inspections and maintenance works	No	N/A	N/A	N/A	N/A
18	Bridges and Major Culverts	Vehicular accident causing injury and/or structural damage	Anytime now	Inadequate drainage	Level 1 bridge inspections & customer request actioning	Yes	Unlikely	Major	Medium	Planned action required
19	Bridges and Major Culverts	Vehicular accident causing injury and/or structural damage	Anytime now	inadequate signage and/ or delineation	Level 1 bridge inspections & customer request actioning	Yes	Unlikely	Major	Medium	Planned action required
20	Bridges and Major Culverts	Vehicular accident causing injury and/or structural damage	Anytime now	Poor sight distance	Design standards	Yes	Unlikely	Major	Medium	Planned action required

**11.4 Action Plan**

Related Section/Topic	Action	Responsible Officer	Timeline
Levels of Service – Community Engagement	During the road management plan review consultation period, consideration shall be given for the inclusion of consulting on the service level targets for bridges and major culverts.	Assets Planning Officer	During the consultation period for the RMP review
Levels of Service – Current Performance	For each level of service, the performance measures shall be re-evaluated and the monitoring procedures currently absent shall be developed. Once this is done, a subsequent plan shall be developed targeting those levels of service in which the performance targets are currently not being met. The plan may include but not limited to, amending levels of service, changes in operations and maintenance policy and capital works planning.	Assets Planning Officer	Prior to the annual review
Future Demand – Natural Environment	For each environmental change anticipated which shall impact on the life of bridge and major culvert infrastructure, research shall be conducted on the projected quantifiable change. Once these values have been sourced, subsequent research shall take place on the formulaic relationships between environmental conditions and specific infrastructural life. Once this research is completed, an accurate value for the expected environmental impact shall be calculated and thus an effective and targeted management plan may be developed.	Assets Planning Officer	Prior to the annual review
Future Demand – Demographics and Land Use	Further work shall be completed to quantify the total effect resulting from demographic and land use developments. The results of these developments are represented through the characteristics of travel throughout the network, as well as the total traffic loading. Once an accurate predicted total change is produced, implications for the road hierarchy and design standards shall be identified.	Assets Planning Officer	Prior to the annual review
Future Demand – Technology	Given the expected increase in automated vehicles on roads over the coming decades, the consequences of loading and requirements in technology shall be sourced and planned for.	Assets Planning Officer	Prior to the annual review
	Improvements in technology which may increase the efficiency and sustainability of the management and delivery of bridge and major culvert infrastructure (and council infrastructure generally) shall be actively identified and applied where practical.	All staff either directly involved in the management of assets or in fields affecting the management of assets.	Regularly (as required)
Future Demand – Heavy Vehicle Loading and Freight Task	Once the finalised freight network is adopted, the structures affected by the continual increase in the freight task shall be identified and assessed for any potential structural issues that may ensue from the increasing load. Plans for each structure may then be developed.  The potential for increasing load limits shall be evaluated and planned for when necessary.	Assets Planning Officer	Prior to the annual review



Related Section/Topic	Action	Responsible Officer	Timeline
Future Demand – Finance and Economics	<p>The macro-economic effects of willingness to pay shall be measured through changes in service level demands (assuming that consequences of service level change are effectively demonstrated). During the community engagement on the road and footpath network, this phenomenon shall be measured and planned for in conjunction with unrelated service level changes.</p> <p>The predicted changes in unit rate cost shall be sourced through industry research literature and by the analysis of the local change in previous years.</p>	Assets Planning Officer	Prior to the annual review
Risk Management – Hazard Responses	For each hazard with a risk rating of high or very high, options for mitigating the risks shall be developed including the cost, time and residual risk of each option. Once a list of options has been developed for each hazard, they may be compared and ranked to formulate a plan of risk management for those hazards which present unacceptable risk.	Assets Planning Officer	Prior to the annual review
Risk Management – Critical Asset Priority	A formal system of managing the priority of critical assets shall be developed. There is various approaches to achieving this end, the most appropriate shall be decided on during the development of the system. Prioritising critical assets must, however, have respect for the overall risk rating for the individual structures.	Assets Planning Officer	Prior to the annual review
Life Cycle Management – Level 1 Inspections	To improve the current approach for recording the results from a level 1 bridge assessment, the process and outputs of the existing system shall be reviewed. Following this review, the assessment template shall be modified where and if required. A process shall then be devised for recording the results in the Conquest asset information system.	Assets Planning Officer & Assets Officer	Prior to the annual review
Life Cycle Management – Useful Life Values	Bridge and major culvert condition and replacement data shall be evaluated against the current useful life values to estimate the conjunction/disjunction between the actual and projected useful life of each construction type. Once the performance data has been evaluated, design literature and other regional council documents shall be researched to conclude on potential amendments to useful life values.	Assets Planning Officer	Prior to the annual review
Life Cycle Management – Planning for Disposals	A plan for the disposal of bridge and major culvert assets (with the potential of extending the plan to cover all civil infrastructure) shall be developed. The plan should have regard for the service provided, the current demand upon the asset, the future demand which shall effect the asset, the condition rating, the risk exposure, the replacement cost and the ongoing maintenance and operational costs.	Assets Planning Officer:	Prior to the annual review
Life Cycle Management – Planning for New and Upgrade Projects	A detailed process shall be developed for rationalising of new and upgrade projects. This process should make inclusion for evaluating an assets service performance, condition, operational and maintenance costs, replacement and upgrade costs as well as the current and future demand.	Assets Planning Officer:	Prior to the annual review

Related Section/Topic	Action	Responsible Officer	Timeline
Stanley Street Road Bridge structural assessment (post pile rehabilitation)	The Stanley Street Road Bridge currently is limited for access by vehicles below 20t in mass. The load carrying capacity of the structure is limited by the deteriorating piles. Following pile rehabilitation works, a structural analysis of the bridge shall be undertaken to determine whether the imposed load limit may be amended.	Manager Infrastructure Development and Projects	Action completed within X months of completion of works.
Access risk assessments of non-compliant bridges	Risk and service assessments shall be undertaken on structures which provide non-compliant access. These assessments shall be timed for when a structure has reached an end of life condition.	Coordinator Asset Management and Development	Prior to the replacement of the respective structure
Load limit investigations (structural analysis)	The most recent condition assessment (July 2016) identified a number of structures which may potentially require a load limit. Investigation into the load carrying capacity of the following structures is thus required: <ul style="list-style-type: none"> <li>Wellington Street Road Bridge</li> <li>Daltons Road Road Bridge</li> <li>Skuses Road Road Bridge</li> </ul>	Manager Infrastructure Development and Projects	Prior to the next bridges condition assessment
Load limit management and enforcement	The ongoing structural integrity of the Ziegler Parade Road Bridge and the Stanley Street Road Bridge shall be ensured, in part, through adherence to the imposed load limits. Potential methods shall be investigated to gauge the level of adherence to the load limits, alongside potential methods for enforcement where and if due.	Manager Infrastructure Development and Projects	Prior to the annual review
Investigation of defect causes and repair options	Further investigation is required into the causes and options for repair of various defects in the following structures: <ul style="list-style-type: none"> <li>Viaduct Road Footbridge</li> <li>Wollaston Road Road Bridge</li> <li>Wollaston Road Footbridge</li> <li>Harris Street Road Bridge</li> <li>Russel's Creek Footbridge (South of Glenbane)</li> </ul>	Coordinator Asset Management and Development	Prior to the annual review
Investigation into critical structures which are below the 1% AEP	Current flood modelling has been deemed inconclusive as to the accuracy of Road Bridge flood levels. Further investigation shall be undertaken to confirm which critical structures are below the 1% AEP.	Assets Planning Officer	Prior to the annual review
Asset service requirements investigation	The Ziegler Parade Road Bridge and the Stephens Street Footbridge are in poor condition and are required for works within the next 15 years. The scope of these works, however, shall need to depend on the service requirements for these structures, which are currently unconfirmed. Therefore, an investigation shall be undertaken to confirm the future service demands of these structures.	Assets Planning Officer	Prior to the programmed replacement of the respective structure

**11.5 Alternative Asset Inspection Regime**

Asset	Level 1 Inspection Regime	Level 2 Inspection Regime	Level 3 Inspection Regime	Condition Rating	Comments and Key Considerations
Stanley Street Road Bridge	Bi-annually	Every 3 years	As required	7.5	Sub-structure has a considerable amount of rot causing a loss of structural capability.
Stephens Street Footbridge	Bi-annually	Every 3 years	As required	7.0	Abutments have rotated considerably and a pile has visibly settled by a significant amount. Beams have large cracking and corrosion.
Viaduct Road Footbridge	Bi-annually	Every 3 years	As required	7.0	Piers and columns have large amount of cracking and spalling. Reinforcement has corroded considerably.
Ziegler Parade Road Bridge	Bi-annually	Every 3 years	As required	7.0	Extreme spalling on longitudinal beams, piers and cross-beams. Reinforcement extensively exposed in multiple locations.
Daltons Road Road Bridge	Bi-annually	Every 3 years	As required	6.5	Cracking present in the deck. Stone abutments are cracking and damaged in multiple locations.
Wellington Street Road Bridge	Bi-annually	Every 3 years	As required	6.0	Recent replacement of deck segment and extension of steel beams. Steel beams beginning to corrode and timber sub-structure rotting.
Wollaston Road Footbridge	Bi-annually	Every 3 years	As required	6.0	Deck and handrails are extensively rotted. On the heritage register.

## 11.6 Bridge and Major Culvert Asset Register

BRIDGE LOCATION DETAIL											
ROAD NAME	LOCATION in m	REFERENCE CHAINAGE 00 AT	STREAM NAME	Bridge or Major Culvert	Total Width m	Total Length m	Deck Area m <sup>2</sup>	Construction Standard	Condition 0-10	Construction Date M/Y	GENERAL DESCRIPTION
Boston Dr Reserve	20	Boston Drive	N/A	Footbridge	3.0	3.6	10.8	Footbridge Low Standard	0.0	2011	Small Decorative footbridge that is not needed as a water crossing
Botanic Gardens Warrnambool	40	South of Botanic Rd	N/A	Footbridge	1.7	19.0	32.3	Footbridge High Standard	5.0	1930	Ornamental stone and RC arch bridge in Botanic Gardens
Daltons Rd	20	Ardlie Rd	Russells Ck	Footbridge	2.5	20.2	50.5	Footbridge High Standard	0.0	2016	Large 3 span high construction standard footbridge with laminated timber main beams
G.G. Payne Reserve: stormwater outlet	30	West of The Esplanade	N/A	Footbridge	1.2	2.4	2.88	Footbridge Medium Standard	2.0	2012	Twin cell 1200 x 600 Precast RC bow culverts as pedestrian footbridge
Goodwin Ave	10	Cleveland St	N/A	Footbridge	2.2	3.5	7.7	Footbridge Low Standard	0.0	2011	Small footbridge across drain in middle of road
Jubilee Park (Allansford): River bank walking trail	200	East of Jubilee Park Rd	N/A	Footbridge	3.0	8.1	24.3	Footbridge Low Standard	4.0	2000	Three span timber footbridge of all timber construction
Jubilee Park (Woodford)	50	West of Park Car Park	Merri River	Footbridge	2.6	18.9	49.14	Footbridge Low Standard	1.0	2011	Large 5 span footbridge
Jubilee Park (Woodford)	130	North of the end of Victoria St	Merri River	Footbridge	1.5	38.9	58.35	Footbridge Medium Standard	0.0	2015	Long timber footbridge with some steel members
Lake Pertobe Reserve Footbridge 9	20	West of Maze	N/A	Footbridge	1.6	4.8	7.68	Footbridge Low Standard	4.0	1995	Small 3 span low construction standard Timber Arch type footbridge



Lake Pertobe Reserve Footbridge 1	100	North of Pertobe Rd	N/A	Footbridge	2.8	34.3	96.04	Footbridge Medium Standard	2.0	2013	Full Timber footbridge with Laminated timber main beams
Lake Pertobe Reserve Footbridge 2	160	North of Pertobe Rd	N/A	Footbridge	2.8	24.4	68.32	Footbridge Medium Standard	0.0	2015	Full Timber footbridge with Laminated timber main beams
Lake Pertobe Reserve Footbridge 3	120	North of Pertobe Rd	N/A	Footbridge	2.8	20.7	57.96	Footbridge Medium Standard	1.0	2015	Full Timber footbridge with Laminated timber main beams
Lake Pertobe Reserve Footbridge 4	110	North of Pertobe Rd	N/A	Footbridge	1.5	16.7	25.05	Footbridge Low Standard	6.0	1980	Full Timber footbridge Within Lake Pertobe Reserve with laminated arch main beams
Lake Pertobe Reserve Footbridge 5	120	North of Pertobe Rd	N/A	Footbridge	1.5	20.6	30.9	Footbridge Low Standard	7.5	1970	Timber suspension bridge in Lake Pertobe Reserve with two short approach spans and one large suspension span
Lake Pertobe Reserve Footbridge 6	160	North of Pertobe Rd	N/A	Footbridge	1.8	9.5	17.1	Footbridge Low Standard	7.0	1980	Full Timber Triple span footbridge Within Lake Pertobe Reserve
Mortlake Rd East Side Footbridge	80	North of Moore St	Russells Ck	Footbridge	2.5	8.1	20.25	Footbridge High Standard	0.0	2016	Abutments only in place at time of inspection in July 2016
Mortlake Rd West Side Footbridge	80	North of Moore St	Russells Ck	Footbridge	1.7	9.5	15.675	Footbridge High Standard	6.0	1993	Single span large timber footbridge
Russells Footbridge 1	Ck 95	South of Glenbane Ct	Russells Ck	Footbridge	2.5	24.8	62	Footbridge Medium Standard	6.0	2002	Large 7 span timber footbridge of medium construction Standard
Russells Footbridge 2	Ck 100	East of Dunlea Ct & Moonal Sts Intersection	Russells Ck	Footbridge	2.3	17.2	39.56	Footbridge High Standard	4.0	1987	Large single span Footbridge of high construction standard
Russells Footbridge 3	Ck 50	East of Wares and 70 South of Whites	Russells Ck	Footbridge	2.4	6.2	14.88	Footbridge Medium Standard	4.0	1995	Timber footbridge with inadequate main beam
St James Park	70	Wollaston Rd Suspension Bridge	N/A	Footbridge	2.8	4.2	11.76	Footbridge Low Standard	2.0	2013	Small Full timber Footbridge within a reserve
Stephens St	20	Denman Dr	Merri River	Footbridge	1.4	30.0	42	Footbridge High Standard	7.0	1922	Large old RC footbridge in very poor condition

Viaduct Rd	330	Stanley St	Merri River	Footbridge	2.4	76.2	179.07	Footbridge High Standard	7.0	1945	Large high profile footbridge with RC sub structure and Timber deck
Wellington Footbridge St	75	McGennan Street	Merri River	Footbridge	2.5	22.4	56	Footbridge High Standard	0.0	2015	Large single span high construction standard Foot Bridge
Wollaston Rd	440	Mortlake Rd	Merri River	Footbridge	4.2	37.6	157.92	Footbridge High Standard	6.0	1890	Very old single span historic suspension bridge now used as footbridge
Aberline Rd	100	Whites Rd	Russells Ck	Major Culvert	11.2	8.2	91.84	Precast RC Crown Units	0.0	2014	5 Cell Slab Linked 1500 x 1500 Precast RC Crown Units
Bromfield St	70	North of Barbers Lane	Russells Ck	Major Culvert	13.8	3.1	42.78	Precast RC Pipe	4.0	1970	Six cell 600 Diameter Precast RC Pipes
Carrolls Road	75	East of Tooram Rd	N/A	Major Culvert	8.3	1.1	9.13	Reinforced Concrete and Steel Culvert	6.0	1970	Single cell 1100 Diameter Corrugated Galvanised Steel Culvert
Garden St	210	North of Moore St	Russells Ck	Major Culvert	18.9	4.8	90.72	Precast RC Pipe	4.0	1960	Four Cell 1200 Diameter Precast RC Pipes
Horne Rd	200	North of Rodgers Road	Russells Ck	Major Culvert	14.7	12.5	183.75	Precast RC Crown Units	0.0	2014	Four cell 3000 x 1500 Precast RC Slab Linked crown units
Lake Pertobe Pedestrian Underpass	20	East of Maze and under Pertobe Rd	N/A	Major Culvert	21.1	3.0	63.3	Precast RC Crown Units	3.0	1985	Single cell 3080 x 2600 Precast RC Crown unit as pedestrian underpass
Plumbers Hill Rd	210	Bridge Rd	N/A	Major Culvert	11.1	1.0	11.1	Masonry Culvert	3.0	1900	900 x 1500 Old Dressed Stone Arch Culvert - Extended in 2011
Plumbers Hill Rd	710	Bridge Rd	Yarp Turk Ck	Major Culvert	12.5	2.4	30	Precast RC Pipe	2.0	2011	Twin Cell 1200 Diameter Precast RC Pipe
Queens Road	120	North of Botanic Rd	Russells Ck	Major Culvert	20.0	2.4	48	Precast RC Pipe	4.0	1963	Twin Cell 1200 Diameter RC Pipes with cast in Place RC deck slab both sides as pedestrian extensions
Skuses Rd (215m east of Dallimores Rd)	215	East of Dallimores Rd)	N/A	Major Culvert	16.4	0.9	14.76	Precast RC Pipe	2.0	1995	Single cell 900 Diameter Precast RC Pipe
Tooram Rd	550	Zeigler Parade	N/A	Major Culvert	11.1	2.1	23.31	Precast RC Pipe	1.0	2002	Single Cell 2100 Diameter Precast RC Pipe

Tower Hill Rd	270	East of Conns Lane	N/A	Major Culvert	13.8	1.2	16.56	Precast RC Crown Units	4.0	1910	Old Stone arch culvert with 1200 x 900 RC Box culvert extensions both sides
Wangoom Rd	260	East of Wrights Rd	N/A	Major Culvert	14.5	1.8	26.1	Precast RC Crown Units	3.0	1985	Twin Cell 900 x 900 ,Precast Arc Box culverts
Whites Rd	135	Aberline Rd	Russells Ck	Major Culvert	22.2	1.4	31.08	Precast RC Crown Units	3.0	1990	Single Cell 1350 Diameter Precast RC Pipe
Whites Rd	450	Aberline Rd	Russells Ck	Major Culvert	22.5	2.4	54	Precast RC Pipe	3.0	1990	Twin Cell 1200 Diameter Precast RC Pipe Culvert
Daltons Rd	20	Ardlie Rd	Russells Ck	Road Bridge	9.2	6.2	57.04	B/M/S	6.5	1910	Old stone Abutment single span bridge extended around 1970
Harris St Road Bridge	10	at McDonalds St	Merri River	Road Bridge	11.6	33.8	392.08	Full Reinforced Concrete	2.0	1995	Large 3 Span full RC Road Bridge
Hopkins Point Rd	30	Hickford Pde	Hopkins River	Road Bridge	14.5	168.4	2441.8	Full Reinforced Concrete	1.0	2000	Large 11 span full RC Road Bridge - With cantilevered Ped. Walkways attached both sides
Skuses Rd	500	Dallimores Rd	N/A	Road Bridge	5.8	9.5	55.1	Reinforced Concrete and Timber	3.0	1980	Single span road bridge with timber deck
Stanley St Road Bridge	30	Pertobe Rd	Merri River	Road Bridge	8.5	35.5	301.75	Timber Construction	7.5	1900	Large 5 Span full Timber Road Bridge - Foundations being the weakest link does not warrant works – Replace
Swinton St Road Bridge	830	Kennedy Street	Merri River	Road Bridge	9.2	21.5	197.8	Reinforced Concrete and Steel	2.0	1994	Large 2 Span RC bridge with Steel Stringers
Wares Rd	90	Whites Road	Russells Ck	Road Bridge	10.8	12.6	136.08	Reinforced Concrete and Steel	1.0	1995	Large single span RC road bridge with Steel stringers
Wellington St Road Bridge	75	McGennan Street	Merri River	Road Bridge	8.1	22.2	179.82	Reinforced Concrete and Timber	6.0	1950	Old 3 Span road bridge with some major timber components
Wollaston Rd Road Bridge	440	Mortlake Rd	Merri River	Road Bridge	9.0	46.5	418.5	Reinforced Concrete and Steel	5.0	1965	Large 3 Span RC Road Bridge with steel Stringers
Ziegler Pde	80	Princess Hwy	Hopkins River	Road Bridge	7.7	51.2	394.24	Full Reinforced Concrete	7.0	1937	Large old 6 Span RC Road Bridge on bluestone foundations

**11.7 Bridges and Major Culverts Managed by Other Authorities****Assets not Included in this Plan**

Asset Location	Asset Type	Responsible Authority
Mortlake Road (Botanic – Roslyn) (Steel Single Cell)	Major Culvert	VicRoads
Mortlake Road (Botanic – Roslyn) (Twin-Cell RC)	Major Culvert	VicRoads
Princes Highway (Garabaldi – Allansford-Wangoom)	Road Bridge	VicRoads
Princes Highway (Illowa – Esplanade)	Road Bridge	VicRoads
Princes Highway (Drummond – Lindsay)	Road Bridge	VicRoads
Princes Highway (Illowa – Esplanade)	Major Culvert	VicRoads
Princes highway (Staffords – Jubilee Park Rd)	Major Culvert	VicRoads
Princes Highway (Staffords – Aitken)	Major Culvert	VicRoads
Pertobe Road (Merri – Surf Club)	Road Bridge	VicTrack
McMeekin Road (Albert – Koroit)	Road Bridge	VicTrack
Bostock Road (Gladstone – Maxwell)	Road Bridge	VicTrack
Hopkins Point Road (Kinnear - Tooram)	Major Culvert	Glenelg Hopkins Catchment Management Authority
Buckleys Rd (Dallimores – Hugh)	Major Culvert	Glenelg Hopkins Catchment Management Authority



**Submission 1:**

Dear Sir

I am writing to add my support for maintaining and keeping the above mentioned bridge. Reasons being, the frequent use daily by a variety of people who may be walking their dogs, people bike riding and linking into the rail trail, families with young children use the bridge as access to Lake Pertobe, the BMX track, the cricket and athletic oval, the weekend markets and so on...

Thank you.

**Submission 2:**

I'm a South Warrnambool resident and very concerned about the proposal to remove the Stephens St foot bridge. This foot bridge allows access for South residents and visitors to connect with both sides of the river. This point allows also for easy and safe access for children and other pedestrians and bike riders. There are also recreational fishing from the bridge and used to access both sides. Historically the foot bridge also is one of the last structures still used contested to the Woollen Mills landmark of South Warrnambool. I'm hoping that you will consider these points and not remove our foot bridge.

**Submission 3:**

As residents of South Warrnambool for 42 years we are shocked to find out that the City Council is considering disposing of the foot bridge over the Merri river at the end of Stephens Street near the Mill development. We question Councils motives of putting this proposal into a lengthy document and that to our knowledge there has been no Community consultation. This bridge is heavily utilised by the South Warrnambool Community as well as visitors to Lake Pertobe and our camping grounds. Personally we use this bridge in the following ways:

1. As part of our walking regime to keep fit and healthy.
2. As an access to participate in activities held at Lake Pertobe especially during the summer when there is excess traffic in the area. (It is quicker to walk to markets etc. than try and battle the traffic and find a park)
3. We are both Life Members of the Warrnambool Surf Life Saving club and we use the bridge to access the club and patrolled beaches.
4. We use this access to occasionally walk to the shopping precinct. If we are to go via Harris Street to IGA we would have to cross the road 8 times to walk on footpaths, however, using the bridge we would cross as few as 3 streets. Along the Lake Pertobe walking path following the old tram track it is a much quieter, quicker and scenic route.
5. When our grandchildren visit they use the bridge to access Lake Pertobe and all it offers, Mini Golf, the beach, Jetty Flat, the BMX track and the beach. It is a much safer alternative than the major roads.

We can't believe that you want to remove the asset that requires little maintenance. Council has provided it's residents with fantastic facilities in our area: Lake Pertobe and all it offers, patrolled beach, camping grounds, the walking path from the breakwater to the Hopkins and the rail trail. It is also supportive of the other industries such as BMX track, Mini Golf, Jetty Flat oval, Pigeon Club, Lawn Tennis, Lawn Bowls, cafes and restaurants and accommodation facilities. It would be a real shame if we have to go 'the long way' round to enjoy them or worse still get in our cars and try and find parking and adding to the traffic congestion when events are on especially over the holiday times. We hope that there will be some form of consultation with us as residents either as a group or individually in the near future.

**Submission 4:**

We live here at the Mill and have been concerned about the proposed removal of the Stephen St bridge. I attended the meeting tonight at the South Warrnambool Kindergarten. Could you kindly add us to the mailing list regarding the next stage?

Many thanks

**Submission 5:**

In response to Council's request for submissions re the suggested disposal of the Stephens Street footbridge I make the following points:

1. The footbridge is used by South Warrnambool residents who live south of the Woollen Mill as their way of walking to the city or Lake Pertobe and is their way of accessing the rail trail.
2. On-street parking at the Mill development is limited. For properties at the south end of the development it makes sense for visitors to park at the end of Stephens Street and walk across the footbridge.
3. We see a lot of people using the footbridge who are not locals. Many of these people are tourists staying at the beach caravan parks. They walk a loop – along the banks of the Merri River, across the footbridge and then back along the other side of the river.
4. There is currently a walkway being constructed in the Mill development, between 19 and 21 Hawick Place, that leads directly to/from the Stephens Street footbridge.
5. The 1872 Town map of Warrnambool shows a footbridge at this location. For at least 145 years there has been a footbridge here. This demonstrates a long-term need and is an historic link between the Woollen Mill and South Warrnambool.
6. Wannon Water run a water pipe and a sewer pipe across the river using this bridge.
7. Council's bridge asset plan lists 8 bridges/culverts with the same or worse condition as the Stephens Street footbridge. Yet the document only considers two of these for disposal with no explanation why these two are singled out.
8. The discussion around potential disposal of the footbridge uses terms such as "genuine community demand", "low or no usage", "confirmed service demand", "study of demand", "sufficiently minimal", "future service demands", etc. without these terms being defined. The document does not set out the process or the criteria Council will use when deciding if the footbridge is to be disposed. How many users of the footbridge are needed to demonstrate "genuine community demand"? Is there an industry accepted standard? Council leaves itself open to the accusation of creating its own criteria in order to achieve the result it wants.
9. A Council spokesman says there is "No need for alarm". But Council's document discusses disposal of the footbridge so I think there is plenty of cause for alarm from the users of the footbridge.

Thanks

**Submission 6:**

I have been made aware of plans to consider whether some of the assets which I have used and hope to be able to continue to use, may be being considered for disposal, as a means of making a profit for the council. Specifically, I am referring the Stevens Street footbridge across to the rail trail and The Mill residential development, and the old road bridge over the Hopkins at Allansford.

I have only been a resident of Warrnambool itself for just over a year, and live in The Mill complex, and regularly use the footbridge as a means of getting access to the Artists Studio / Gallery, and to Thunder Point. I also use it to show visitors the location and as a viewing point for the birdlife of the area. I have also used the Allansford bridge at least twice since coming to Warrnambool, and would generally have used it at least twice a year over the last 20 years.

I believe that our rates should be used by council to provide and maintain facilities, and have to say that I think council does a very good job of maintaining the tourist recreation areas like Thunder Point and Lake Pertobe.

I do not deny that council's funds should be used appropriately and not be wasted, but I would like to know the criteria you are going to apply to determine whether these assets are going to be disposed of. How many times per year would I have to use the footbridge before you would deny my use of it? How many people would have to use the footbridge once per year for you to deny them the use of it? Please can you provide me with a list of all assets under consideration, and a summary of the criteria which will be used in making the decisions.

**Submission 7:**

Warrnambool City Council	
24 APR 2017	
Ref N°	
Officer	
Sp.anned Yes / No	Chr

23 Merrivale Drive  
Warrnambool  
Vic. 3280  
21<sup>st</sup> April, 2017.

To- Warrnambool City Council,

Re- query closure to foot bridge @ South Warrnambool at the side of old Wolkeemill site.

Usage- My family use this bridge daily when out walking along with lots of other people in and around this area. We also use this bridge when fishing with the grandchildren who love going there. They love leaning over the rails and looking for fish

PTO

2

in the water, but also admire the wildlife as well. Also becomes a talking point

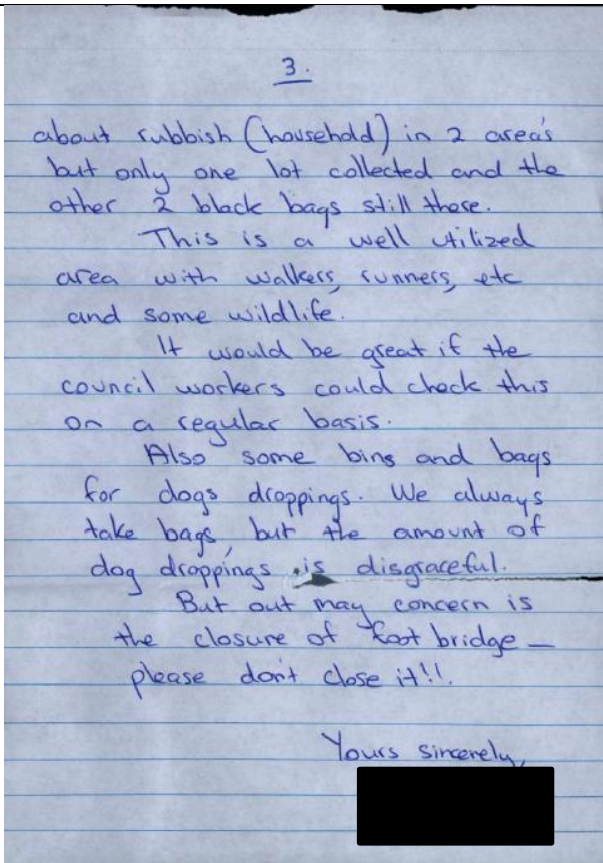
When out walking it also means we don't have to back track as we along with others cross the footbridge to continue enjoying the scenery and landscape.

As we along with lots of other people enjoy this area so much and would be greatly disappointed if this were to close.

"PLEASE LEAVE OPEN"!!

I do have one complaint to make about Jetty Reserve -

1. The amount of household rubbish bags that are continually dumped in this area, lawn clippings and rocks. We did make a complaint a few weeks ago

**Submission 8:**

Hello, I am writing to express my concerns about the bridge closure. This bridge is used by many south Warrnambool residents. It connects the community greatly. If the bridge was closed it would mean residents of the mill will have much more traffic as people won't want to get the lake Pertobe/ Athletics track via Mcdonald and Stanley street because it will be an extra 20+ mins on foot. It will be a huge inconvenience to many people if this bridge was closed. Please consider us south Warrnambool residents!!

**Submission 9:**

Hello, My name is Jess and I am a south Warrnambool resident. I use this bridge usually twice a day. I use it when walking my dog, riding my bike into town, and getting through to lake Pertobe. I honestly don't believe the city council understand how many people are using this bridge, I would say I cross paths with someone on the bridge nearly 80% off the time. The closing down of the bridge would be heartbreaking, please let it stay.

Thank you for your time,

**Submission 10:**

As a private citizen of Warrnambool I am concerned to hear that there may be consideration of demolishing the Stanley Street foot bridge at the Mill complex. As a resident of South Warrnambool /Merrivale area I use the foot bridge at least weekly as part of regular walking with my dog in my local area. The bridge has character and provides access to a circuit around that river to the Stanley Street vehicle bridge for locals/tourists accessing both the Rail Trail and the beach walking precinct. It is also offers connection to the tracks around Lake Pertobe.

Without the foot bridge pedestrians would walk through the Mill complex to gain access to the circuit around the river which may not be desirable to residents of the Mill.



**Submission 11:**

This email is in regards to the potential 'disposal' of the Stephens Street foot bridge. As a South Warrnambool resident of almost two years (4 Lightermen Lane), I want to express how disappointed our family would be if the foot bridge was not retained as part of the Council's Bridge Asset Management Plan. Since we have moved into Lightermen Lane, our family has used this bridge multiple times on a weekly basis, particularly during the local cricket season, as my husband Nathan Divall, plays cricket for Russells Creek Cricket Club, whose home ground is Jetty Flat.

As parents of three young children (5 and 3), from a safety perspective we also be concerned if this bridge was to be removed, as this would mean we would have to cross via the Stanley Street bridge when travelling via foot or on bikes to reach Jetty Flat and the Lake Pertobe precinct, which is a much busier and therefore riskier route to travel on.

Thank you for your time,

**Submission 12:**

I'm writing today to express my dismay at the proposed removal of the Stephens st bridge. I have used the bridge for many years as I grew up in Stephens St. In recent years I have moved away from south Warrnambool but continue to use the bridge at least bi-monthly to traverse from my parents house to the fresh market, and more often over the busy summer period. I would like you to consider keeping this excellent little bridge.

**Submission 13:**

I have just been informed of the Council wanting to get rid of our walking bridge. Have you any idea how much this bridge is used. My own personal use i walk over it twice a day with my mum, daughters and grandkids. Have you looked at the well worn track along Ferrier drive that so many people use. What's the alternative. Have you ever tried to walk across Stanley st over the Edwards Bridge dodge the roundabout and back to the BMX track or to the beach with prams , dogs , kids , bikes and my parents we love where we live don't spoil it improve it . You have so much going on down Lake Pertobe its nice to walk over the back to the Markets. Nightmare to walk over Edwards bridge on the wrong side of the road onto the busiest intersection in Warrnambool. The council so far has been doing a great job in working in with the Glenelg Hopkins Catchment Management Authority in promoting and beautifying South Warrnambool and the Rail Trail. Also Ozfish South West are planting more trees along the side of the Merri River at the Woollen Mill. So please, please leave our bridge alone you are under estimating the importance of this little icon in South Warrnambool. If you want to spend some money we need some speed humps in Stanley st to stop the late night hoons from using it as a race track to Thunder Point.

**Submission 14:**

I wish to make a submission to the Bridge Asset Management Plan in regard to the Stephens Street Footbridge. This particular bridge is used by myself twice a day and many others that I meet crossing at the same time.

As a resident of The Mill, I try to avoid using my car whenever possible and when visiting my friends in the Stephens Street area. It is a much safer and quicker option to walk over the bridge than walking along Harris Street.

I would imagine the maintenance cost of this footbridge to WCC would be close to zero. The cost of disposing of it would be far greater and would not result in a substantial financial gain to WCC.

Leave the footbridge as it is and spend the money on other more useful infrastructure for us and the tourists e.g. join Merri Street and Hickford Parade with a bridge over the railway line.

**Submission 15:**

I have been advised that the council is considering demolishing the above bridge as part of a review of the cost effectiveness of maintaining assets. As a resident of South Warrnambool I am fortunate to enjoy the myriad of beautiful walks that my surrounding area has to offer.

The network of roads, tracks and grassed walking areas provides a diverse range of walking experiences that I also witness numerous other people enjoy on a daily basis. The Stephens Street Foot Bridge over the Merri contributes to the diversity and enjoyment of my walking, I use it regularly as do many local residents.

Whilst I appreciate the need for council to minimise costs and remove redundant structures, to remove this bridge would be a retrograde step and not in the best interests of the local community.

Please leave it where it is.

**Submission 16:**

I am writing to you in your capacity of Director of Infrastructure at Warrnambool City Council to voice my strong support for the retention of the Stephens Street footbridge as part of any review of Council assets.

I appreciate that council should consistently review its assets and determine which ones are worth retaining. I believe the Stephens Street footbridge is a community asset which encourages greater use of parks and amenities in the area, reduces traffic and encourages our citizens to get outdoors and stay active.

Our house is positioned at the Northern end of Stephens Street and we are fortunate to have a view that directly overlooks the Stephens Street footbridge. This provides us with an opportunity to observe pedestrian and bicycle traffic over the footbridge. In good weather on a weekend or public holidays I estimate the footbridge would be used by hundreds of people over the course of a day. We see single people walking dogs as part of a circuit on either side of the Merri river, couples and families out walking, runners, cyclists (including organised groups) using the bridge in preference to cycling through roads or on footpaths through the Mill project as well as backpackers and locals using the bridge as a scenic walk to the CBD or Lake Pertobe from South Warrnambool.

On a personal note, our family of 2 adults and 2 kids did a quick estimate and calculate that between us we cross the bridge an average of 24-30 times per week by the time we use it for ad hoc bike trips to the BMX track or family outings to Lake Pertobe, the regular Sunday morning walk to soccer at Sth Warrnambool Wolves (or Nippers at the SLSC in the Summer), a ride on the rail trail to access the boulevard and for my regular early morning or late evening runs.

We used to use the bridge even more when we had a dog and intend to use it again when we get a new puppy next year, as the footbridge when combined with the Stanley Street bridge provides a convenient dog friendly loop walk up both sides of the Merri river.

Whilst I am aware of only a few others like me who use the bridge to commute to work on bike or foot to get to work or shop in the CBD – if you add an extra 10 minutes to the trip by closing the bridge you are pretty much guaranteeing that we will get back into our cars and take up another parking space in the city centre – this will end up costing council and our community more in the long run in roads and infrastructure.

I am sure there are many others whom would share our disappointment if the bridge was decommissioned – please keep the Stephens Street footbridge.

**Submission 17:**

As a resident of Stephens st I would like to comment on the bridge plan.

6.5 identifies the Stephens st footbridge for possible disposal. This bridge is a community asset providing safe and simple access for the community to the following facilities- foreshore, kiosk, tennis courts, mill precinct, BMX track, city centre and Lake pertobe - It is used daily for recreation and is the only safe access point for children walking and cycling independently as both footbridges (Stanley and McDonald) streets are beside roads.

I would be happy to discuss this further, as this bridge is an important connection for our neighbours and visitors to the area.

**Submission 18:**

I wish to appeal against the mention in your report under 6.5 Disposal Plan regarding the possible disposal of the Stephens St Footbridge.

There are a number of people who use this bridge every day and a number of reasons why it should be kept. I think there will be considerable public comment and a keenness to retain the bridge.

Some of the reasons for retention are:

Frequent usage by dog walkers, fishermen, general walkers, children at all hours of the day.

Safety issues - this is a safer way to access the dog walking park, sporting fields, markets, beach and Lake Pertobe than using road ways.

Historic importance and ambience: it is part of the history of South Warrnambool and the Woollen mill history. There are two access paths from the woollen mill development which lead directly to the bridge (one of these still under construction) so if it wasn't there it would be a sad loss of a strong historic and practical link to other parts of South Warrnambool.

Cost of maintenance doesn't seem excessive when you consider the amount of use it gets. Given it is only foot traffic and push bikes it is not likely to be damaged as opposed to if it had cars or trucks using it.

Wannon Water has a water pipe running under the bridge and crossing the Merri River which was recently upgraded. If the bridge was disposed of, would this leave a flimsy water pipe exposed and travelling across the river? Would this be a safety concern with people trying to climb across it?

I would hope that there would be consultation with local residents and users before Council makes a decision to dispose of this important structure. There also needs to be wider publicity as most people are unaware that embedded in a long document which is not widely available, on page 39 of an unnumbered document, is a plan headed "Disposal Plan" naming only two bridges, Stephens St footbridge and Ziegler Pde road bridge.

My family and visitors are regular users of the footbridge, especially in summer months, and to walk our dog, and prior to retiring, my husband rode his bike on it every day to get to work and still uses it to ride into the city. In an age where we are encouraging healthy options (walking, riding, recreation) and at a time we are revamping Lake Pertobe, please don't remove this bridge as it is a necessary link to the lake and to the city.

I would be happy to meet with yourself or any councillors in regard to this matter.

Thank you for the opportunity to comment,

**Submission 19:**

I wish to lodge my objection to the proposed suggested removal of the Stephen st footbridge. This footbridge has a high volume of foot traffic early in the mornings, used by walkers, cyclists and joggers. There are often people fishing from here as well. Locals and tourists alike are utilising this bridge frequently.

Given from my observation most use is from daybreak onwards mostly at a time when council would have no real idea of the volume of traffic.

Ada local I use this bridge a couple of times a day, every day therefore I strongly object to any plans to remove it.

**Submission 20:**

RE: STEPHENS STREET FOOTBRIDGE

Following recent discussion within the South Warrnambool community and subsequent media attention about the fate of the Stephens St footbridge (<http://www.standard.net.au/story/4603851/residents-concern-over-footbridge-future/>) we are writing as South Warrnambool residents to log our full support for the preservation of this valuable community asset.

As residents of Stanley St (adjoining Ferrier Dve) we personally use the bridge a minimum of twice daily (and often more) to access walking paths, the lawn tennis courts, Lake Pertobe amenities and walk/ride through to the CDB – in a direct and safe manner away from vehicle traffic. The direct access provided by the bridge was an important factor in our decision to purchase in South Warrnambool 17 months ago, as a vital recreational and transport link from our home.

The bridge promotes physical exercise, use of community space and community interaction for people of all ages and the ongoing use and maintenance of the footbridge is essential for our community.

**Submission 21:**

City Councillors

As a resident of Warrnambool for over 60 years I have used the mill footbridge regularly and cannot remember it not being there.

It is a convenient crossing of the Merri river for South Warrnambool residents and other locals and tourists using the local walkways, paths and rail trail. Connecting the Thunder point area to Lake Pertobe and the beach.

There is no other safe crossing with low traffic volumes for families, children and pets in the area. Without it walkers and cyclists will have to transit through Roxburgh Ave to get to Harris St. and rail trail etc. This will not excite Mill residents and with car movements could be dangerous to pedestrians.

Now as the owner of two properties close to the bridge I can see the regular and consistent flow of people across the bridge its location far more convenient and safer than those in Harris and Stanley Sts.

I think it would be very shortsighted to remove such a convenient, safe and well used foot bridge that maintenance costs over the many years it has been there would be insignificant.

David Morse  
18 Balmoral Rd.

Warrnambool City Council
- 5 MAY 2017
Ref N°
Officer
Received By / No



**Submission 22:**

Just a couple of comments about Council's Bridges Asset Management Plan.

I notice the plan floats the idea of disposing the Stephens St footbridge which connects Stephens St to the Woollen Mill development.

This is in order "to provide a positive financial result" although I'd suggest that there are many other factors that could also be considered, financial considerations may be important but shouldn't be the only basis for decision making. Do you have data on the significant number of people using the footbridge?

In particular, are you aware that in 2004 the Woollen Mill developer undertook to provide for repairs to this footbridge, see attached Council minutes.

My only other comment about the plan is that under the "11.4 Action Plan" heading, the Stanley Street bridge has an "X" timeline.

Thanks,

## **5.12 WARRNAMBOOL BOTANIC GARDENS MASTERPLAN FINAL REPORT**

### **PURPOSE**

***This report presents the Warrnambool Botanic Gardens Masterplan to Council.***

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### **EXECUTIVE SUMMARY**

- Council commissioned a Masterplan for the Warrnambool Botanic Gardens in 2016 to guide future improvement, development, and management of the gardens for the next 15 years.
  - The Masterplan was undertaken by consultants and overseen by a Project Working Group with representation from three Council directorates – Community Development, City Infrastructure and City Growth.
  - Development of the Masterplan involved significant community consultation that was developed and implemented internally, led by the Manager Community Planning and Policy.
  - The Masterplan was completed in May 2017, and incorporates forty-two recommendations.
  - The Project Working Group proposes that, subject to Council endorsement of the Masterplan, the next step be to identify key infrastructure priorities and develop detailed design and costs, as well as progressing internal actions such as policy development.
- 

**MOVED: CR. HULIN**  
**SECONDED: CR. ANDERSON**

**That Council endorses the Warrnambool Botanic Gardens Masterplan (2017), and requests the Project Working Group develop priority projects from the plan for implementation.**

**CARRIED – 7:0**

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### **BACKGROUND TO THE MASTERPLAN**

The Warrnambool Botanic Gardens ('the gardens') is a regionally significant open space of 8.1 hectares bounded by Botanic Road, Bromfield Street, Cockman Street and Queens Road.

The early development of the gardens owes much to the then Government Botanist, Ferdinand von Mueller who arranged for many plants to be sent from the Melbourne Botanic Gardens to Warrnambool.

William Guilfoyle, Director of the Melbourne Botanic Gardens between 1873 and 1909, was commissioned by Warrnambool Borough Council in 1877 to formally design the gardens.

The National Trust registered the gardens in 1990, and they were added to the National Estate in 1992. In 2006 the gardens were added to the Victorian Heritage Register - their citation was for historical, scientific, aesthetic and social significance to the State of Victoria.

The National Estate's Grants Program awarded funds in 1995 for a plan to improve the gardens, incorporating a range of recommendations, the majority of which were implemented. A masterplan was developed in 2004 but most of the recommendations had not been implemented due to resourcing limitations. Many recommendations from the 2004 plan are similar to some recommendations proposed in the new Masterplan.

Following internal discussions, discussions with the Friends of the Gardens group, and following the introduction of a Curator position, it was considered timely to undertake a new Masterplan for the gardens to build upon work done since 2004.

## DEVELOPING THE MASTERPLAN

### Project Approach

Council's Project Working Group (PWG) prepared a background report that summarised the known issues and opportunities for the gardens, which formed the basis of Part A of the project.

Part B of the Project, which was undertaken by the consultant team in conjunction with the PWG, included:

- Analysis of the issues and opportunities identified in the background report.
- Identification and documentation of additional issues and opportunities.
- Assessment of the opportunities.
- The development of a GIS-based tree database and an arborist's assessment of 354 trees.
- Site visits and interviews with the Friends of the Warrnambool Botanic Gardens and other key stakeholders.
- Consideration of community input and feedback.
- Preparation of a Draft Masterplan.

The PWG then finalised the Masterplan report.

### Project Management

The PWG was established to oversee development of the Masterplan, provide information and comment in response to issues that arose from it, and to undertake the community engagement components of the Plan.

The PWG membership included:

- Russell Lineham/Rod Sanderson
- Lisa Mcleod
- Kim White
- Glenn Reddick
- John Finnerty
- Paul Cugley
- Mark Mirtschin
- Shane Stenhouse
- John Sheely
- Jodie McNamara
- Lauren Schneider
- Jenny Emeny.

The consultant presented components of the review, including an updated issues and opportunities paper, assessment of the opportunities, and the draft Masterplan, to the PWG for review.

### Professional Services

Following a competitive open tender process, the consultant firm Mike Smith and Associates was awarded the contract to undertake the Masterplan. The consultants also used a range of sub-consultants to provide specialist services to the project:

- Traffix Group – transport and parking.
- Storm Consulting – drainage and stormwater management.
- CMF Consulting – recreation planning.
- Homewood Consulting – tree management and arborist services.

### Project Engagement

Extensive community engagement was undertaken to explore what visitors, residents and stakeholders love about the Gardens, and the changes and improvements they would support in the future. The engagement was developed and implemented internally, led by the Manager Community Planning and Policy.

The engagement involved four components:

Issues	Engagement Activities	Responses
<b>Engagement component 1</b>		
Seeking issues and ideas from stakeholders and the community	<ul style="list-style-type: none"> <li>On-line surveys</li> <li>Request for submissions</li> <li>Community feedback</li> <li>Interviews with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>73 surveys completed</li> <li>8 submissions received</li> <li>Many conversations held at Australia Day in the Gardens 2016</li> <li>Interviews with Friends of the Warrnambool Botanic Gardens, AquaZone, and the Local Indigenous Network.</li> </ul>
<b>Engagement component 2</b>		
Feedback on the Project Update document incorporating draft vision, issues and key directions	On-line surveys	43 responses received
<b>Engagement component 3</b>		
Seeking comment from the Friends Group	Council Officers, the Friends of the Botanic Gardens and the consultant team leader met via phone conference	Key issues and opportunities were discussed to inform the Masterplan
<b>Engagement component 4</b>		
Seeking comment on the draft Masterplan	Council officers presented the draft Masterplan at a community event in the gardens in November 2016 for community feedback. Community input was also sought via a survey online and in hard copy.	Dozens of people provided input to the draft masterplan at the 150th Anniversary event. 18 surveys were completed.

## THE MASTERPLAN

The Masterplan final report is in the following sections:

- Executive Summary
- Introduction
- Process
- History
- Previous Planning
- Trees and Plantings
- Masterplan Recommendations
- Masterplan 2017
- References.

There are also nine appendices to the report:

- Appendix 1 – Warrnambool Botanic Gardens and Lake Pertobe Background Report.
- Appendix 2 – Implementation Plan.
- Appendix 3 – Summary of Part A Background Report SWOT Analysis.
- Appendix 4 – Summary of Additional Issues and Opportunities.
- Appendix 5 –Friends of Warrnambool Botanic Gardens - Meeting Notes.
- Appendix 6 – Traffic Issues and Opportunities - Traffix Group.
- Appendix 7 –Arborists Report and Tree Audit - Homewood Consulting.
- Appendix 8 - Recommended Garden Bed Planting Schemes.
- Appendix 9 – Project Update – Published September 2016.



The Masterplan process included developing a vision for the gardens to serve as the guiding statement for the Plan. The vision was developed internally, workshoped with Council, and refined following community feedback. The vision is that:

*Warrnambool Botanic Gardens is a serene and beautiful heritage landscape, a special place that encourages us to celebrate the past, enjoy the present and develop a sustainable future for current and future generations.*

The vision has influenced the recommendations and priorities in the Masterplan.

The Masterplan's section entitled "History" provides a statement of significance for the gardens, some context around the importance of botanical gardens in both historical and present day terms, and identifies opportunities to strengthen the heritage values associated with the gardens. This information also reinforced the importance of the 150<sup>th</sup> anniversary of the gardens on the site in 2016 as a milestone in recognising its contribution to Warrnambool over time.

The Masterplan presents a detailed set of recommendations (42 in total) for Council to consider as improvements to the Botanic Gardens. The actions are based around 10 key themes:

- Infrastructure
- Connectivity and Wayfinding
- Accessibility
- Heritage and Art
- Gardens and Landscaping
- Events
- Play
- Parking and Transport
- Drainage and Water
- Commercial Opportunities.

Recommendations are rated high, medium and low priority. Some of the high priority recommendations include:

- Construct new toilet block in the northeast corner and retain existing toilets for staff.
- Investigate costs to upgrade the Rotunda to facilitate regular public access.
- Undertake a cost/benefit analysis in regard to installing free Wi-Fi in the gardens.
- Construct an elevated walkway to the north side of the Fernery to avoid the Moreton Bay Fig tree's root buttress.
- 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 N°5 (Botanic Road) to improve its sense of arrival.
- Increase the width of the paths to the southeast side of the lake and the northwest of the existing toilets.
- Provide disabled car parking spaces at Entrance N°5 on Botanic Road.
- Construct a path between Entrance N°6 stile opening at the school crossing to link the garden's loop path, and the new public toilets.
- Install additional interpretive signage describing Guilfoyle's design philosophy, plant names and horticultural features.
- Add additional plantings of low shrubs within garden beds particularly under groups of existing trees.
- Plant new specimen trees including succession planting to manage the ageing tree population.
- Remove selected Cypress and Pine trees to the perimeter of the gardens to enhance views into and out of the Gardens.
- Develop a policy to identify and encourage appropriate events and activities in the gardens to increase visitation and ensure sustainability
- Upgrade the irrigation system, for more sustainable and efficient use of water and labour.

A copy of the Masterplan has been circulated to Councillors under separate cover. A copy of the appendices to the report is available upon request.

## NEXT STEPS

The PWG proposes that, subject to Council endorsement of the Masterplan, the next step be to identify key project priorities and develop detailed design and costs. Once priorities have been designed and costed, the PWG can work towards securing funding for implementation. It is also noted that some high priorities do not require funding and can be progressed internally – eg policy development.

### **5.13 CYCLING REFERENCE GROUP**

#### **PURPOSE**

***This report recommends membership for the Cycling Reference Group for endorsement by Council.***

#### **EXECUTIVE SUMMARY**

- A 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.
- At Council's meeting on 28 November 2016, the CRG was confirmed as a formal Council reference group, and Cr. Hulin was appointed as Council's representative for 2017.
- The CRG has met and has reviewed its membership and proposed Terms of Reference.
- It is recommended Council confirm membership and Terms of Reference for the CRG.

**MOVED: CR. NEOH**  
**SECONDED: CR. HULIN**

1. **That Council endorses the following community representatives as members of the Cycling Reference Group for a term expiring 30 June 2018:**

**Richard Adams  
Rob Gunstone  
Shane Wilson  
Clare Vaughn  
Kate Haberfield  
Tricia Blakeslee  
James Finnerty  
Peter Medding**

2. **That Council endorses Richard Adams to act as Chairperson of the Cycling Reference Group.**
3. **That Council endorses the Terms of Reference for the Cycling Reference Group as attached to this report.**

**CARRIED – 7:0**

## **BACKGROUND**

A Cycling Reference Group (CRG) was established informally in early 2016 at the request of Cr. Gaston as a consultative mechanism to address issues around infrastructure, amenity and opportunity related to cycling in Warrnambool.

To ensure the diversity of the CRG, Council invited membership, and ideas for improving cycling amenity, through the local media in March 2016. Seventeen responses were received, including interest to join the group and suggestions for new and improved cycling infrastructure.

The CRG met bimonthly on four occasions with council representatives in 2016. The group also met independently on alternate months without council representatives in attendance.

**CURRENT STATUS**

At Council's meeting on 28 November 2016, the CRG was confirmed as a formal Council reference group, and Cr. Hulin was appointed as Council's representative for 2017.

In December 2016, Council officers held discussions with Richard Adams, CRG chairman, around the future function of the CRG, and it was confirmed that Council would take responsibility for its future administration and co-ordination, and formal terms of reference for it would be prepared.

The existing membership of the CRG met for the first time in 2017 to confirm its membership and review the draft terms of reference. It was proposed that membership of the CRG should be broadly based and reflect the following categories across the cycling community:

- Mountain bikes
- Road & Racing
- Community & Recreational
- Commuter & Schools.

Following discussions with existing members, Council Officers sought interest from the original seventeen responders, and the following people have confirmed their wish to join the CRG:

<b>Name</b>	<b>Membership category</b>
Richard Adams	Mountain bikes
Rob Gunstone	Mountain Bikes
Shane Wilson	Road & Racing
Clare Vaughn	Community & Recreational
Kate Haberfield	Commuter & Schools
Tricia Blakeslee	Commuter & Schools
James Finnerty	Community & Recreational
Peter Medding	Mountain Bikes/Road and Racing

Richard Adams has previously acted as Chair of the CRG, and it recommended he continue in the role.

The draft terms of reference have been modelled on the template used for Council's Advisory Committees. The purpose of the CRG is to provide advice to Council on the development and implementation of Council policy and practice regarding cycling in Warrnambool.

The CRG will:

- Provide a forum where community experience, specialist knowledge and skills in the area of cycling can be utilised.
- Consider, in conjunction with the concerns of other stakeholders and road users, any issues related to cycling.
- Promote cycling as a safe, accessible and viable transport option.
- Facilitate the development of quality cycling infrastructure in Warrnambool.



## **Warrnambool City Council Cycling Reference Group**

### **Terms of Reference**

#### **Purpose of the Group:**

Provide advice to Council on the development and implementation of Council policy and practice regard cycling in Warrnambool.

#### **Terms of Reference:**

Members of the Group will:

- Provide feedback to Council on proposed actions and initiatives related to cycling.
- Assist Council in responding to the needs of cyclists.
- Provide input to Council relating to new and emerging issues involving cycling.

#### **Objectives:**

The specific objectives include:

- To provide a forum where community 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.
- To promote cycling as a safe, accessible and viable transport option.
- To facilitate the development of quality cycling infrastructure in Warrnambool.

#### **Group Structure:**

The Group shall be made up of Council representatives and members of the community.

- Council representatives:
  - Councillor (1)
  - Manager - Recreation and Culture (or delegate).
  - Manager - Infrastructure Services (or delegate).

Note - other Council officers may be invited to attend depending on the agenda.

- Community Members  
Up to 8 members of the community with an interest and networks in one or more of the following areas will be considered for the advisory committee:
  - Mountain bikes
  - Road & Racing
  - Community & Recreational
  - Commuter & Schools.

The selection of members will consider overall composition of the group including gender balance, and will strive to ensure that there is representation from organisations/businesses, relevant bodies as well as unaffiliated community members.

#### **Appointment of chair:**

By Council.



**Meeting frequency**

Up to four (4) times per annum.

**Secretariat:**

The Recreation Planning and Development Unit of Council will act as the secretariat to the 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 group, bearing in mind that the committee is advisory in nature.

**Reporting regime:**

A record of each meeting will be presented to Council at the next Council meeting.

**Term:**

An initial twelve month term concluding on 30 June 2018, to be reviewed as part of the Active Warrnambool Strategy.

## **5.14 ASSEMBLY OF COUNCILLORS RECORDS**

### **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.*

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### **BACKGROUND INFORMATION**

The Local Government Act provides a definition of an assembly of Councillors where conflicts of interest must be disclosed.

A meeting will be an assembly of Councillors if it considers matters that are likely to be the subject of a Council decision, or, the exercise of a Council delegation and the meeting is:

1. A planned or scheduled meeting that includes at least half the Councillors (5) and a member of Council staff; or
2. an advisory committee of the Council where one or more Councillors are present.

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:-

1. Wednesday 3 May 2017 – refer **Appendix A.**
2. Monday 15 May 2017 – refer **Appendix B.**
3. Wednesday 17 May 2017 – refer **Appendix C.**
4. Monday 22 May 2017 – refer **Appendix D.**
5. Monday 29 May 2017 – refer **Appendix E.**

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**MOVED: CR. NEOH**  
**SECONDED: CR. ANDERSON**

**That the information be received.**

**CARRIED – 7:0**

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**Assembly of Councillors Record**

Purpose of meeting:	Special Councillor Briefing
Meeting date:	3 May 2017
Start time:	10.30am
Councillors present:	Cr. K Gaston – Chairperson Cr. R Anderson Cr. S Cassidy Cr. T Herbert Cr. P Hulin Cr. M Neoh Cr D Owen
Council Officers present:	Bruce Anson, Chief Executive Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development Peter Utri, Director Corporate Strategies.
Other persons present:	The Hon. Dan Tehan, MP, Minister for Veterans Affairs & Member for Wannon Pru Neale, Electorate Officer
Apologies:	Nil
Conflict of Interest Disclosures:	Nil
Items discussed:	<ul style="list-style-type: none"> <li>▪ International education</li> <li>▪ Library Learning Hub</li> <li>▪ Central Business District</li> <li>▪ Regional rail</li> <li>▪ Relocation of Government Departments to regions</li> <li>▪ Deakin University</li> <li>▪ Energy Costs</li> <li>▪ Shipwreck Coast Masterplan</li> <li>▪ Princes Highway West</li> <li>▪ 12 Apostles</li> </ul>
Other items raised by Councillors & Officers:	Nil.

The meeting closed at 11.30am.

**Assembly of Councillors Record**

Purpose of meeting:	Councillor Briefing
Meeting date:	15 May 2017
Start time:	3.00pm
Councillors present:	Cr. K Gaston – Chairperson Cr. R Anderson Cr. S Cassidy Cr. T Herbert Cr. P Hulin Cr. M Neoh Cr D Owen
Council Officers present:	Andrew Paton, Acting Chief Executive Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development Peter Utri, Director Corporate Strategies Jodie McNamara, Acting Director City Growth
Other persons present:	John Gumby, PTV,
Apologies:	Nil.
Conflict of Interest Disclosures:	Nil.
Items discussed:	<ul style="list-style-type: none"> <li>▪ PTV Town Centre Review of the Public Transport Service</li> <li>▪ Petition (Joint Letter) - For Council To Improve Public Toilets &amp; Change Facilities at McGennan's Car Park</li> <li>▪ Procurement Policy</li> <li>▪ Sport and Recreation Victoria's 2018/19 Community Sports Infrastructure Fund</li> <li>▪ Update On CBD Revitalisation Works – Verbal Report</li> <li>▪ Warrnambool-Changchun Sister City Deakin University Scholarship Initiative</li> <li>▪ Council Advisory Committees - Terms Of Reference</li> <li>▪ Greater Shepparton City Council - 2030 Greater Victoria Commonwealth Games Proposal</li> <li>▪ Regional Cities Victoria – Minutes of meeting held on 9 February 2017</li> </ul>
Other items raised by Councillors & Officers:	<ul style="list-style-type: none"> <li>▪ Implications off free range chicken farm being established next to Jubilee park and local law implications.</li> <li>▪ A confidential item in relation to 151 – 157 Kepler street was provided for councillors information in relation to a planning matter</li> <li>▪ Cr Owen initiated discussion in relation to the new Flagstaff Hill show development</li> <li>▪ Cr Cassidy brought up an issue in relation to fox numbers at McGennan's</li> <li>▪ Cr Anderson forwarded his congratulations on to the IT support Staff at Council for their exceptional work</li> <li>▪ Cr Anderson Commented on the Community Hub event at Woodforde and commended the display of local community spirit</li> <li>▪ Cr Herbert called for a report on marketing activity in the City</li> </ul>

The meeting closed at 6.30pm.



**Assembly of Councillors Record**

Purpose of meeting:	Councillor Briefing
Meeting date:	17 May 2017
Start time:	4.30pm
Councillors present:	Cr. T Herbert Cr. P Hulin Cr. D. Owen
Council Officers present:	Andrew Paton, Acting Chief Executive Jodie McNamara, Acting Director City Growth David McMahon, Manager Visitor Economy Shaun Miller, Manager, Economic Development & Investment
Other persons present:	-
Apologies:	Nil.
Conflict of Interest Disclosures:	Nil
Items discussed:	▪ Council Advisory Committees
Other items raised by Councillors & Officers:	Nil.

The meeting closed at 5.30pm.

**APPENDIX D****Assembly of Councillors Record**

Purpose of meeting:	Councillor Briefing
Meeting date:	22 May 2017
Start time:	3.00pm
Councillors present:	Cr. M Neoh – Acting Chairperson Cr. R Anderson Cr. S Cassidy Cr. T Herbert Cr. P Hulin Cr D Owen
Council Officers present:	Andrew Paton, Acting Chief Executive Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development Jodie McNamara, Acting Director City Growth Peter Utri, Director Corporate Strategies Anne-Maree Neal, Manager, Governance & Risk
Other persons present:	David Wolfe, Chief Municipal inspector, Local Government Investigations & Compliance Inspectorate Peter Downs, CEO, Warrnambool Racing Club Nick Rule, Acting Chair, Warrnambool Racing Club Emily Lee-Ack, Chair, Great South Coast Regional Partnership Felicity Melican, Deputy Chair, Great South Coast Regional Partnership
Apologies:	Cr Kylie Gaston
Conflict of Interest Disclosures:	Nil.
Items discussed:	<ul style="list-style-type: none"> <li>▪ Local Government Investigations and Compliance Inspectorate overview</li> <li>▪ Horses on beaches</li> <li>▪ Great South Coast Regional Partnership overview</li> <li>▪ Road Management Plan</li> <li>▪ Barwon South West Population Levers for Economic Development</li> <li>▪ CBD revitalisation works</li> <li>▪ Minutes Great South Coast Board meeting</li> </ul>
Other items raised by Councillors & Officers:	<ul style="list-style-type: none"> <li>• Cr Hulin commented on the apparent start of works at the Mortlake saleyards</li> <li>• Cr Herbert distributed further information for consideration for upgrades to the municipal Gateways and civic feature points suitable for public art</li> <li>• Cr Hulin commented about local upkeep of the drainage reserve at Fiscallini Dve</li> <li>• Cr Hulin discussed some local road issues</li> <li>• Cr Hulin raised the subject of the organisation to continue to focus on the pursuit of operating efficiencies</li> <li>• Cr Cassidy brought up that Warwick Loft would like to meet with Council to discuss rail freight issues</li> <li>• Cr Cassidy was seeking information as to the future improvements and rectification to the Western side beach access at Point Ritchie</li> <li>• Cr Cassidy has sought information around a Botanic Rd road crossing investigation</li> </ul>

The meeting closed at 6.30pm.

**Assembly of Councillors Record**

Purpose of meeting:	Councillor Briefing
Meeting date:	29 May 2017
Start time:	3.00pm
Councillors present:	Cr. K Gaston – Chairperson Cr. R Anderson Cr. S Cassidy Cr. T Herbert Cr. P Hulin Cr. M Neoh Cr D Owen
Council Officers present:	Andrew Paton, Acting Chief Executive. Scott Cavanagh, Director City Infrastructure. Vikki King, Director Community Development. Jodie McNamara, Acting Director City Growth. Peter Utri, Director Corporate Strategies.
Other persons present:	Greg Leece, Regional Manager, DELWP Bart Gane, Senior Regional Planner, DELWP Jeremy Moloney, Program Manager, DELWP Doreen Power, CEO, Lyndoch
Apologies:	Nil.
Conflict of Interest Disclosures:	
Items discussed:	<ul style="list-style-type: none"> <li>▪ Coastal Crown Land</li> <li>▪ Draft Warrnambool Foreshore Precinct Framework Plan</li> <li>▪ Lyndoch</li> <li>▪ CBD Revitalisation update</li> <li>▪ Major Projects</li> <li>▪ Regional Jobs &amp; Infrastructure Fund</li> </ul>
Other items raised by Councillors & Officers:	<ul style="list-style-type: none"> <li>• Cr Hulin presented thought around Christmas decorations for the city centre this year</li> <li>• Cr Hulin updated Council on his and Cr Cassidy's attendance at a "Break Through" event on families dealing with Ice addiction</li> <li>• Cr Hulin suggested an opportunity existed to promote the pedestrianisation of the city centre, the progress of the works and promotion of retail in the centre</li> <li>• Cr Owen queried where we are at in relation to precinct character assessments and overlays in response to a resident request around this issue that is forming a budget submission</li> <li>• An update was given by officers on advocacy progress in relation to the Warrnambool special school redevelopment</li> <li>• VEC has notified Council it will be distributing 1100 failure to vote fines from the past Council election It was noted this a VEC not a Council issue.</li> </ul>

The meeting closed at 7.00pm.

**5.15 MAYORAL & CHIEF EXECUTIVE COUNCIL ACTIVITIES – SUMMARY REPORT****PURPOSE**

*This report summarises Mayoral and Chief Executive 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
28 April 2017	Port Fairy	Mayor & Chief Executive – Attended the Great South Coast Board meeting.
1 May 2017	Warrnambool	Mayor – Attended Food Share Board meeting.
3 May 2017	Warrnambool	Mayor – Attended and presented the winner's prize for the 2017 Greyhound Racing Warrnambool Cup.
8 May 2017	Warrnambool	Mayor & Councillors – Visited the Clontarf Academy at Warrnambool College.
9 May 2017	Woodford	Mayor – Visited Woodford Primary School and spoke with senior grade students on local government.
	Allansford	Mayor & Councillors – Attended the official opening of the Allansford Mechanics Hall refurbished foyer and cloak rooms.
10 May 2017	Warrnambool	Chief Executive – Met with visiting Chaoyang Middle School delegation from Changchun.
	Melbourne	Mayor - Attended the Municipal Association of Victoria State Council meeting.
15 May 2017	Camperdown	Mayor – Attended a special Board meeting of Corangamite Regional Library Corporation.
17 May 2017	Warrnambool	Mayor - Attended the Great South West Dairy Awards.
18 May 2017	Warrnambool	Mayor - Attended the Warrnambool Justice Service Centre opening.
29 May 2017	Warrnambool	Mayor & Acting Chief Executive – Met with VICSES Board as part of a presentation to regional municipalities.
	Warrnambool	Mayor – Attended the LGBTI Equality Roadshow Community Dinner.
31 May 2017	Warrnambool	Mayor – Attended the South West Sport 2016 Amazon Sports Star Award presentations.

**MOVED: CR. OWEN**  
**SECONDED: CR. HERBERT**

**That this report be received.**

**CARRIED – 7:0**



**6. PUBLIC QUESTION TIME****6.1 QUESTION FROM PETER SYCOPOULIS, 12 JACKMAN AVENUE, WARRNAMBOOL**

*“Moyne Shire Council has an official position to support the new Mortlake Saleyards in opposition to both the Warrnambool and Camperdown Livestock Exchanges. It appears that the recent re-appointed of Moyne Shire Mayor, Cr Jim Doukas to Warrnambool City Council Advisory Committee for the South West Victorian Livestock Exchange would not be in the best interests of the Warrnambool facility or our community due to those official opposing views.*

*Can Warrnambool City Council please advise verbally and in writing as to why the Mayor of a neighbouring municipality with an official opposing position to our own Council would be appointed to the said Advisory Committee?”*

The Acting Chief Executive advised that a response would be provided in writing and referred the question to the Director Corporate Strategies.

The Director Corporate Strategies also advised that the advice would be that the conflict of interest does not exist with Cr Doukas. Certainly all the parties on the Board have a vested interest on that committee, the purpose for it is for the betterment of the saleyards, it is a regional saleyards and Moyne are the key suppliers, the majority of the cattle that go through the yards are from Moyne. Cr Doukas has been a strong advocate for our saleyards and the fact that there is another development that is in commercial opposition has nothing to do with his position on that group.

**7. CLOSE OF MEETING**

The meeting closed at 6.45pm.

**CHAIRMAN**

I certify that these minutes were confirmed at a subsequent meeting of Council

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CR KYLIE GASTON  
MAYOR