

# MINUTES

**ORDINARY MEETING**

**WARRNAMBOOL CITY COUNCIL**

**5.45PM - MONDAY 5 MARCH 2018**



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**VENUE:**

**Reception Room  
25 Liebig Street  
Warrnambool**

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**COUNCILLORS**

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

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**Bruce Anson  
CHIEF EXECUTIVE**

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**ORDER OF BUSINESS****Page No.**

<b>1. OPENING PRAYER &amp; ORIGINAL CUSTODIANS STATEMENT .....</b>	<b>4</b>
<b>2. APOLOGIES.....</b>	<b>4</b>
<b>3. CONFIRMATION OF MINUTES.....</b>	<b>4</b>
<b>4. DECLARATION BY COUNCILLORS &amp; OFFICERS OF ANY CONFLICT OF INTEREST IN ANY ITEM ON THE AGENDA .....</b>	<b>4</b>
<b>5. REPORTS</b>	
<b>5.1 WARRNAMBOOL HARBOUR MASTER PLAN.....</b>	<b>5</b>
<b>5.2 RECYCLING UPDATE AND BUDGET IMPLICATIONS .....</b>	<b>35</b>
<b>5.3 TENDER NO. 2018029 – ROAD GRADER AND TOWED ROLLER.....</b>	<b>39</b>
<b>5.4 PETITION – REMOVAL OF PEDESTRIAN CROSSINGS AT LAVA/LIEBIG AND KOROIT/LIEBIG ROUNDABOUTS .....</b>	<b>41</b>
<b>5.5 AUDIT &amp; RISK COMMITTEE INDEPENDENT MEMBER RE-APPOINTMENT.....</b>	<b>45</b>
<b>5.6 ACTIVITIES &amp; INITIATIVES 2017-2018 – DECEMBER QUARTER.....</b>	<b>45</b>
<b>5.7 WARRNAMBOOL EVENTS STRATEGY 2018 - 2022 .....</b>	<b>71</b>
<b>5.8 BELFAST COASTAL RESERVE – DRAFT COASTAL MANAGEMENT PLAN.....</b>	<b>99</b>
<b>5.9 PETITION – REMOVAL OF MURAL AT LIGHTHOUSE THEATRE .....</b>	<b>103</b>
<b>5.10 ASSEMBLY OF COUNCILLORS RECORDS.....</b>	<b>106</b>
<b>5.11 MAYORAL &amp; CHIEF EXECUTIVE COUNCIL ACTIVITIES – SUMMARY REPORT.....</b>	<b>111</b>
<b>6. NOTICE OF MOTION NO. 2149.....</b>	<b>112</b>
<b>7. PUBLIC QUESTION TIME.....</b>	<b>112</b>
<b>8. CLOSE OF MEETING. ....</b>	<b>113</b>

**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 MARCH 2018 COMMENCING AT 5.45PM**

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

**IN ATTENDANCE:** Mr Bruce Anson, Chief Executive  
Mr Peter Utri, Director Corporate Strategies  
Mr Scott Cavanagh, Director City Infrastructure  
Ms. Vikki King, Director Community Development  
Mr Andrew Paton, Director City Growth  
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: CR. NEOH**  
**SECONDED: CR. HERBERT**

**That the Minutes of the Ordinary Meeting of Council held on 5 February 2018 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.

Nil.



## **5. REPORTS**

### **5.1 WARRNAMBOOL HARBOUR MASTER PLAN**

#### **PURPOSE**

*The purpose of this report is to present Council with the outcome of the Warrnambool Harbour Master Plan public consultation process*

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#### **EXECUTIVE SUMMARY**

- At its 6 November 2017 Ordinary Meeting, Council resolved to; endorse the immediate priorities contained in the Draft Warrnambool Harbour Master Plan, support a funding application for the delivery of a \$3.22M Safer Launching and Retrieval Facility at the Port of Warrnambool, and agreed to release the Master Plan for public comment for a period of 28 days.
- In preparation for the 2017-2018 Boating Safety and Facilities Program Council has undertaken a community consultation process regarding harbour facilities and developed a Master Plan and concept design for the Safer Launching and Retrieval Facilities.
- The development of the Master Plan was funded from the Harbour Redevelopment Feasibility Study Project with contributions from both the State Government and Council.
- Council released the Draft Warrnambool Harbour Master Plan for public comment on Saturday 11 November 2017 and received submissions until 22 December 2017.
- The draft plan and consultation period were advertised in the Warrnambool Standard on the 11 and 18 November 2017, on the Warrnambool City Council Website, and on social media.
- The Draft Warrnambool Harbour Master Plan consultation process received 596 submissions including 12 duplicate submissions and 18 late submissions. The total number of submissions less duplicates that were received was 584.
- The 2017-2018 Boating Safety and Facilities Program has opened and applications will be accepted until 22 March 2012.
- The Warrnambool Harbour Master Plan incorporates a list of 28 priorities in the Staging and Implementation listing. The listing includes 3 major projects being the Safer Launching Facilities (Item 3), Breakwater Renewal (Item 13), and Spur Breakwater/Harbour investigations (Item 14).

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**MOVED: CR. NEOH**  
**SECONDED: CR. GASTON**

#### **That Council:**

1. **Notes the submissions received in relation to the Draft Warrnambool Harbour Master Plan;**
2. **Adopt the Warrnambool Harbour Master Plan;**
3. **Support an application under the 2017-2018 Boating Safety and Facilities Program for the \$3.22M Safer Launching and Retrieval Facility Project;**
4. **Note that an application has been lodged under the Better Fishing Program for an upgrade and relocation of the Warrnambool Harbour Fish Cleaning Facility;**
5. **Seek funding to undertake preliminary investigation works on wave energy impacts on Lady Bay.**

#### **AMENDMENT**

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

#### **That Council**

1. **Notes the submissions received in relation to the Draft Warrnambool Harbour Master Plan.**

2. **Adopt the Warrnambool Harbour Master Plan, in principle.**
3. **Support an application under the 2017-2018 Boating Safety and Facilities Program for the \$3.22M Safer Launching and Retrieval Facility Project.**
4. **Approach our local MP's to advocate strongly and immediately on our behalf to the State Government for funding of**
  - a) **Harbour impact studies;**
  - b) **Business case studies;**
  - c) **Detailed designs for future harbour improvement works;**
  - d) **Associated improvements to the harbour precinct as documented in the Harbour Master Plan**
  - e) **Repairs to the breakwater structure.**
5. **Note the application has been lodged under the Better Fishing Program for an upgrade and relocation of the Warrnambool Harbour Fish Cleaning Facility.**

**CARRIED – 4:3**

**Crs. Herbert, Hulin, Anderson & Cassidy voting for the motion**

**Crs. Owen, Neoh & Gaston voting against the motion**

**The Amendment then became the Motion and was CARRIED – 4:3**

**Crs. Herbert, Hulin, Anderson & Cassidy voting for the motion**

**Crs. Owen, Neoh & Gaston voting against the motion**

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## **BACKGROUND**

At its 6 November 2017 Ordinary Meeting, Council resolved to; endorse the immediate priorities contained in the Draft Warrnambool Harbour Masterplan, support a funding application for the delivery of a \$3.22M Safer Launching and Retrieval Facility at the Port of Warrnambool, and agreed to release the Master Plan for public comment for a period of 28 days.

This resolution built on an earlier decision from 7 December 2015 in which Council resolved to adopt Option A from a feasibility study for works and improvements to the Port of Warrnambool.

Council received \$240,000 from the Department of Transport, Planning and Local Infrastructure (DTPLI) and Council allocated \$60,000 to undertake the Master Plan development – a total project cost of \$300,000.

## **ISSUES**

Following an application to the Boating Safety and Facilities Program 2016–2017 for Safer Launching and Retrieval Facilities at the Port of Warrnambool, Council were advised that completion of a Master Plan for the Warrnambool Harbour would assist in improving the business case for the project.

In preparation for the 2017-2018 Boating Safety and Facilities Program Council undertook a community consultation process regarding harbour facilities, developed a Master Plan and concept design for the Safer Boating and Retrieval Facilities.

The initial consultation process identified a mix of priorities and the Master Plan process has addressed and assessed as many objectives as possible. The master plan process did highlight that the community holds diverse views in relation to the facilities and priorities for the harbour precinct.

During the public submission process for the Draft Warrnambool Harbour Masterplan Council received 596 submissions, including 12 duplicates and 18 late submissions. Discounting the 12 duplicate submissions the remaining 584 submissions have been grouped into themes.

A summary of these themes is provided below:

- (i) 13 respondents supported Option 1 contained in Appendix A of the Masterplan
- (ii) 24 respondents supported Option 2 contained in Appendix A of the Masterplan
- (iii) 63 respondents support an enclosed harbour with no reference to an option
- (iv) 446 respondents supported an enclosed harbour without a boat ramp upgrade, with 377 of these being submitted in the format of a form letter
- (v) 39 respondents supported a minimalistic approach
- (vi) 11 respondents supported an upgrade but didn't state any preference
- (vii) 2 respondents made no reference to the masterplan in their responses

The Draft Warrnambool Harbour Master Plan consultation process has resulted in a large number of submissions which respond to earlier consultation aspects. This includes submissions which address the December 2015 decision of Council and the consultation which occurred during the development of the master plan.

It is apparent that that the community holds diverse views on the future of the harbour precinct and in particular the way to address safer launching facilities. While there has been a view expressed through the consultation process which seeks to have a safe harbour constructed in lieu of safer launching facilities there has not been direct consultation on the form of a safe harbour, nor have there been any studies completed to identify the consequences of a such a development.

## **CURRENT STATUS**

The 2017-2018 Boating Safety and Facilities Program has opened and applications will be accepted until 22 March 2012. Council currently has a resolution directing staff to apply for funding under this program.

## **KEY CONSIDERATIONS**

Council needs to carefully consider its short term and longer term actions in relation to the harbour precinct.

Any proposal or intention to pursue an enclosed harbour option at the Port of Warrnambool will require significant capital investment in the necessary studies to support the development. This process would also require extensive consultation and would take a number of years to complete.

As an initial step it is suggested that Council could undertake consider funding the very preliminary task of looking at the wave energy impacts from an enclosed harbour. This is a very preliminary step to provide some base level information on possible harbour impacts.

Assessments are also underway on the condition of the breakwater and it is expected that a significant investment may be required to ensure its long term condition.

Through the Warrnambool 2040 process the harbour precinct was identified as an important community precinct. The community also identified with the foreshore and beach areas as being important both in terms of our sense of identity and from an environmental perspective.

## **FINANCIAL CONSIDERATION**

In addition to any project management and project development costs, Council would also be required to provide some funding towards capital projects in the harbour precinct.

Under the Boating Safety and Facilities Program Council is required to contribute 20% of the capital costs.

**TIMING**

Applications under the Boating Safety and Facilities Program are due by 22 March 2018.

**RISK**

There are various risks associated with each of the projects which will be considered and addressed as part of individual project plans.

**APPENDIX A – WARRNAMBOOL HARBOUR MASTER PLAN**



**FINAL DRAFT**  
**WARRNAMBOOL HARBOUR MASTER PLAN**  
November 2017



## Contents

1.	Introduction	1
1.1	About the Project	1
1.2	Warrnambool City Council	1
2.	Context	2
2.1	Strategic Context	2
2.2	Planning Context	3
2.3	Historical Context	4
2.4	Environmental Context	5
3.	Existing Conditions	6
3.1	Observations	6
4.	Community Consultation	9
4.1	Community and Stakeholder Engagement	9
4.2	Community and Stakeholder Engagement Results	10
5.	Issues and Opportunities	11
6.	Master Plan	12
6.1	Circulation and parking	13
6.2	Boat launch precinct	14
6.3	Northern car park precinct	15
6.4	Vegetation	16
6.5	Use and Development of Crown Land	17
7.	Staging and Implementation	18

Appendix A Preliminary concepts prepared for consultation  
Appendix B Consultation responses  
Appendix C Fact Sheet: Use and Development of Crown Land

### Document revisions

Document title: Warrnambool Harbour Master Plan  
Prepared by: Anna O'Sullivan  
Project reference: 1136-002

Revision Date	Details	Authorised
24 Jul 2017	Draft for Warrnambool City Council Councillor briefing	Mark Frisby
2 Aug 2017	Draft for Community Reference Group and community consultation	Mark Frisby
20 Sep 2017	Draft for Warrnambool City Council Councillor briefing	Mark Frisby
2 Nov 2017	Final Draft	Mark Frisby







## 1. Introduction

### 1.1 About the project

The aim of the Warrnambool Harbour Master Plan is to prepare a plan to guide and coordinate future development of the harbour and adjacent foreshore through staged implementation by Warrnambool City Council and the Department of Transport, Planning and Local Infrastructure - Local Ports.

The Warrnambool harbour, a State Government owned asset managed by Warrnambool City Council, has been identified as requiring further development and enhancement of public boating facilities, as recommended by a number of strategic planning documents, such as the Victorian Coastal Strategy and the Western Victoria Boating Coastal Action Plan. The Port of Warrnambool (Lady Bay) is identified as one of only two 'State Marine Precincts' west of Melbourne, with the other being Portland.

The harbour currently caters for the commercial fishing industry, recreation fishing and boating and other unstructured leisure activities. The capacity to improve on existing facilities is currently limited by the exposure to wave action that causes hazardous conditions within the harbour, particularly at the boat ramp. Warrnambool City Council are responsible for the ongoing management and maintenance of existing assets.

Future development to the harbour should cater for current and future levels of population, improve the provision, quality and diversity of facilities, improve public amenity and safety, be constructed of durable materials to reduce ongoing maintenance costs, and support the local and regional economy particularly in regard to employment and increased visitation.

### 1.2 Warrnambool City Council

The Warrnambool City Council covers an area of 120 square kilometres and is located within in south west Victoria, approximately 260 kilometres east of Melbourne.<sup>1</sup>

The local government area contains the city of Warrnambool, the major population centre, and the smaller towns of Allansford, Bushfield and Woodford.

Warrnambool City Council has an estimated population of almost 33,800 (as of 2016) and is currently experiencing an increase in population with a 1.44 per cent annual growth rate.<sup>2</sup> With growth expected to continue, Warrnambool City Council is planning for the City's population to reach 50,000 by 2036.<sup>3</sup>

The Shire's youth (0-15 year olds) make up almost 20% of the population whilst the senior demographic (65+ years) make more than 15%.<sup>4</sup>

<sup>1</sup> <https://www.warrnambool.vic.gov.au/about-council>  
<sup>2</sup> <http://forecast.id.com.au/warrnambool/>  
<sup>3</sup> <https://www.warrnambool.vic.gov.au/about-council>  
<sup>4</sup> <http://forecast.id.com.au/warrnambool/>

## 2. Context

### 2.1 Strategic Context

#### **Warrnambool Coastal Management Plan** *Warrnambool City Council, 2013*

The Warrnambool Coastal Management Plan provides a vision for the future use, development and management of Warrnambool's coastline. The strategy aims for "an environment where the natural and cultural values of Warrnambool's unique coastline are protected and enhanced and opportunities to access and enjoy the coastline are achieved in a sustainable way".

The CMP identifies the most prominent environmental, cultural and recreational values along the coastline, defines management precincts, identifies key management issues affecting the coastline and provides prioritised management strategies including:

- Protect, enhance and restore natural and cultural values.
- Manage threats and impacts to native flora and fauna and landscape features.
- Retain and conserve natural coastal processes. Understand and plan for the management of climate change impacts and coastal processes.
- Ensure that access and use of the coastal environment is sustainable.
- Promote sustainable transport and passive connections.
- Protect and identify places of cultural significance and where appropriate provide interpretation.
- Concentrate active recreational use and development within highly modified environments, containing existing infrastructure.
- Support existing and future appropriate and sensitive development that is coastal dependent, demonstrates considerable net community benefit that complements and integrates with the coastal landscape.
- Maintain infrastructure to a high standard.
- Create iconic spaces in activity nodes to provide a variety of coastal destinations and experiences.
- Ensure that future use and development is not reactive and that projects are based on sound and up to date information.
- Provide amenities and opportunities for experiences that support tourism and community access to the coast, without compromising the natural environment.
- Ensure that, where appropriate internal and external stakeholder consultation is undertaken as part of project development and delivery.

#### **The Victorian Coastal Strategy** *Victorian Coastal Council, 2014*

The Victorian Coastal Strategy provides guidance for agencies and statutory decision making along the coast and in marine environments and a framework for related plans, strategies and planning schemes for coastal Crown land.

The Strategy identifies key issues that are directed towards ensuring that coastal planning and management reflects the dynamic, complex and interconnected nature of coastal and marine habitats and addresses risks posed to coastal habitats and resources by a changing climate, an increasing population, and the growing cost of providing and maintaining coastal infrastructure.

The Coastal Management Act 1995 requires the Victorian Coastal Strategy to provide for the long-term planning of the Victorian coast, in order to ensure the protection of significant environmental features and provide clear direction for the future use of the coast, including the marine environment.

The Strategy outlines the following objectives:

1. Ensure protection of significant environmental and cultural values;
  2. Undertake integrated planning and provide clean direction for the future; and
  3. Ensure the sustainable use of natural and coastal resources.
- When the above principles have been considered and addressed then:
4. Ensure development on the coast does not interfere with coastal processes and is located within existing, modified and resilient environments where the demand for development is evident and any impacts can be managed sustainably.

#### **The Western Victoria Boating Coastal Action Plan** *Western Coastal Board, 2010*

The Western Victoria Boating Coastal Action Plan provides the strategic framework to guide the provision of improved and more sustainable boating facilities across the Western coastal region. The action plan seeks to ensure that the state's west coast has a coordinated strategic plan with which to approach the provision, maintenance and management of recreational boating infrastructure. It also aims to ensure that appropriate levels of service are provided through a regional network of boating facilities.

The plan has assigned Warrnambool, a State Marine Precinct, a high priority for new boating facilities and recommends the redevelopment of the facilities at Warrnambool Harbour potentially including a marina or other fixed moorings, a modified breakwater to provide an all weather safe harbour. The plan also recommends the development and implementation of a harbour master plan to attract investment.

#### **The Port of Warrnambool Safer Boating and Harbour Facility Study** *Warrnambool City Council, 2013*

The primary objective of this study is to identify and assess options that provide safer boating and harbour facilities for the Port of Warrnambool taking into consideration the Western Coastal Boards recommendation to provide a State Marine Precinct level of service. The report provides concept plans to provide an improved the level of service and notes the following conclusions and recommendations:

- The exposure of the boat ramp and swing mooring to wave action was identified as significant constraint to providing safer boating and harbour facilities.
- Sedimentation and resulting impact on drafts was also identified as a high priority for providing safer boating and harbour facilities. The development of a shore normal groyne and creation of sediment traps will assist in limiting the impact of sedimentation on the Port function.
- The requirement to increase the number of dedicated boat trailer parking bays to approximately 100
- The cultural heritage values of the existing breakwater would need to be retained in any future development.

#### **Warrnambool Coast Vegetation Management Plan** *Warrnambool City Council, 2013*

The Vegetation Management Plan assesses the existing vegetation and provides Council with a management strategy for the coast. The objectives of the plan include:

- Survey and map existing vegetation including ecological vegetation classes.
- Identify management zones including identification of significant vegetation and areas of high priority for vegetation management actions.
- Identify management issues that affect indigenous vegetation.
- Set priorities for the management of the vegetation, including weed management and revegetation.

#### **The Economic and Social Value of Victoria's Local Ports** *Victorian Coastal Council, 2010*

This study estimates the economic impact that local ports have on the regional and Victorian economy. In particular, this report focuses on:

- The contribution of local ports to the regional economy in which they are located.
- The contribution of local ports to the economy of Victoria
- The value local ports add to local communities
- The economic impact that investment in local port infrastructure has on the regional economy.





Figure 1: Planning Scheme Zones



Figure 2: Planning Scheme Overlays

## 2.2 Planning Context

### Warrnambool City Planning Scheme

The Warrnambool City Planning Scheme provides a framework to guide decisions about the use and development of land. It supports the State, regional and local policies affecting land use and development within the local government area.

The long term vision for Warrnambool City as outlined in the planning scheme is, *"To be a thriving, culturally rich and inclusive leading regional city".*

The City's planning for development is based on a number of objectives. The following outlines the principals from the planning scheme relevant to the Warrnambool Harbour Master Plan:

- To develop an open space network that protects a range of natural and cultural environments and contributes positively to biodiversity and water quality
- Incorporate and protect sites with high environmental or cultural values in the open space network
- Recognise, protect and enhance sites of significance and their environments for their natural, cultural, visual and biodiversity values
- Improve natural habitats on public land and encourage revegetation on private land and in aquatic systems
- To ensure development recognises, protects and enhances native vegetation values
- To protect and enhance the environmental values and significant features of coastal areas
- To ensure that the use of and access to the coastal environment is sustainable
- To enhance and expand the tourism industry, while protecting the environmental, landscape and cultural values of the municipality and the lifestyle of its residents
- To retain and enhance coastal landscapes of high scenic value
- To plan for and manage the potential coastal impacts associated with sea level rise and climate change

### Zoning

Under the Planning Scheme, areas of land within the study boundary are zoned for the following purposes:

- Public Park and Recreation Zone (PPRZ);
- Public Use Zone - Local Government (PUZ); and
- Public Conservation and Resource Zone..

The PPRZ recognises areas for public recreation and open space, protects and conserves areas of significance, providing for commercial uses where appropriate.

The PUZ recognises public land use for public utility and community services and facilities and provides for associated uses that are consistent with the intent of the public land reservation or purpose.

The PCRZ protects and conserves the natural environment and natural processes for their historic, scientific, landscape, habitat or cultural values and provides facilities which assist in public education and interpretation of the natural environment with minimal degradation of the natural environment or natural processes.

### Overlays

The Study area is covered by three of overlays; environmental significance overlay, a significant landscape overlay and a heritage overlay.

The environmental significance overlay identifies areas where the development of land may be affected by environmental constraints and ensures that development is compatible with identified environmental values.

The significant landscape overlay identifies significant landscapes in order to conserve and enhance the character of them.

The heritage overlay conserves and enhance heritage places of natural or cultural significance and those elements which contribute to the significance of heritage places. It aims to ensure that development does not adversely affect the significance of heritage places, conserve specifically identified heritage places.



Map of Lady Bay, c.1853. Source: State Library of Victoria



View of Warrnambool Harbour, c.1870. Source: State Library of Victoria



The breakwater, c.1892-1902. Source: State Library of Victoria



The Beach, Warrnambool, c.1909. Source: State Library of Victoria



The breakwater, c.1925-30. Source: State Library of Victoria

## 2.3 Historical Context

Warrnambool was first noted by explorers in early 1800s and was frequented by whalers in the early part of the 19th century. The first settlers arrived from inland Victoria to the Lady Bay area in the early 1840s and was established soon after. The town grew quickly following pastoral settlement and the gold rush.

The formation of the commercial port in the 1880s was designed as an outlet for agricultural produce and was a thriving deep sea port, even though it was constantly exposed to south-westerly winds. In 1874, the Government approved a plan to provide protection to the harbour by constructing a concrete breakwater. Completed in 1890, the Warrnambool Breakwater consisted of two parts: the concrete breakwater extending out into the bay, and the timber viaduct which once joined it to the shore. The viaduct was originally a raised timber structure, but was filled in with bluestone rubble to create the asphalt road, Viaduct Road, seen today.

The coastal processes such as strong waves, currents and longshore drift has meant that the establishment and maintenance of the harbour continues to provide ongoing issues. Various extensions and modifications to the harbour and foreshore over the years has had a significant impact on Lady Bay including increased sedimentation, reduced depth within the port area and a significantly modified shoreline.

The major function of the Warrnambool Harbour today is to provide facilities for the commercial fishing industry, recreational fishing and boating and unstructured leisure activities.

A number of significant historic sites are either within the study area or in close proximity. The following items are included in the Victorian Heritage Register.

- Warrnambool Breakwater, Viaduct and Harbour (VHR Number H2124)
- Former Warrnambool Lifeboat Jetty (Heritage Vic Inventory No H7321-0076)

Several shipwrecks are also listed on the Victorian Heritage Register in Lady Bay and Middle Island including the following.

- Edinburgh Castle (VHR S208)
- La Bella (VHR S401)
- Maid of Julpha (VHR S439)
- Freedom (VHR S266)
- Free Trader (VHR S267)
- Alexandra (VHR S19)
- Enterprise (VHR S238)
- Archer (VHR S39)
- Yarra (VHR S746)
- Alfred (VHR S886)
- Fair Tasmanian (VHR S254)
- Jane (VHR S360)
- Alfred (VHR S20)
- Golden Spring (VHR S293)
- Jane (VHR S361)



Figure 3: Historical high water levels at Warrnambool Harbour. Source: adapted from State Library of Victoria data

2.4 Environmental Context

A Changing Coastline

The study area has undergone a series of modifications since the 1800's. The changes in the shoreline has been influenced by the construction of coastal structures such as the breakwater.

Changes to the high water level from the year 1870 to current day is illustrated in Figure 3. This is a highly modified section of coast and reclaimed land which has resulted in the harbour that can be seen today.

Natural processes will continue to modify the coastal environment. In addition coastal processes present potential threats to the coastal environment of Warrnambool. These include erosion, shoreline recession and the potential impacts of climate change including storm surges and the impacts of sea level rise.

Vegetation

The vegetation in the study area has colonised the landscape in response to modifications of the coastline.

The Vegetation Management Plan (Biosis, 2012) identifies a total of 98 indigenous and 105 introduced plant species are along the Warrnambool Coast indicating a diverse coastal flora. Weed control and revegetation as recommended by the Vegetation Management Plan should be considered in any future development. Vegetation should also be considered in regards to climate change adaption measures, particularly its role in dune stabilisation.



3. Existing Conditions

3.1 Observations



No signage at the entrance to the precinct and informal parking along road verge. Well established trail network.



Bus parking has direct connection to pedestrian paths.



Native plant species included in planting works around buildings and car parks.



Northern car park under utilised during the day due to poor signage and existing access road being very narrow (which visitors may interpret as a maintenance road).



Existing parking areas a large expanse of asphalt with cars currently parking in long vehicle bays.



Car parking along the foreshore is very popular for walkers and people enjoying the water outlook.



Walking trails as well as food and beverage facilities highly used by local community and visitors.



Rock work provides protection from coastal processes but also creates a buffer between pedestrian areas and the beach.



Northern car park is used as a beach access for horses in the morning.



Existing buildings and structures provide facilities for coastal dependent user groups.



Northern boat ramp relatively steep and experiences regular erosion at the base. Sand dispersal has an impact on trail users.



Existing launch facilities are degraded and in need of an upgrade.



Current boat rigging areas, vehicle queuing areas and boat wash down facilities area inadequate.



Boat launching and associated activities such as displays of catch form part of the experience of the precinct with paths and furniture accessed by different user groups.



Fish cleaning areas are located in close proximity to the launch area with fish byproducts disposed of in the water.



A consistent suite of furniture, material and finishes has been used within the precinct. Some items are in need of repair or an upgrade.





Pedestrian connections between the breakwater, launch areas and former aquarium could be improved as part of improvements to car parking areas.



The breakwater is a historically significant part of the coastline. Existing facilities are degraded and regular maintenance and capital works is required to maintain its structural integrity.



Modifications to boat launch area needs to consider the function and use of existing platforms and historic significance of the breakwater.



Former aquarium and associated parking areas are in need of enhancement.



Existing signage needs to be upgraded.



Landscape features are located in traffic islands or away from pedestrian areas.



The precinct forms part of a bigger trail network.



Confusing road network makes identification of car park circulation and exits difficult for visitors to the area.



Warrnambool Harbour Master Plan  
FINAL DRAFT

## 4. Community Consultation

### 4.1 Community and Stakeholder Engagement

Public consultation and stakeholder engagement on the Draft Master Plan and preliminary concepts occurred during August and September 2017. The consultation process generated 170 responses, a summary of which are contained in Figure 4 and specific comments included in Appendix B.

The following is a summary of key themes and issues which emerged during consultation and how the Master Plan has been amended in response to this feedback:

Item	Master Plan response
<b>Parking and circulation</b>	
Responses to questions 4 and 5 identify community support to increase parking for all users.	Increase parking for all users.
Strong support to improve vehicle circulation	Update car park configuration to improve circulation including the installation of signage where necessary.
Support for discouraging cars from parking in long vehicle bays	Distinguish car parking areas from long vehicle parking. This may include additional signage and enforcement.
Community feedback to upgrade the aquarium area.	Include recommended changes which can be implemented in the short term, while a longer term strategy for the area is developed.
<b>Boat ramp and facilities</b>	
Strong support to construct vehicle turning area to the south of the current ramp (Option 2).	Adoption Option 2 as the preferred layout for the Master Plan
The impact of wave action on the ramp was noted.	The detailed design of the ramp to include treatments to reduce the impact of wave action.
The creation of an enclosed boat harbour was noted as a desirable outcome for Warrnambool.	Following a previous community consultation process Council resolved to develop Safer Launching facilities as its priority project and after a two year period would consider a breakwater or harbour option.
Overall 34% of submission supported the user pays system. An additional 13% indicated they would support the user pays system if the facility was upgraded to a satisfactory level. 47% overall support the user pays system.	Recommend a review maintenance costs and fees following upgrades to facilities. This would include an assessment of fees for other facilities along the coast such as Portland and Port Fairy.
Of the submissions that indicated they use the area for launching fishing boats 27% of submission supported the user pays system. An additional 20% indicated they would support the user pays system if the facility was upgraded to a satisfactory level. 47% of the submissions that indicated they use the area for launching a fishing boat support the user pays system.	Council should consider implementing a 'user pays' with any upgrade of the car park and launch facilities to support ongoing maintenance.
<b>Walkers, cyclists, swimmers, horses, tourists and other users</b>	
Importance of creating a pedestrian friendly environment that considers the impact of changes for walkers and cyclists including seats, picnic facilities and improved facilities for food trucks.	Master Plan to include the creation of improved pedestrian and cycle paths and infrastructure including the addition of extra seats, picnic tables, bins and other furniture.
Extending the opening hours of the toilets was identified.	Consider/ conduct a trial of extending the toilet opening hours.
Upgrade existing ramps to improve beach access for walkers, swimmers, divers, sailing boats and horses	Upgrade beach ramps to improve access for a range of uses and maintenance vehicles.
Concern raised regarding the extension of horse facilities and the need to improve amenity impacts especially during summer.	Create early loading area to northern car park. Identify location for improved wash down and cleaning facilities to reduce site impacts.
Feedback requesting adding additional shops (such as fish and chips).	Recommend exploring changes to building footprints as part of a broader precinct planning for the area.
Outcomes should have a unique character to make them identifiable as Warrnambool	Identify opportunities for unique visitor experiences and recommend outcomes have a distinctive character.
<b>Environmental</b>	
Increase shade and shelter.	Identify opportunities for tree planting and areas for revegetation.
Consider the environmental impacts of proposed changes.	Proposed changes to consider current and future environmental impacts (such as impacts of coastal processes).



4.2 Community and Stakeholder Engagement Results

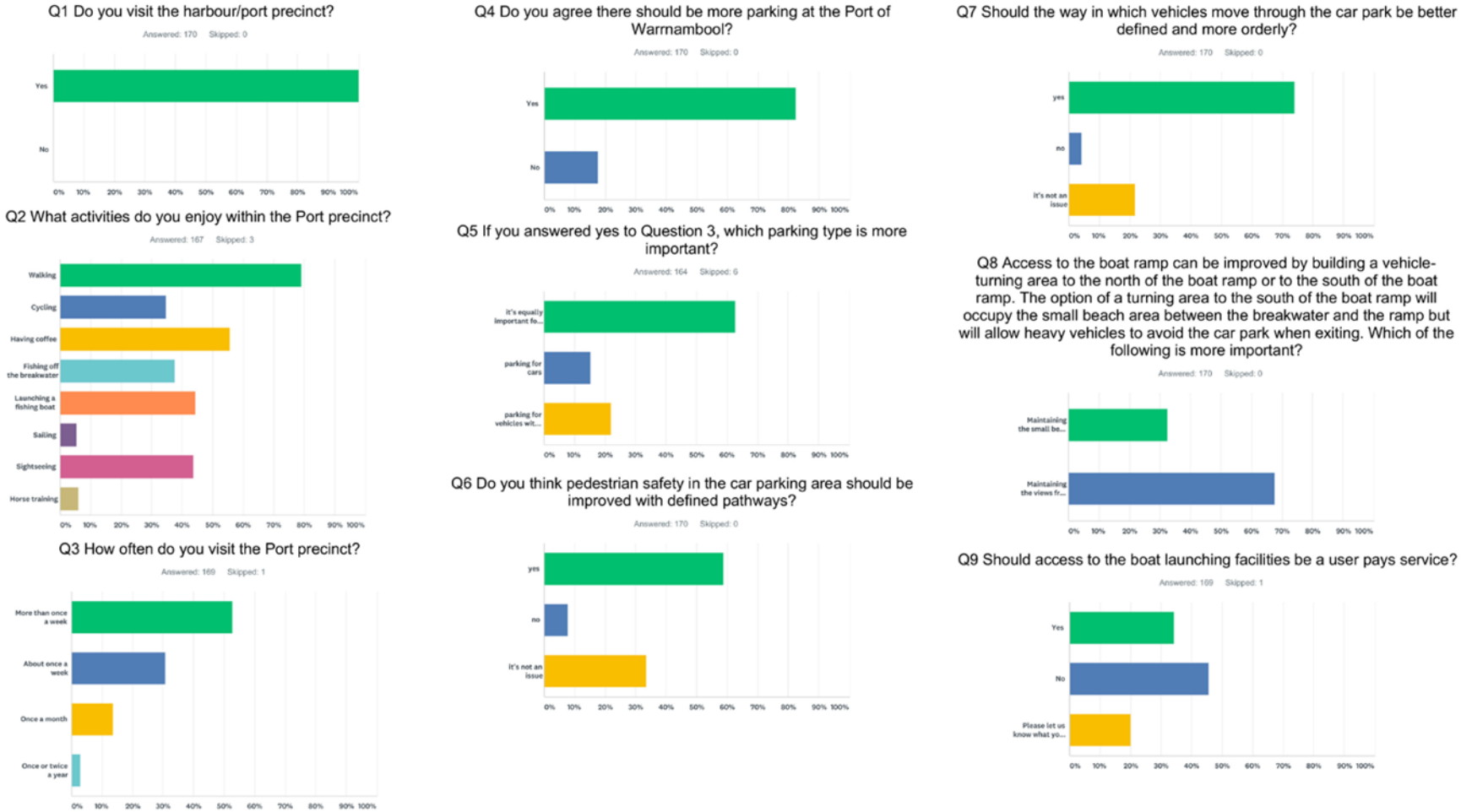


Figure 4: Consultation results



## 5. Issues and Opportunities



Items	Addressed in Master Plan:
1 Need for additional long vehicle parking and horse wash down facilities in the northern car park.	✓
2 Northern car park under utilised during the day due to poor signage and existing access road being very narrow (which visitors may interpret as a maintenance road).	✓
3 Northern boat ramp relatively steep and experiences regular erosion at the base.	✓
4 Coast guard communications could be improved by relocation of antennae closer to the breakwater.	✗
5 Food and beverage facilities highly used by local community and visitors.	-
6 Toilets are currently closed in the early morning and late evening when people are leaving or returning from fishing.	✓
7 Problem with cars parking in long vehicle parking bays which reduces the number spaces available to vehicles with trailers.	✓
8 Car parking along the foreshore is very popular for walkers and people enjoying the water outlook.	✓
9 Pedestrian access to the sand is poor especially in high pedestrian areas.	✓
10 Visitors to the area often confuse the entrance to the boat launch as part of the car park.	✓
11 Current boat rigging areas, vehicle queuing areas and boat wash down facilities area inadequate resulting in vehicle congestion at the boat launch, especially during busy periods.	✓
12 Confusing road network makes identification of car park circulation and exits difficult for visitors to the area.	✓
13 Modifications to boat launch area needs to consider the function and use of existing platforms and historic significance of the breakwater.	✓
14 Pedestrian connections between the foreshore and breakwater could be improved.	✓
15 Former aquarium and associated parking areas are in need of enhancement.	✓
16 Harbour area currently attracts incidences of hoon behavior.	✓
17 The Warrnambool breakwater is a historic structure that requires ongoing maintenance.	✓

## 6. Master Plan



- 1 Extend northern car park including double length parking bays for horse floats and long vehicles. Realign the existing coastal trail to connect the path with the proposed car park and provide a wider coastal buffer to stabilise existing dunes.
- 2 Construct upgraded facilities for horse wash down and waste at the rear of the car park.
- 3 Upgrade beach access ramp that provides access to the beach for all users. Continue rock beaching and revegetation either side of ramp to prevent erosion.
- 4 Retain existing beach launch. Explore potential upgrade to address erosion issues.
- 5 Extend the opening hours of existing toilets to better cater for early morning and evening users.
- 6 Construct concrete terraced seating with integrated accessible ramp to improve access to the beach and water as well as additional seating areas.
- 7 Extend the beach front promenade with additional seats and picnic furniture (in a consistent style).
- 8 Car parking areas to be reconfigured to improve functionality and capacity within existing footprint. Proposed car park configuration to cater for cars with trailers and retain existing beachfront car parks.
- 9 Provide fish cleaning, re-rigging and wash down bays on exit of car park.
- 10 Establish a viewing area with seating to existing turning area. Potential location for the installation of an iconic element or artwork.
- 11 Provide a beachfront picnic area with shelter, drinking fountain and bins (in a consistent style). Retain fish weighing facility.
- 12 Construct a 3 lane boat launch including new road configuration to allow for queuing areas and improved circulation. Upgrade existing jetty to the north and construct a 2 level jetty and mooring facilities to the south.
- 13 Provide de-rigging bays on approach to boat launch.
- 14 Establish a viewing area overlooking Stingray Bay with viewing platforms and seating.
- 15 Car park near the Aquarium to be reconfigured to improve functionality and capacity including long vehicle bays.
- 16 Proposed location for food vans/ market stalls.
- 17 Retain and enhance elevated viewing platform.
- 18 Establish area of revegetation to slope between entrance and exit roads.
- 19 Provide a turning area to the approaching lane on Viaduct Rd.

### Operational recommendations

- Review existing lighting to car park, boat launch facilities and beach front promenade.
- Undertake an assessment to identify short and long term requirements and upgrades to maintain and the breakwater.
- Consider implementing a 'user pays' system to the car park to support ongoing maintenance.
- Consider constructing a spur breakwater/ review of boat launching facilities.
- Undertake an upgrade of the power facilities within the aquarium car park zone to cater for increased demand (with the implementation of a food van/ market zone).
- Consider installation of CCTV cameras to reduce incidences of hoon behavior.

### Notes:

- Any extensions to the north and west of the items shown are to be covered under the Worm Bay Precinct Plan
- Operations of existing management and maintenance items will be defined as part of an Asset Management Plan

### Legend

- Proposed native tree
- Proposed Coastal Banksias
- Proposed garden bed and revegetation areas
- Proposed grassed area
- Proposed asphalt surface
- Proposed rock beaching
- Proposed pedestrian paths
- Proposed cycling route



6.1 Circulation and parking



The Master Plan extends the existing pedestrian friendly environment and more clearly defines bicycle connections. The area around the foreshore and aquarium will become a pedestrian only (cyclist dismount) zone creating a safer environment for pedestrians. A link between existing cycling paths will be created to assist cyclists moving through the precinct.



Existing car parking areas will be modified to improve functionality, circulation and parking capacity. Access ways have been reconfigured to make it easier for vehicles to move through the precinct with the distinction between car and boat parking areas more clearly defined.

6.2 Boat launch precinct

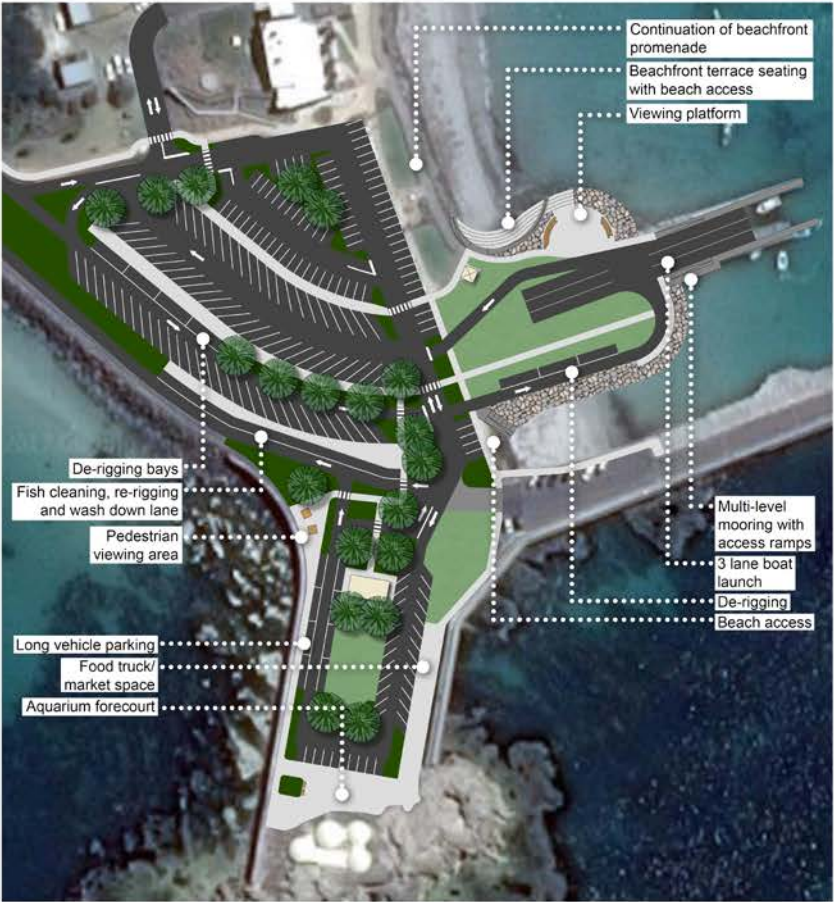
The boat launch precinct will include a continuation of the beachfront promenade providing users with a safe, pedestrian friendly environment and will include additional seats and picnic furniture. The beachfront promenade will also feature concrete terraced seating with integrated accessible ramps, as pictured below. The beachfront terrace will improve access to the beach and water for all users including divers, snorkelers and swimmers and provide additional seating areas on the beachfront. The existing turning circle will also be reconfigured to provide additional viewing opportunities and could include interpretive signage and/or iconic artwork to encourage visitation and tourism.

The construction of a 3 lane boat launch will allow for additional launching opportunities as well as improved circulation around the launching zone with the establishment of de-rigging bays and queuing spaces. Boating facilities will also be enhanced through the provision of fish cleaning, wash down and re-rigging areas upon leaving the car park.

The area around the aquarium will be enhanced through the reconfiguration of the car park which will improve circulation and capacity and include bays for long vehicle parking. The car park area will provide suitable locations for food trucks and market stalls with paved surfaces, grassed areas and seating for users on market days or when food trucks are in operation. This area also includes a pedestrian zone that features a lookout over Stingray Bay.



Example of concrete terracing with integrated ramps





6.3 Northern car park precinct

The existing northern car park will be extended to provide additional car parks including double length parking bays for horse floats and long vehicles. The car park extension will include facilities for horse wash down and waste at the rear of the carpark, away from the beachfront.

The existing coastal trail will be realigned to connect the path with the car park whilst allowing a wider buffer between the coast which will allow for rock beaching and revegetation to help stabilise the existing dunes.

The construction of a concrete ramp from the pedestrian zone to the beach will provide access to the beach for horses and all ability users. Rock beaching with revegetation will be provided either side of the ramp to assist in the stabilisation of dunes.



Example of a horse wash down area



#### 6.4 Vegetation

The proposed planting palette will build on existing gardens beds along the beach front promenade, repeating the same colours, patterns and textures as visible in the images to the right.

Proposed revegetation should maintain and enhance existing biodiversity values and be implemented and maintained in accordance with the *Warrnambool City Council Revegetation Policy (2015)*.



*Corymbia maculata*



*Banksia integrifolia*







Warrnambool Harbour Master Plan  
FINAL DRAFT

#### 6.5 Use and Development of Crown Land

Prior to commencing any works or project in the harbour precinct Council will be required to comply with an array of legislative requirements each of which could trigger additional studies, assessments or management plans.

The legislation that should be considered and assessed includes:

- Environmental Effects Act 1978
- Planning and Environment Act 1987
- Coastal Management Act 1995
- Aboriginal Heritage Act 2006
- Heritage Act 1995
- Land Act 1958 and/or Crown Land (Reserves) Act 1978
- Flora & Fauna Guarantee Act 1988
- Fisheries Act 1995
- Marine Safety Act 2010
- Environmental Protection and Biodiversity Conservation Act 1999

The studies, assessments or management plans that are commonly triggered by the various legislation or the development process include:

- Biodiversity Studies / Assessments
- Cultural Heritage Studies / Management Plans
- Flora and Fauna Assessment
- Transport Management Plan
- Drainage and Stormwater Plan
- Coastal Processes Report
- Dredging Investigations Report
- Breakwater Testing & Investigations
- Site Contamination Report
- Acoustic Review
- Air Quality and Odour Report
- Geotechnical Investigations Report
- Construction Environmental Management Plan
- Inundation and Flood Modelling

In addition to these considerations DELWP also provide a fact sheet for the 'Use and development of Coastal Crown Land' which is included in Appendix C.

## 7. Staging and implementation

The following table outlines the priorities for implementation of the key recommendations contained within the Master Plan. Priority time frames are defined in the table below.

Priority	Time frame
Immediate term	To be completed in 0-3 years
Short term	To be completed in 4-6 years
Medium term	To be completed in 7-10 years
TBA	TBA
Ongoing	Recurring management and maintenance items.

NOTE: Implementation maybe be subject to collaborative efforts between Council, DELWP, Parks Victoria, stakeholders and other levels of government, particularly in order to secure external grants, funding and partnerships to support implementation of major initiatives and key actions.

The proposed sequence of works includes consideration of the staging where it may only be possible to complete an item after the completion of an earlier project.

The cost plan has been developed by Zinc Cost Management excluding Item 14 (Consider constructing a spur breakwater/ review of boat launching facilities). Indicative capital cost estimates include ESD initiatives (such as the creation of rain gardens), contingencies, escalation allowances and consulting fees. The cost plan for item 14 has been developed by Water Technology as part of the 2012 Safer Boating and Harbour Facility Study.

Item	No. from Master Plan	Description	Term	Indicative Capital Cost Estimate
<b>Immediate term</b>				
1	1	Extend northern car park including double length parking bays for horse floats and long vehicles. Realign the existing coastal trail to connect the path with the proposed car park and provide a wider coastal buffer to stabilise existing dunes.	Immediate term	\$858,000
2	2	Construct upgraded facilities for horse wash down and waste at the rear of the car park.	Immediate term	\$162,000
3	12	Construct a 3 lane boat launch including new road configuration to allow for queuing areas and improved circulation. Upgrade existing jetty to the north and construct a 2 level jetty and mooring facilities to the south.	Immediate term	\$3,217,000
4	-	Undertake an assessment to identify short and long term requirements and upgrades to maintain and the breakwater.	Immediate term	\$70,000 (funded)
5	4	Improve existing beach launch, address erosion issues and clean up contamination	Immediate term	\$172,000
6	-	Provide a fish cleaning facilities (interim treatment)	Immediate term	\$148,000
7	-	Navigation aid to upgrade	Immediate term	\$36,000 (funded)
<b>Short term</b>				
8	13	Provide de-rigging bays on approach to boat launch.	Short term	\$1,073,000
9	5	Extend the opening hours of existing toilets to better cater for early morning and evening users.	Short term	\$34,000
10	6	Construct concrete terraced seating with integrated accessible ramp to improve access to the beach and water as well as additional seating areas.	Short term	\$937,000
11	7	Extend the beach front promenade with additional seats and picnic furniture (in a consistent style).	Short term	\$241,000
12	10	Establish a viewing area with seating to existing turning area. Potential location for the installation of an iconic element or artwork.	Short term	\$457,000
13	-	Undertake breakwater renewal works. Further cost development to be undertaken as part of the Breakwater Asset Management Plan (Item 4).	Short term	\$4,000,000 - \$6,000,000
14	-	Consider constructing a spur breakwater/ review of boat launching facilities (estimated costs indicated as part of the water technology 2012 Safer Boating and Harbour Facility Study).	Short term	\$4,800,000 - \$5,300,000
<b>Medium term</b>				
15	3	Upgrade beach access ramp that provides access to the beach for all users. Continue rock beaching and revegetation either side of ramp to prevent erosion.	Medium term	\$415,000
16	11	Provide a beach front picnic area with shelter, drinking fountain and bins (in a consistent style).	Medium term	\$165,000
17	8	Car parking areas to be reconfigured to improve functionality and capacity within existing footprint. Proposed car park configuration to cater for cars with trailers and retain existing beachfront car parks.	Medium term	\$2,830,000
18	9	Provide fish cleaning, sewer connection upgrade, re-rigging and wash down bays on exit of car park.	Medium term	\$561,000
<b>Long term</b>				
19	14	Establish a viewing area overlooking Stingray Bay with viewing platforms and seating.	Long term	\$239,000
20	15/16	Car park near the Aquarium to be reconfigured to improve functionality and capacity including long vehicle bays. Include capacity for food trucks/market stalls.	Long term	\$978,000
21	17	Retain and enhance elevated viewing platform within the Aquarium car park area	Long term	\$130,000
22	18	Establish area of revegetation to slope between entrance and exit roads.	Long term	\$224,000
23	19	Provide a turning area to the approaching lane on Viaduct Road.	Long term	\$191,000
24	-	Review existing lighting to car park, boat launch facilities and beach front promenade.	Long term	\$861,000
25	-	Consider implementing a 'user pays' system to the car park to support ongoing maintenance.	Long term	TBA
<b>Ongoing</b>				
26	-	Breakwater maintenance.	Ongoing	TBA
27	-	Viaduct Road maintenance.	Ongoing	TBA
28	-	Dredging of harbour.	Ongoing	TBA





Appendix A: Preliminary Concepts prepared for Consultation

Option 1



The following preliminary concepts focused on circulation, particularly vehicular circulation, at the Warrnambool Harbour. These concepts were prepared to assist consultation and inform the preparation of a Master Plan.

Key Objectives

- ✓ Improved northern car park access
- ✓ Additional boat ramp lane
- ✓ Improved location of fish cleaning facilities
- ✓ Maintained area between the boat ramp to the breakwater
- ✓ Northern car park joint use zone identified
- ✓ Improved access to the fish scale
- ✓ Improved pedestrian movements from the promenade to the breakwater
- ✓ Southern (Aquarium) car park circulation improved
- ✓ Designated emergency vehicle park
- ✓ Rail trail connection to the promenade
- ✓ Maintain front beach view car parks
- \* Horse trailer movements avoid the car park upon exit
- \* Heavy vehicles access to the breakwater avoids the car park

Car parking comparison

	Existing	Proposed
Boat parks	55	85
Car parks	29	58
Additional car parks to northern car park	-	33
Additional double length parks to northern car park	-	9



Option 2



Key Objectives

- ✓ Improved northern car park access
- ✓ Additional boat ramp lane
- ✓ Improved location of fish cleaning facilities
- ✗ Maintained area between the boat ramp to the breakwater
- ✓ Northern car park joint use zone identified
- ✓ Improved access to the fish scale
- ✓ Improved pedestrian movements from the promenade to the breakwater
- ✓ Southern (Aquarium) car park circulation improved
- ✓ Designated emergency vehicle park
- ✓ Rail trail connection to the promenade
- ✓ Maintain front beach view car parks
- ✓ Horse trailer movements avoid the car park upon exit
- ✓ Heavy vehicles access to the breakwater avoids the car park

	Existing	Proposed
Boat parks	55	79
Car parks	29	86
Additional car parks to northern car park	-	33
Additional double length parks to northern car park	-	9

### Proposed materials and finishes

The following images illustrate different treatment options. Community input on preferred treatments will assist the development of interface treatments in the Master Plan.





## Appendix B: Consultation Responses

The following is a summary of feedback received during community and stakeholder consultation completed during August and September 2017.

Responses have been grouped in to negative, positive and neutral (recommendations) for the draft concept master plans.

### Positive

The area is currently visually pleasing.

A general feel that people are happy to pay if the facility if greatly improved and if the money goes back into the port.

Car and boat trailer combination should have designated parking and this should be enforced

Warrnambool yacht club supports option 2 due to the traffic flow being less congested around the turn off to the Yacht Club.

Support to remove fish cleaning from the bay

Boating Industry Association of Victoria: This is a well thought out plan that will deliver real benefits to the area. Your planners should be congratulated.

For the proposed materials we think treatment A would look spectacular.

The car park needs a defined area for boat parking only, this could be achieved by making the southern turn around area a vehicle parking area only.

The bush to the North of the Pavilion is an ideal location to expand for car parking.

### Neutral

Environmentally friendly as possible

Provide more bins and drinking stations

Floating pontoons should be used at boat ramp for easier access to boats for children and older folk.

Statement that the fishing and horse users are a small percentage of users.

Potential to improve economics to the town with fisherman

Prioritise the environment and potential for negative impacts over commercial or public benefit.

Poor amenity of the western car park after its use by the race horse trainers.

Improved activation to the area over summer, breakwater markets, additional café, performance space

Improved signage and line marking

Pedestrian linkages should be a priority if council is serious about its health and wellbeing planning and objectives.

Remove some of vegetation around north car park

An outdoor pool utilising the ocean at the bay would serve

the community and would be a tourist attraction.

Allow better access to the water for divers and snorkelers

More colour on the pavilion

Issues with increased horse trailers numbers and mess left in car park.

Maintain a "Warrnambool" look, don't copy others

Increase ped/cyclists

Street lighting in northern car park

Improve old aquarium area

More shops to replicated Geelong waterfront

Banning horses from the area in the hotter months, increased smell from heat, increase ped movements

Wheelchair access

Enjoy watching the horse training.

More picnic tables and chairs, potentially around the old aquarium area.

Space for food trucks over summer, picnic tables

Grassed, tree areas to promote ped use.

Several notes that no improvement required re boat ramp (Many more noting it is not sufficient)

Non yacht club people wanting to launch. Increase education?

Mix of feedback on the boat ramp is too steep or not steep enough

Flag web cam is down

Increase access to the beach

Need Weather Vane

Don't neglect swimmers

Possibly timed zones for parking in peak periods

The loose of the small beach would enable the upgrading of the boat ramp and also address the access and egress issues for boat owners.

Glass viewing platform of the sea. Located where the old aquarium is situated. This would address the safety issues of tourists and locals climbing on to the rocks.

In the planning, use decorative bollards i.e. the shape of a whale, penguin, anchor. To enhance the look of the area.

Utilising the Breakwater for Sunday markets. This would draw people to the area.

The area underneath the Pavilion should be utilized for a Pop-up shop, selling items from Flag staff Hill and other local produce.

The Port offers an untapped resource for Cruise Lines to drop anchor off Warrnambool and shuttle passengers into the enclosed breakwater area, to be picked up and taken on a guided tour, including Flag Staff Hill, Art Centre, and stop off for lunch in city centre for lunch, which will support local traders and business.

### Negative

Prominent frustration that Council is undertaking another Harbour Survey and no physical action is being undertaken.

Prominent frustration that an enclosed harbour is not being discussed.

Negativity around horses in the area. The smell left from waste left. The dangerous when having a shared area with pedestrians and also vehicles.

There is a large amount of tourism dollars lost to locations with better facilities (Portland/Port Fairy)

Fear that the area may become over developed and loose its coastal feel.

A need to consider the flow of emergency services vehicles in the plan.

Impacts on wildlife, including the small beach

The need to detail an increase in the toilet open hours

Development of the aquarium carpark should be listed

The breakwater is in poor condition

Accessibility access on the breakwater is an issue

No shelter on the breakwater, aquarium area and the foreshore.

Preference not to stage the works.

Request to release the costs of survey.

## Appendix C: Use and Development of Crown Land

### Fact sheet

#### Use and development of coastal Crown land



#### When is consent under the Coastal Management Act 1995 required?

All use or development of coastal Crown land by any party, including committees of management and municipal councils, requires consent under the Coastal Management Act 1995.

#### What is coastal Crown land?

Coastal Crown land is generally all Crown land within 200m of the high tide mark and the seabed of Victorian coastal waters. There are some exceptions to this and this should be clarified with your local Department of Environment and Primary Industries (DEPI) office.



#### Are there any exemptions from the need to obtain consent?

There are no exemptions. All use and development of coastal Crown land requires the Minister's consent.

However, in some cases consent may have already been issued for low impact works. If you believe your proposal falls into this category, you should still consult your local DEPI office for advice.

#### What use and development have been given prior consent?

In 2013 the Minister for Environment and Climate Change issued consent for a range of uses and development on coastal Crown land considered low risk. These include existing uses, works such as pest plant and animal eradication, maintenance works to existing structures, works to fences and emergency works. If you believe your proposal falls into this category, please contact your local DEPI office for advice.

#### What is the relationship between coastal consent and other statutory authorisations?

In the event that the Minister consents to a proposed activity under the Coastal Management Act 1995, the proposed activity may still require other statutory authorisation and approval from the Minister or DEPI. The applicant is responsible for obtaining all other relevant Victorian and Commonwealth statutory authorisation and approval, including a permit to take protected flora under the Flora and Fauna Guarantee Act 1988 and approvals under the Environment Protection and Biodiversity Conservation Act 1999.

### Fact sheet

#### Use and development of coastal Crown land

#### What is the relationship between coastal consents, the Planning and Environment Act 1987 and planning permits under the local Planning Scheme?

Before applying for coastal consent you should consult with the relevant local government and determine if the proposed use or development also requires a planning permit. Should a planning permit also be required, the applicant must append a completed coastal consent application form with the planning permit application. This will then be forwarded to DEPI by the local government planner.

Under section 61(3) of the Planning and Environment Act 1987, the local government cannot issue a planning permit on coastal Crown land unless consent under the Coastal Management Act 1995 has been issued. If the Minister (or delegate) refuses to issue coastal consent, the local government must also refuse to issue a planning permit.

If a planning permit is not required, the coastal consent application form can be submitted directly to your local DEPI office.

#### How do I apply for consent?

A coastal consent application form is available from your local DEPI office. The application form must be completed in its entirety in order to be accepted as a valid application.

#### What information will I need to provide in my application for consent?

The application form details what information must be provided. This information includes:

- the location of the proposed use/development
- detailed plans if development is proposed
- justification for the proposed use/development
- how the use/development is to be undertaken
- details of the impact the use/development will have
- the community's view of the proposal.

#### What matters are considered when an application for coastal consent is assessed?

Under s 40(2) of the Coastal Management Act 1995, the Minister must have regard to:

- a) the Victorian Coastal Strategy; and
- b) any Coastal Action Plan applying to the land; and
- c) any relevant coastal recommendation; and
- d) the purposes for which the land was reserved under the Crown Land (Reserves) Act 1978.

For many areas of coastal Crown land, a coastal management plan has been prepared by the local coastal land manager to guide the use and development of the area into the future. These plans are also considered when assessing an application for coastal consent.

#### How long will it take to assess my application for consent?

Once an application form is accepted as valid, the Minister (or delegate), must make a decision within 28 days. DEPI may request additional information in writing depending on the nature of the works and the information provided.

Under section 40(3) of the Coastal Management Act 1995, if the Minister does not make a decision within 28 days, the application is deemed to be refused.

#### Dredging coastal Crown land

If your proposal includes dredging of coastal Crown land, your application must include a completed application form specific to dredging. This application form is available from your local DEPI office. More information can be found in DEPI's fact sheet on dredging.

#### Further information

If you require further information please contact your local DEPI environmental planning team on 136 186.

#### Accessibility

If you would like to receive this publication in an alternative format, please telephone DEPI Customer Service Centre 136 186, email [customer.service@depi.vic.gov.au](mailto:customer.service@depi.vic.gov.au) (or relevant address), via the National Relay Service on 131 677 [www.relay.vic.gov.au](http://www.relay.vic.gov.au). This document is also available in on the internet at [www.depi.vic.gov.au](http://www.depi.vic.gov.au)

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**5.2 RECYCLING UPDATE AND BUDGET IMPLICATIONS****PURPOSE**

***To update Council on negotiations with Councils, State Government, recycling contractors and the resultant budget implications.***

**EXECUTIVE SUMMARY**

- Council collects 6,000 tonnes of household waste (approximately half of which is organic), and 3,700 tonnes of recycling through our kerbside collections each year.
- Prior to 10 February 2018 recycling was accepted and processed by Visy with a rebate of \$70.00 per tonne which covered the cost of handling and transporting the material to Melbourne. Council also pays about \$136 (ex GST) per tonne for the disposal of kerbside municipal waste and about \$40 per tonne to process kerbside organics.
- In late January Visy wrote to Council's kerbside collection contractor and advised that they were no longer in a position to accept and process recycling materials from 10 February 2018.
- Under Council's contract arrangement recyclable materials become the property of the collection contractor once they are aggregated at the transport facility. Accordingly Council has no direct contractual relationship with Visy. Council's recycling processing contract requires the collection contractor to continue these services at the contracted rate, although enforcement of this condition could create other unforeseen issues.
- An interim arrangement was entered into with Council's collection contractor for the period 10 February 2018 to 28 February 2018 under which we agreed to pay reasonable costs to continue the comingled recycling collection service.
- Council have now been asked to pay a price of \$130.00 (ex GST) per tonne for recycling processing for the period 10 February 2018 to 28 February 2018.
- From 1 March 2018 the price of \$160.45 (ex GST) is proposed for recycling processing. However this rate is variable depending of the level of contamination.
- Council and the MAV have lobbied the State Government asking them to either suspend the landfill levy or use the Sustainability Fund (tip tax) to offset the budget implications to Councils. The landfill levy generates income for the State Government by levying a rate for every tonne of material that is deposited into landfill. The landfill levy is currently set at \$31.71 per tonne and the fund currently has between \$400M and \$500M of the community's funds available.
- Council wrote to the State Minister on 1<sup>st</sup> February 2018 to seek their intervention and support of the industry from which they generate significant revenue. The Minister announced on 23 February a support package to assist Council's and the industry, however no detail has been provided.
- The recycling processing issues local and nationally are continuing and it is possible that alternative options such as landfilling may need to be considered in the short term.

**MOVED: CR. HULIN**  
**SECONDED: CR. HERBERT**

**That Council:**

1. **Note the current issues occurring in the recycling processing industry.**
2. **Note the new market rate for recycling processing which is at least \$160.45 (ex GST) above current rates.**
3. **Support initiatives to identify new recycling processing options.**

**CARRIED – 7:0**

## BACKGROUND

Council currently has a contract with Wheelie Waste for the collection of its kerbside waste and recycling bins, and for the processing of recycling material.

Under the contract arrangement Wheelie Waste is responsible for the processing of recycled materials and they hold a contract with Visy for this work.

Recycling in Victoria has been processed by three main providers, Visy, Polytrade, and SKM. Council's recycling is sent to Visy in Springvale.

## ISSUES

Prior to 10 February 2018 recycling processing was accepted and processed with a rebate of \$70.00 per tonne provided which largely covered the cost of handling and transporting the material to Melbourne

In late January Visy wrote to Council's kerbside collection contractor and advised that they were no longer in a position to accept and process recycling materials from 10 February 2018.

It is now apparent that much of our recycling product was sent to China, who has restricted the acceptance of recycling from Australia and other countries.

As reported in the media over the last month, the impacts of China's ban on the importation of certain recyclable materials is starting to be felt across Australia and the world.

Under Council's contract arrangement recyclable materials become the property of the collection contractor once they are aggregated for transport. Accordingly Council has no direct contractual relationship with Visy. Council's recycling processing contract requires the collection contractor to continue these services at the contracted rate, although enforcement of this condition could create other unforeseen issues.

An interim arrangement was entered into with Council's collection contractor for the period 10 February 2018 to 28 February 2018 under which we agreed to pay reasonable costs to continue the collection service for this short period.

The industry is beginning to see a significant market adjustment as recyclers seek new options for their product and cost adjustments between \$120 and \$200 per tonne are being reported.

This issue is causing a number of disputes between collection contractors, local government, processors and the state government.

On 22 February 2018 Visy provided another interim offer to extend the collection of kerbside recyclables until 30 June 2018. The new offer provided a stepped acceptance rate which is approximately \$160.45 higher than the current cost. The agreement also included exclusivity and last rights (of refusal) clauses.

Council and the MAV lobbied hard to seek State Government funding to use some of the Sustainability Fund from the EPA's Landfill Levy (tip tax) to soften the budget implications to Councils. The state government has been slow to respond to the issue and have not committed to any support or suspension of the landfill levy.

One of the emerging issues in this matter has been the problem of broken glass in comingled recycling. Glass is broken during the collection, sorting, loading and compacting processes. The broken glass contaminates paper and cardboard and makes it much harder to process. If glass were removed from the collection this would substantially reduce the costs, this may be achieved through container deposit schemes.

Council's waste management team is actively reviewing cost structures and looking at alternative processing options. It is likely that the changes to recycling processing will result in a significant review of the kerbside comingled process.



**CONSULTATION / COMMUNICATION**

Changes in recycling practices will require community consultation usually through media releases and education programs.

Changes in waste management costs will be consulted through the annual budget process.

**TIMING**

Temporary arrangements are in place to enable recycling to continue until 28 February 2018.

After this date there is uncertainty in relation to the ongoing viability of kerbside comingled recycling and it is possible that material may need to be diverted to landfill.

**FINANCIAL CONSIDERATION**

Recycling processing rates have increased by \$160.45 per tonne and could cost our community and additional \$250,000 this financial year and approximately \$600,000 next financial year.

Council's Waste Management Team is exploring local and regional recycling options.

Council's FOGO system does provide some opportunity for cost increases in the waste management service charge to be offset through the diversion of this material from the general waste stream at a saving of about \$100 per tonne.

The State Government have announced an industry and local government support package however no details of this package are currently available.

**RISK**

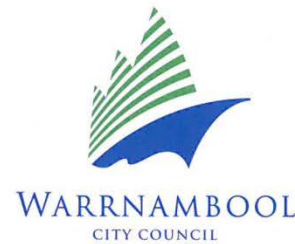
The risks assessed are reputational, financial and operational.

**APPENDIX A**

1 February 2018

The Hon. Lily D'Ambrosio MP  
Minister for Energy, Environment and Climate Change  
Level 17, 8 Nicholson Street  
EAST MELBOURNE VIC 3002

By Email : lily.dambrosio@parliament.vic.gov.au



Dear Minister

**SUSPENSION OF RECYCLING AT VISY RECYCLING CENTRE MELBOURNE**

I write to draw your urgent attention to the above matter which will directly impact upon Warrnambool City Council and other municipalities across Victoria.

As China is restricting the importation of recyclable commodities from Australia as well as the USA, Japan and Europe, the market for recycled goods including steel, aluminium, plastics and paper is on the verge of collapsing.

Consequently, Councils contractor for its kerbside collection for recycling, Wheelie Waste Pty Ltd, have notified Council that VISY will not be accepting recyclables as of the 10 February this year. Clearly, this matter is of State and national significance. This collapse in the recyclables commodities market poses a significant risk to the responsible management of waste in Australia, and may result in a significant cost increase to Council to undertake recycling collections.

Under the scenario detailed above, it may be less expensive to dispose of recyclable material to landfill. This is an environmentally unacceptable option and undermines decades of effort to ensure waste streams are separated and resources are recovered for future use.

Council requests what the State and Federal Governments are proposing to ensure the recycling commodities market remains viable and waste management remains affordable for our communities.

Council eagerly awaits your response.

Yours faithfully

**BRUCE ANSON**  
CHIEF EXECUTIVE

**5.3 TENDER NO. 2018029 – ROAD GRADER AND TOWED ROLLER****PURPOSE*****To consider Tender No. 2018029 – Road Grader and Towed Roller.*****EXECUTIVE SUMMARY**

- Council has sought tenders for the purchase of a road grader and towed roller and trade in of Council's existing grader and roller.
- The tender was undertaken using the MAV Vendor Panel contract.

**MOVED: CR. HULIN**  
**SECONDED: CR. CASSIDY**

**That Council:**

1. Utilising the MAV Vendor Panel Reference – VP66110, that William Adams Pty Ltd be awarded the tender of \$453,000 excluding GST for the Grader and Broon Grade Roll.
2. Accept the trade-in price for Council's current Komatsu Grader of \$85,000 excluding GST.
3. Approve the sale of the existing Pohlner towed behind roller at auction.

**CARRIED – 7:0****BACKGROUND**

Tenders for the Road Grader and Towed Roller were invited via Tenderlink commencing on 24 November 2017.

At the close of tenders on 2 January 2018 at 5pm the following tender submissions were received:

<b>Tenderer</b>
William Adams PTY LTD Cat 12M
Hitachi Construction PTY Ltd John Deere 670G
Hitachi Construction PTY Ltd John Deere 670GP
Komatsu Australia GD555-5

All tenders have been submitted exclusive of GST.

**DISCUSSION**

The tender submissions associated with this project were evaluated by a panel consisting of:

Terry Malone	Team Leader Fleet Management
Daryl Bolden	Acting Team Leader Roads and Drainage
Neville Scouller	Supervisor Road Construction
Mark Mirtschin	Coordinator Depot Operations
Ian Couper	Acting Manager Infrastructure Services

**EVALUATION CRITERIA**

Tender submissions were assessed based on the respondent's performance or tender response in the following areas:

Criteria	Weighting
Price	20%
Manufacturers past dealings with Council	25%
Parts and Service Break Up	25%
Ease of Operation and Maintenance of Unit	25%
Local Benefit	5%
Total	100%

All tenders were then assessed using Council's Value for Money ratio.

**POLICY/LEGAL/STATUTORY IMPLICATIONS**

The requirements of Section 186 of the Local Government Act have been complied with for this tender. (There are no other policies, legal or statutory implications associated with this tender process.)

**OFFICER DIRECT OR INDIRECT INTEREST**

Council staff and persons engaged under a contract to provide advice or a report to a meeting of a council or a Special Committee, and have a direct or indirect interest in a matter to which the advice or report relates, must disclose the class of interest when providing the advice or report and before the advice or report is considered by the council or the Committee (s.80C(1),(2)).

No officers or contractors involved in the preparation of this report have a direct or indirect interest in matters to which this report relates.

**RISK ASSESSMENT**

There are not considered any risks associated with the acceptance of this tender that cannot be managed through the contract conditions.

**SOCIAL CONSIDERATIONS**

There are no significant social implications anticipated to arise from the acceptance of this tender.

**COMMUNICATIONS**

There are no communication issues associated with the acceptance of this tender.

**5.4 PETITION – REMOVAL OF PEDESTRIAN CROSSINGS AT LAVA/LIEBIG AND KOROIT/LIEBIG ROUNDABOUTS****PURPOSE**

*To receive an electronic petition requesting removal of pedestrian crossings at Lava/Liebig and Koroit/Liebig roundabouts.*

**EXECUTIVE SUMMARY**

- An e-petition has been received with 5,733 names requesting the removal of pedestrian crossings at Lava/Liebig and Koroit/Liebig roundabouts.
- Of the 5,733 names listed on the e-petition, only 402 identify with Warrnambool locations (addresses) and the balance identify with other locations from across Australia, USA, Italy, Ireland, New Zealand, France, Japan Thailand, Hong Kong, United Kingdom, Malaysia, United Arab Emirates and India.
- Whilst the form of the petition technically does not comply with the Clause 35(2) of Council's Local Law 1 Governance, Clause 35(12) makes provision for the Chief Executive to receive and determine whether an e-petition will be submitted to a Council meeting.
- It is recommended that Council receive the e-petition (**Appendix A**) for consideration and future reference as part of Council's ongoing development and review of the City Centre Renewal Program and Liebig Street upgrade works.

**MOVED: CR. GASTON**  
**SECONDED: CR. NEOH**

**That in accordance with Local Law L1 Governance, the petition be received and referred to the Chief Executive for consideration and that the response considers other enhancements.**

**CARRIED – 7:0**

**THE PETITION**

A Change.org on-line petition\* (**Appendix A**) has been received by Council with 5,733 names requesting the removal of pedestrian crossings at Lava/Liebig and Koroit/Liebig roundabouts

\*An electronic petition (e-petition) is a petition that is 'signed' online, usually through a website such as Change.org.

402 names listed on the e-petition identify with Warrnambool locations. The balance of names identify with other locations from across Australia, USA, Italy, Ireland, New Zealand, France, Japan Thailand, Hong Kong, United Kingdom, Malaysia, United Arab Emirates and India requesting the removal of pedestrian crossings at Lava/Liebig and Koroit/Liebig roundabouts.

A similar request was received by Council and a response provided as part of public question items at Council's meeting held on 5 February 2018.

**LEGISLATION**

Council's Local Law 1 Governance Clause 35 (2) requires that a petition submitted to Council must include the full name, address and signature of all individual signatories.

Whilst the form of the petition technically does not comply with the Clause 35(2) of Council's Local Law 1 Governance, Clause 35(12) makes provision for the Chief Executive to receive and determine whether an e-petition will be submitted to a Council meeting.

Re:

Removal of pedestrian crossings at LAVA/LIEBIG and KOROIT/LIEBIG roundabouts

Please find a 5733-signature petition, opposing the introduction of the new pedestrian crossings at the roundabouts stated above, and calling for removal of those pedestrian crossings.

I wish to have this petition tabled at the next Ordinary Meeting of Council.

The introduction of these crossings is both confusing and dangerous, and is leading to increased congestion within Warrnambool's CBD. Having to stop for pedestrians as a vehicle exits the roundabout leads to the stopping and building up of vehicle traffic within the roundabout – violating Victoria Roads Safety Rules (2017) Rule 114 which states:

*'A driver entering a roundabout must give way to (a) any vehicle in the roundabout; and (b) a tram that is entering or approaching the roundabout.'*

The new pedestrian crossings placed at the roundabouts also violate Road Rule 128 which states:

*'A driver must not enter an intersection if the driver cannot drive through the intersection because the intersection, or a road beyond the intersection, is blocked.'*

With the unpredictable flow of pedestrians across the crossings at these roundabouts, the vehicles enter the roundabout, with little to no knowledge of which vehicle ahead of them (or if they themselves) may need to stop for a pedestrian (who is now given right of way at these crossings).

The two roundabouts in question contradict all other roundabouts in Warrnambool, creating inconsistency and leading to further confusion and danger for both motorists and pedestrians.

I refer to Warrnambool City Council Minutes for 8 July 2013, page 154, which states:

*'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 Council's response to my Public Question at Warrnambool City Council Meeting on Monday 5<sup>th</sup> February 2018 that asked to remove the pedestrian crossings at both roundabouts, was that 3000 people were consulted about the CBD Renewal Project in 2013, and unanimously indicated they wanted a pedestrian-friendly CBD design. This petition rejects that argument, and proves that close to 6000 people have signed to strongly support the removal of these pedestrian crossings, which suggests a much larger group of the community wanting this particular 'pedestrian friendly design' gone. There are other effective mid-street pedestrian crossings in close vicinity to both of the roundabouts in question.

I would also suggest to the Council that if there was such strong public desire to have a pedestrian-friendly CBD, there should also have been plans implemented in the road re-structuring to include a purpose-built bicycle lane in Liebig Street which seems to complement a pedestrian focus – but is obviously missing with the now completed Stage 1 CBD Renewal.

I refer to a suggestion in The Standard newspaper's consultation (2014) with the public about things that DID work with Liebig Street:

- *Mid-street pedestrian crossings of some kind are important to enhance pedestrian safety*



I refer to suggestions in the same newspaper consultation (2014) with the public about things that DID NOT work with Liebig Street:

- *Single lane roundabouts in the CBD*
- *Bottlenecking of roundabouts makes traffic bank up during holiday and summer periods*
- *The street isn't safe for cyclists, due to high traffic volumes and the frequency of cars entering and reversing out of angled parking. This is a shame, as the street is of a suitable camber for cycling and could be a viable corridor.*

I refer to Baw Baw Shire Council's decision in 2010, which buckled under widespread community protest, including a 4500-signature petition, and prompted that Council to remove zebra crossing stripes on a CBD roundabout.

Some comments about Warragul's zebra crossings included:

*'It caused traffic chaos. The zebra crossings were impractical – stupid. Traffic banked up across the intersection. It caused conflict between two sets of road rules – stopping for pedestrians and stopping in a roundabout.*

*Central businesses lost trade because shoppers avoided the intersection and parked at the supermarket.'* – Warragul Business Group Executive Officer David Cann.

I refer to Warrnambool City Council Minutes for 8 July 2013, page 153, which states:

*'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.*

*Whilst these treatments remain options for Council to consider, they are not considered essential in the context of 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.'*

I refer to Warrnambool City Council Minutes for 5 June 2017, page 214, which states:

*'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.'*

The Warrnambool City Council is voted in by the community. It is your responsibility through procedure and process to properly acknowledge, respect, represent and work for the community. I urge Warrnambool City Council to reconsider its stance on this issue, consider this formal submission, consider the magnitude of these petition numbers and the noted risks/dangers to both pedestrians and vehicles, and act to remove the pedestrian crossings.

Please find complete petition attached.

A hard copy of both this letter and petition have been handed in to the Warrnambool City Council Office.

Sincerely

Angie Paspaliaris

## change.org

Recipient: Warrnambool City Council

Letter: Greetings,

Immediate removal of crossings at both Lava/Liebig and  
Koroit/Liebig roundabouts.

## **5.5 AUDIT & RISK COMMITTEE INDEPENDENT MEMBER RE-APPOINTMENT**

### **PURPOSE**

***This report recommends the re-appointment of an independent member to the Audit & Risk Committee.***

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### **EXECUTIVE SUMMARY**

- This report seeks Council's ratification for the re-appointment of an independent member of Council's Audit & Risk Committee for a further four year period.

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**MOVED: CR. HULIN**  
**SECONDED CR. GASTON**

**That the extension option available for Mr Rob Wallis to be engaged as an independent member to the Audit & Risk Committee, be activated for a further and final period of four years with his tenure concluding on 31 December 2021.**

**CARRIED – 7:0**

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### **BACKGROUND**

The Warrnambool City Council Audit & Risk Committee is established pursuant to Section 139 of the Local Government Act 1989 and is an advisory committee to Council.

The Committee has its own Charter which includes the Terms of Reference. In accordance with the Charter, and reflecting best practice, the Committee has five members of which three are independent members and two are current Councillors.

The tenure of each of the three independent members is staggered to ensure there is continuity in membership. The current tenure of independent member, Mr Rob Wallis, expired on 31 December 2017.

### **ISSUES**

The Committee Charter is regularly reviewed and allows for the option to extend the tenure of existing independent members subject to satisfactory performance. The current Committee Charter allows for a maximum of 2 extensions for further four year terms and this would be Mr Wallis' final option to extend.

Mr Wallis has brought a considerable breadth of knowledge and skills to the Committee and he is amenable to extending his tenure on the committee if agreed by Council. Mr Wallis has provided professional and insightful guidance to the Audit committee during his tenure to date and is extremely well respected in the region.

All appointments to the Committee are to be ratified by Council in accordance with the Audit Committee charter.

## **5.6 ACTIVITIES & INITIATIVES 2017-2018 – DECEMBER QUARTER**

### **PURPOSE**

***This report provides information on progress in achieving the Activities and Initiatives set down for 2017-2018 as part of the Council Plan and 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 is developed for each year of the four-year plan.

Funding allocations to deliver the Activities and Initiatives are outlined in the Council Budget. In 2017-2018 there were 143 Activities and Initiatives identified. These actions and initiatives are representative of the broad range of the work undertaken by Council on behalf of the community.



The 143 Activities and Initiatives outlined are the tip of the iceberg of the work undertaken and represent a snapshot in time of works underway.

The commentary outlined often understates the level of work being undertaken in the community and should be read in conjunction with our regular operations reports to the community the annual report and the numerous plan updates which all detail the work and initiatives underway.

Some of the more prominent outcomes so far this year include the start of the Food Organics Waste Trial, the library hours have been extended and new service programs have been introduced across our children's services aged care and community development areas. In community engagement the completion of phase two of the Warrnambool 2040 Community Plan was concluded with huge community support, the delivery of the new 2017 – 2021 Municipal Health and Well- Being Plan and the Positive Ageing Strategy was completed and the consultation phase of the Active Warrnambool Plan began. In our capital projects we delivered on the Completion of Stage 1 in the City Centre renewal. Three of our recreation reserves have begun enhancement works and a new suite of smart parking meters have been rolled out across the CBD.

Council is now reporting to the community at the Activity and Initiative level undertaken to provide more information about the work being done by Council.

The report details progress on activities, milestones and significant events across a range of specific actions and initiatives. Council will continue to develop metrics to report on our progress to the community.

Council is so far on track across all key objectives with 74.1% of the program on schedule. Of the residual actions 22.4% have been completed and 1.4% being withdrawn due to changes in circumstances or funding.

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

**That Council receive this report.**

**CARRIED – 7:0**


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## BACKGROUND

The 2017-2021 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.

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.

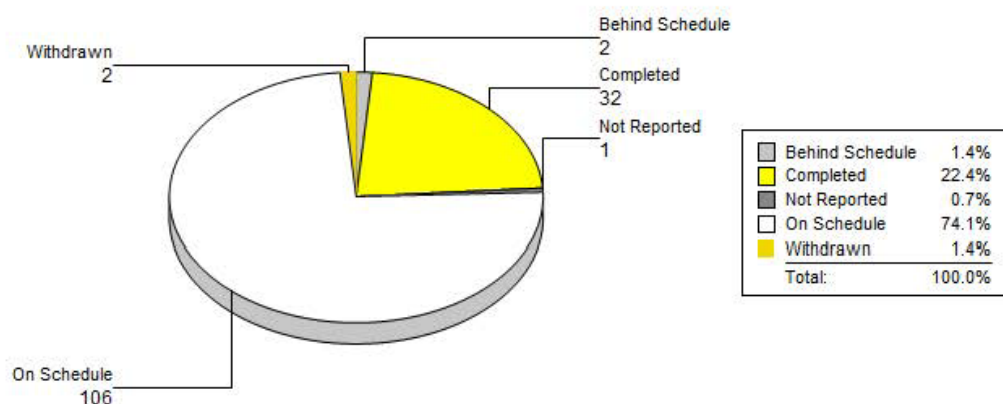
This report details the implementation status of the Activities and Initiatives. Each action has an indicator of the current status.

 On Schedule
  Behind Schedule
  Completed
  Withdrawn

## 2017/18 ACTIVITIES AND INITIATIVES OVERVIEW

The report provides summary comments as to the progress of the 2017/18 A&I's. A copy of the 143 A&I's and indicators, as at 20 February 2018, is attached as **Appendix A** to this report.

As the graph below indicates 74.1% are on schedule, 22.4% have been completed, 1.4% have been withdrawn and 0.7% have not been reported to date.

**Activities & Initiatives 2017 - 2018**  
Plan Progress

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports****Activities & Initiatives 2017 - 2018 -****1** Sustain and enhance the natural environment.**1.1** Protect and enhance our waterways, coast and land.→ 50 % **1.1.01** Implement the Coastal Management Plan and Vegetation Management Plan.**Reporting Officer:** Jodie McNamara**Completion Date:** 30/06/2018**Report:** *A review of the Vegetation Management Plan is underway. Implementation of the Vegetation Management Plan will occur in alignment with the new plan. Implementation of the Coastal Management Plan is ongoing.*✓ 100 % **1.1.02** Ensure compliance with Local Laws relating to horses on Lady Bay.**Reporting Officer:** Peter McArdle**Completion Date:** 30/06/2018**Report:** *New agreement signed & fee structure set. Ongoing monitoring of daily access.*✓ 100 % **1.1.03** Directly protect our waterways by septic tank compliance with EPA Code of Practice.**Reporting Officer:** Glenn Reddick**Completion Date:** 30/06/2018**Report:** *All septic tanks registered with Council are compliant*→ 50 % **1.1.04** Manage and implement the Moyjil Cultural Heritage Plan.**Reporting Officer:** Jodie McNamara**Completion Date:** 30/06/2018**Report:** *Implementation of Moyjil Cultural Heritage Plan is ongoing. Working Group meetings have been held on a regular basis.*→ 80 % **1.1.05** Introduce measures to reduce litter spread through improved equipment, education and enforcement.**Reporting Officer:** Kate McInnes**Completion Date:** 30/06/2018**Report:** *This action is ongoing, however measures introduced in this reporting year are almost completed. This includes installation of bin hoods, and planning for bag it bin it dog dropping campaign.***1.2** Commit to being a carbon neutral organisation by 2040.→ 20 % **1.2.01** Develop and commence implementation of a new Warrnambool sustainability plan.**Reporting Officer:** Jodie McNamara**Completion Date:** 30/06/2018**Report:** *Development of the new Green Warrnambool Plan is currently underway.***1.3** Invest in climate change preparedness.→ 70 % **1.3.01** Deliver the Barwon South West - Local Coastal Hazard Assessment - Stage 1  
Pursue funding for Stage 2

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports****Reporting Officer:** Jodie McNamara**Completion Date:** 30/06/2018**Report:** *Phase 1 of the Barwon South West Local coastal Hazard Assessment Draft is currently under peer review.*

1.4 Encourage environmentally sustainable business.

0 % 1.4.01 Deliver on the actions from the Waste and Litter Education Strategy.

**Reporting Officer:** Kate McInnes**Completion Date:** 30/06/2018**Report:** *This action has been superseded by the current Resource Recovery and minimisation and Management strategy*

100 % 1.4.02 Develop a Waste Management Strategy.

**Reporting Officer:** Kate McInnes**Completion Date:** 31/12/2017**Report:** *The strategy has been developed and adopted by Council.*

1.5 Review options for managing waste.

75 % 1.5.01 Undertake a food organics and green organics trial to divert material from landfill.

**Reporting Officer:** Kate McInnes**Completion Date:** 30/06/2018**Report:** *The trial lead up work, planning, procurement and bin rollout are all completed. The trial commences in March.*

1.6 Educate the community on Council's sustainability initiatives.

25 % 1.6.01 Prepare a foreshore master plan specifically investigate potential for eco-tourism at the foreshore.

**Reporting Officer:** Shaun Miller**Completion Date:** 30/06/2018**Report:** *Draft Foreshore Precinct Plan completed. Wider consultation and linkages with other Master Plans (eg. Lake Pertobe, Port of Warrnambool) to be completed.*

1.7 Partner with the community on local sustainability projects.

100 % 1.7.01 Work with the community to advocate for Warrnambool to be a plastic bag-free city.

**Reporting Officer:** Kate McInnes**Completion Date:** 30/06/2018**Report:** *State Government have listened to advocacy and have announced that plastic bags will be banned by 2020*

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

2.1 Promote healthy lifestyles.

100 % 2.1.01 Implement requirements of the new tobacco legislation in accordance with the Tobacco Act and MAV Tobacco Agreement.



**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- Reporting Officer:** Robert Page  
**Completion Date:** 30/06/2018  
**Report:** *Legislation has been implemented*
- ✓ 100 % 2.1.02 Develop a new Municipal Health and Wellbeing Plan for 2017-2021.
- Reporting Officer:** Lisa McLeod  
**Completion Date:** 30/10/2017  
**Report:** *A new Municipal Health and Wellbeing Plan has been endorsed by Council in December 2017. A copy of the Plan can be downloaded from [www.warrnambool.vic.gov.au/healthandwellbeing](http://www.warrnambool.vic.gov.au/healthandwellbeing)*
- 50 % 2.1.03 Work with stakeholders to increase awareness and understanding of priority health and wellbeing issues within the community.  
**Reporting Officer:** Lisa McLeod  
**Completion Date:** 30/06/2018  
**Report:** *This quarter projects include support for initiatives including HAVEN, Shared Futures Graffiti Prevention Grant Murals, Walk to School month/Walktober and planning for 2018 opportunities.*
- 50 % 2.1.04 Deliver and support funded initiatives which encourage healthy lifestyles.  
**Reporting Officer:** Fran Fogarty  
**Completion Date:** 30/06/2018  
**Report:** *Towards Positive Ageing Strategy completed to align and increase social inclusion opportunities with a focus on health and well being.*
- 20 % 2.1.05 Provide communications support to promote Council services and facilities.  
**Reporting Officer:** Nick Higgins  
**Completion Date:** 30/06/2018  
**Report:** *Activities include preparing advertising material for the Lighthouse Theatre.*
- 40 % 2.1.06 Develop a plan to support healthy choices at the AquaZone kiosk drawing on recent learnings from the VicHealth funded "nudge" project.  
**Reporting Officer:** Ray Smith  
**Completion Date:** 31/12/2017  
**Report:** *Final report received from Vic Health on the outcomes of the "nudge" project. The information will be used to formulate strategies in supporting healthy choices in the kiosk.*
- 50 % 2.1.07 Develop a plan to support healthy choices at the Stadium kiosk drawing on recent learnings from the VicHealth funded "nudge" project.  
**Reporting Officer:** Rod Sanderson  
**Completion Date:** 31/12/2017  
**Report:** *Key action was to increase sale price of drinks high in sugar while keeping water at same price.*
- 2.2 Seek equity, access, safety and inclusion for everyone.
- ✓ 100 % 2.2.01 Ensure compliance with requirements of the Food Act and Public Health Act.  
**Reporting Officer:** Robert Page  
**Completion Date:** 31/12/2017

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- Report:** *This is ongoing, however Council has a only 3 minor non compliance cases which are currently being addressed. Council has an excellent inspection program and proactive enforcement program*
- ✓ 100 % 2.2.02 Review immunisation facilities to ensure they are fit-for-purpose.
- Reporting Officer:** Alison Elliott  
**Completion Date:** 30/06/2018  
**Report:** *Risk assessment is completed. A budget bid will be prepared to upgrade the facility in line with the risk assessment*
- ✓ 100 % 2.2.03 Increase influenza immunisation by providing a bespoke, walk-up immunisation clinic.
- Reporting Officer:** Alison Elliott  
**Completion Date:** 31/12/2017  
**Report:** *Flu Friday program was trailed this year and was a success. The trial will be extended next winter*
- 70 % 2.2.04 Continue to partner with social, health and community advocacy groups to improve outcomes for the communities across the South West.
- Reporting Officer:** Richard Stone  
**Completion Date:** 30/06/2018  
**Report:** *On track. New partnerships have been developed with Gundijtmara Aboriginal Cooperative, VCAL providers (SWTAFE & Wave school),*
- 80 % 2.2.05 Continue to work in partnership with the Primary Care Partnership to implement priority health promotion and prevention initiatives across the South West.
- Reporting Officer:** Lisa McLeod  
**Completion Date:** 30/06/2018  
**Report:** *SW PCP and WCC are working to closely align the priorities and strategic goals of our plans - ie Warrnambool's health and wellbeing plan and PCP's integrated health promotion plan. This will set up more effective collaboration over the life of each plan to 2021.*
- 50 % 2.2.06 Implement Rural Access 2017-18 Directions report actions.
- Reporting Officer:** Neil Ballard  
**Completion Date:** 30/06/2018  
**Report:** *Completion of actions is on track.*
- 2.3 Increase community health and social connections.
- 75 % 2.3.01 Develop Community Programs that have a health & wellbeing focus and respond to community need.
- Reporting Officer:** Fran Fogarty  
**Completion Date:** 30/06/2018  
**Report:** *Three new exercise classes have commenced including men's strength training and a group aqua gentle exercise program.*
- 50 % 2.3.02 Encourage a more connected community by growing the audience and reach of the Connect Warrnambool and Warrnambool Walks Facebook pages.
- Reporting Officer:** Lisa McLeod  
**Completion Date:** 30/06/2018

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- Report:** *Connect Warrnambool Performance: Facebook Page Likes - audience increased by 12% from 4,408 to 4,952 from July to Dec 2017. Page Audience/Reach - Average 25,000 people per month from July to December. Warrnambool Walks Performance Facebook Page Likes: audience increased by 32% from 876 to 1,157 from July to Dec 2017. Audience/Reach: Average 9,700 people per month*
- ✓ 100 % 2.3.03 In partnership with Arts Centre Melbourne and the Arts Wellbeing Collective, deliver a seminar supporting better mental health outcomes for arts workers in the region.  
**Reporting Officer:** Michael Frawley  
**Completion Date:** 31/08/2017  
**Report:** *The Arts Wellbeing Collective Roadshow visited Warrnambool on 8 August 2017. 17 Arts Workers from the region attended this seminar targeted at supporting better mental health.*
- ✓ 100 % 2.3.04 Implement the East Warrnambool re-engagement program in partnership with Warrnambool College, School Focussed Youth Services and Western Bulldogs Football Club.  
**Reporting Officer:** Katherine McKean  
**Completion Date:** 31/12/2017  
**Report:** *The project was delivered throughout 2017, culminating in a community art project.*
- ✓ 100 % 2.3.05 Maintain and enhance child immunisation rates.  
**Reporting Officer:** Alison Elliott  
**Completion Date:** 30/06/2018  
**Report:** *Immunisation rates exceed 95%*
- ➔ 60 % 2.3.06 Promote healthy eating through the establishment of Kitchen Gardens within childcare services.  
**Reporting Officer:** Ebony Grieve  
**Completion Date:** 30/06/2018  
**Report:** *Ahead of schedule. Gardens established in each Centre, and lead staff have attended training with the Stephanie Alexander Kitchen Garden Foundation. The program has proved highly successful for all the children and families involved, as well as the staff*
- 2.4 Encourage and support participation in sport, recreation and physical activity.
- ➔ 80 % 2.4.01 Report on the outcomes of the condition assessment of the 50 metre outdoor pool, including lifecycle costs.  
**Reporting Officer:** Ray Smith  
**Completion Date:** 31/12/2017  
**Report:** *On track. Condition audit of 50m pool is underway*
- ➔ 50 % 2.4.02 Complete the Active Warrnambool Strategy.  
**Reporting Officer:** Kim White  
**Completion Date:** 30/04/2018  
**Report:** *Second stage of community engagement and development of a draft issues and opportunities report completed. Eighty people participated in three focus groups held as part of the second stage of consultation. The sessions, focussing on facilities, participation and club sustainability attracted a broad range of participants.*

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- 
- 25 % **2.4.03** Commence implementation of the Reid Oval Development Plan with design of priority recommendations and advocate for State Government investment in its implementation.  
**Reporting Officer:** Russell Lineham  
**Completion Date:** 30/06/2018  
**Report:** *On track. Funding secured from Sport and Recreation Victoria. Council approved establishment of Project Control Group in December 2017. First PCG meeting scheduled for February 2018.*
- 40 % **2.4.04** Continue implementation of the sports ground management review, incorporating a review of fees and subsidies for sports.  
**Reporting Officer:** Kim White  
**Completion Date:** 30/06/2018  
**Report:** *Further background research has been completed and a presentation to Council finalised for briefing in 2018*
- 60 % **2.4.05** Complete the following recreation infrastructure projects:  
 - Friendly Societies Park Sports Ground Lighting Redevelopment.  
 - Dennington Recreation Reserve Pavilion Redevelopment and sewer upgrade.  
 - Walter Oval Sports Ground Irrigation development.  
**Reporting Officer:** Kim White  
**Completion Date:** 30/06/2018  
**Report:** *The projects are progressing as follows:*  
*- Construction of the Friendlies Park lighting development is underway. The light poles will be installed in late January.*  
*- A building permit has been issued for the Dennington Recreation Reserve Pavilion Redevelopment and the club is due to commence the works in February.*  
*- The Walter Oval and Brierly Reserve sport ground irrigation projects have been completed.*
- ✓ 100 % **2.4.06** Review the operating model at AquaZone.  
**Reporting Officer:** Ray Smith  
**Completion Date:** 30/06/2018  
**Report:** *Benchmarking completed within current resources against 10 region cities - Know Your Council, operating model achieving and exceeding targets in a number of areas, and reaching limits of improvements given facility capacity in some key areas.*
- 20 % **2.4.07** Review the operating model for Warrnambool Stadium.  
**Reporting Officer:** Rod Sanderson  
**Completion Date:** 30/06/2018  
**Report:** *Efforts currently focused on sourcing benchmarking data from like services.*
- ✚ 20 % **2.4.08** In consultation with the community investigate the location and scope for a dedicated dog park in Warrnambool.  
**Reporting Officer:** Glenn Reddick  
**Completion Date:** 30/06/2018  
**Report:** *A visit to Mount Gambier has been conducted. There is no funding to develop a concept plan at this stage.*
- 2.5** Encourage and support more lifelong learning.
- 75 % **2.5.01** Facilitate implementation of an electronic borrowing system at Warrnambool Library.
-



**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- Reporting Officer:** Russell Lineham  
**Completion Date:** 30/06/2018  
**Report:** *On track. Works to install electronic borrowing system (RFID) at Warrnambool branch library scheduled for February 2018*
- ✓ 100 % 2.5.02 Introduce extended opening hours at Warrnambool Library.
- Reporting Officer:** Russell Lineham  
**Completion Date:** 30/09/2017  
**Report:** *The Corangamite Regional Library Corporation has introduced extended hours at Warrnambool Library for a twelve month trial period*
- ➔ 70 % 2.5.03 In partnership with the Beyond the Bell Local Area Group, participate in the Early Year's Literacy working group program development and delivery in Warrnambool.
- Reporting Officer:** Tina McLeod  
**Completion Date:** 30/06/2018  
**Report:** *On track. In partnership with SW TAFE VCAL students "The Little Bug Boxes" have been distributed to planned locations across Warrnambool with increasing uptake of families. Books are now also collected for Food Share extending distribution to families in need across the sub region*
- ➔ 50 % 2.5.04 Work with South West TAFE to explore an Early Years/Social Services workforce maintenance and development strategy.
- Reporting Officer:** Sharyn Trewin  
**Completion Date:** 30/06/2018  
**Report:** *Early Years and Family Services, continue to support placement of students from South West TAFE. Annual feedback sessions have been conducted between both organisations. Progress is dependent on funding for workforce pipeline development*
- ✓ 100 % 2.5.05 Review the programs delivered to families through the parenting service to ensure they provide families with practical skills and education in line with current research.
- Reporting Officer:** Sharyn Trewin  
**Completion Date:** 31/12/2017  
**Report:** *Review complete and program improvements in place, along with new evidence based programs such as a number of flexible online parenting courses. Staff training has also been expanded*
- ➔ 100 % 2.5.06 In partnership with primary schools, continue to review and improve the transition from Preschool to Primary School to ensure children are fully supported and integrated into the primary school environment.
- Reporting Officer:** Ebony Grieve  
**Completion Date:** 30/06/2018  
**Report:** *On track. All kindergarten teachers have completed the reviewed transition to kindergarten training in collaboration with local primary school teachers; and newly introduced transition statements for children attending school in 2018 are progressing to plan.*
- 2.6 Engage a broader range of people in cultural activities.
- ➔ 90 % 2.6.01 Complete accreditation for Warrnambool Art Gallery through the Museums Australia Accreditation program, funds permitting.

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- Reporting Officer:** Vanessa Gerrans  
**Completion Date:** 31/05/2018  
**Report:** *The accreditation program requirements are on track and progressing to plan*
- ✓ 100 % **2.6.02** Complete implementation of the Diversity Plan for Council's Commonwealth Home Support Program and Home and Community Care Younger Persons Program.
- Reporting Officer:** Kevin Ryan  
**Completion Date:** 31/01/2018  
**Report:** *Review to DoH has been completed and sent 31/1/2018. Plan completed*
- ➔ 25 % **2.6.03** Work with the appropriate stakeholders to progress development of improved tourism product initiatives at Tower Hill and Moyjil.
- Reporting Officer:** David McMahon  
**Completion Date:** 30/06/2018  
**Report:** *Council represented on Cross-Government working group to prioritise Tower Hill advocacy plans. State Govt awarded Tower Hill \$140,00 grant in October 2017 to enhance the visitor experience. Funding application presently in with State Government for funding stair access at Moyjil Point Ritchie - outcome expected by end of the year.*
- ➔ 25 % **2.6.04** Recognise the importance of Indigenous culture to the region and explore with Great Ocean Road Regional Tourism the potential for an increased Aboriginal tourism offer.
- Reporting Officer:** David McMahon  
**Completion Date:** 30/06/2018  
**Report:** *Indigenous Tourism Product Development has been commissioned by Great Ocean Road Regional Tourism Board. Tower Hill and Moyjil Point Ritchie will feature in this work to explore tourism product development opportunities.*
- 2.7** Actively acknowledge local Aboriginal culture.
- ➔ 50 % **2.7.01** Involve the local Aboriginal community in the development of major Council strategies and plans.
- Reporting Officer:** Lisa McLeod  
**Completion Date:** 30/06/2018  
**Report:** *The Community Development Directorate is working to actively involve Aboriginal elders and community representatives in planning for W2040, Health and Wellbeing Plan, Lake Pertobe Masterplan, community art projects and other activities.*
- ➔ 30 % **2.7.02** Involve Aboriginal community members in the design of relevant priority projects identified in the Botanic Gardens and Lake Pertobe master plans.
- Reporting Officer:** Russell Lineham  
**Completion Date:** 30/06/2018  
**Report:** *On track Council will engage with Indigenous community representatives following identification of priority projects in the two master plans*
- ➔ 30 % **2.7.03** Introduce indigenous road names in selected new subdivisions in consultation with the indigenous community.
- Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2018

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- Report:** Council's Road names group have commenced a process to include indigenous names on the road name register, in consultation with the indigenous community. To date, indigenous road names which relate to birds and animals are available for developers to use.
- 60 % **2.7.04** Continue to provide culturally safe environments, for Indigenous children across Council's Early Years Services.  
**Reporting Officer:** Tina McLeod  
**Completion Date:** 30/06/2018  
**Report:** On track. All Early Years services have completed a self-assessment to establish the current level of cultural safety within the operating environment. Action Plans are now being developed in line with findings
- 2.8** Increase participation opportunities for disadvantaged members of the community.
- 70 % **2.8.01** Deliver inclusive community engagement activities which provide a variety of opportunities to participate.  
**Reporting Officer:** Richard Stone  
**Completion Date:** 30/06/2018  
**Report:** Ahead of target. Projects completed that support the inclusion of disadvantaged community members include Passport to Employment program, East Warrnambool Christmas BBQ, All abilities triathlon and a African children's dance class
- 25 % **2.8.02** Improve the capacity of vulnerable and disadvantaged families to access services and provide flexible service models to meet their needs.  
**Reporting Officer:** Sharyn Trewin  
**Completion Date:** 30/06/2018  
**Report:** Outreach Maternal Child Health services being offered at Gunditjmarra. Working with South West TAFE young parents program through supported playgroup.
- 75 % **2.8.03** Establish the Archie Graham Community Centre as a point of information for health and wellbeing activities and opportunities for older adults.  
**Reporting Officer:** Fran Fogarty  
**Completion Date:** 30/06/2018  
**Report:** Marketing commenced in the local newspaper and radio highlighting Archie Graham Community Centre as an information point. Also strong emphasis on Council Connect Facebook page.
- 50 % **2.8.04** Implement the first year actions of the Marrung Aboriginal Education Plan 2016-2026.  
**Reporting Officer:** Tina McLeod  
**Completion Date:** 30/06/2018  
**Report:** On track. Joint local network established with local Indigenous representatives to work towards the Marrung plan outcomes. WCC Local Indigenous Language Program continued to educate over 400 children within their Kindergarten program
- ✓ 100 % **2.8.05** Implement the Integrated Early Child Years model within the Childrens Services Centre which actively supports the participation of children and families.  
**Reporting Officer:** Sharyn Trewin  
**Completion Date:** 31/12/2017

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

**Report:** *The final stage is now complete with the establishment of the one stop Children's and Families Services precinct at the Children's Services Centre at Swan Reserve.*

**3** Maintain and improve the physical fabric of the city.

**3.1** Build better connections for cyclists and pedestrians.

- 50 % **3.1.01** Consider the recommendations from the Cycling Reference Group and implement any actions adopted by Council.

**Reporting Officer:** Kim White

**Completion Date:** 30/06/2018

**Report:** *The Cycling Reference Group meets bimonthly and addresses a range of matters associated with planning, infrastructure and promotion for cycling in Warrnambool*

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

- 50 % **3.2.01** Deliver the funded Active Hubs program to encourage residents to use public spaces for active, social connection.

**Reporting Officer:** Lisa McLeod

**Completion Date:** 30/06/2018

**Report:** *On track. The Active Hub trailer is used by WAG, Youth, Recreation, Active Ageing teams to support their activities and engage the community. The Active Hub has been used on the Civic Green, managed by WAG staff over the summer months.*

- 90 % **3.2.02** Improve active and passive open space in East Warrnambool through the implementation of the Neighbourhood Parks Community Infrastructure project.

**Reporting Officer:** Kim White

**Completion Date:** 30/06/2018

**Report:** *The works at WAVE Links park are nearing completion. The basketball court and skate elements were completed before Christmas and made available for the community's use. The solar lighting will be completed in January. The final stage of works, acrylic surfacing of the basketball court, is scheduled for February.*

**3.2.03** Implement the key funded initiatives of the Open Space Strategy, Year 1.

**Reporting Officer:** Jenny Emeny

**Completion Date:** 30/06/2018

- 50 % **3.2.04** Develop an Open Space Contributions Policy.

**Reporting Officer:** Jodie McNamara

**Completion Date:** 30/06/2018

**Report:** *Project brief and scope is being finalised.*

- 80 % **3.2.05** Develop city pride and story through development of town entrances.

**Reporting Officer:** Benjamin Storey

**Completion Date:** 30/06/2018

**Report:** *Project on hold due to Budget constraints.*

- 50 % **3.2.06** Develop food van trading plans for the harbour and city centre precincts.



**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports****Reporting Officer:** Glenn Reddick**Completion Date:** 30/06/2018**Report:** *Drafted in readiness for Council briefing and community consultation.***3.3 Build infrastructure that best meets current and future community needs.**

- 55 % **3.3.01** Develop pound facilities that meet compliance requirements of relevant acts and codes of practice.  
**Reporting Officer:** Glenn Reddick  
**Completion Date:** 30/06/2018  
**Report:** *Concept plans and staging plans with indicative cost estimates have been prepared.*
- 20 % **3.3.02** Implement the 2017-2018 actions in the Disability Action Plan.  
**Reporting Officer:** Fran Fogarty  
**Completion Date:** 30/06/2018  
**Report:** *Feedback from managers received and plan has been updated*
- 80 % **3.3.03** Consider special rates and charges schemes to develop footpath, drainage and road infrastructure.  
**Reporting Officer:** John Finnerty  
**Completion Date:** 30/06/2018  
**Report:** *A Special Charge Scheme Policy has been adopted by Council, supported by a Special Charge Scheme Guideline. Schemes identified for consideration will form part of the 2018/2019 budget process. YTD Schemes investigated include Hopetoun St, Allansford and Willow Tree Lane.*
- 10 % **3.3.04** Progressively plan and renew City Centre streetscapes.  
**Reporting Officer:** Benjamin Storey  
**Completion Date:** 30/06/2018  
**Report:** *Program is being coordinated with other City Centre Projects including the City Centre Renewal and Pedestrian Serious Casualty Area Program which is currently awaiting funding confirmation.*
- 35 % **3.3.05** Develop and expand Off Street Car Parking areas.  
**Reporting Officer:** Scott Cavanagh  
**Completion Date:** 30/06/2018  
**Report:** *Fairy Street Off Street Car Parking Agreement has been agreed and is waiting finalisation and plan of subdivision due to commence. Grace Avenue Off Street Car Park requires review.*
- 10 % **3.3.06** Develop "significant & heritage" tree renewal program.  
**Reporting Officer:** Mark Mirtschin  
**Completion Date:** 30/06/2018  
**Report:** *Significant and heritage trees are being identified, documented and a renewal program developed once quantities and locations are verified. Areas where significant space is available are being targeted for significant and heritage plantings.*  
*Funding to complete condition assessments is still pending.*

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- 
- ✓ 100 % 3.3.07 Undertake a tender process for operation of pound services.
- Reporting Officer:** Glenn Reddick  
**Completion Date:** 30/06/2018  
**Report:** *Tender has been awarded to RSPCA.*
- 3.4 Enhance movement in and around the city.
- ➔ 95 % 3.4.01 Begin rollout of new "smart" parking machines.
- Reporting Officer:** Glenn Reddick  
**Completion Date:** 30/06/2018  
**Report:** *New meters installed and ancillary works continuing.*
- 3.5 Maintain and enhance existing Council infrastructure.
- ➔ 0 % 3.5.01 Undertake a tender process for the operation of pound services.
- Reporting Officer:** Glenn Reddick  
**Completion Date:** 30/06/2018  
**Report:** *Duplicate action.*
- ➔ 10 % 3.5.02 Prepare a strategy and funding model for a long-term tree replacement program.
- Reporting Officer:** Mark Mirtschin  
**Completion Date:** 30/06/2018  
**Report:** *A 5 year costed program is being developed where streets with minimal canopy cover are selected for planting. Surrounding parks and reserves are also being considered for tree planting as the streets are selected.*
- ✓ 100 % 3.5.03 Undertake an assessment of all public place litter bins and develop a maintenance/replacement program. Including the review of rubbish bin, recycling bin and dog bag dispenser locations.
- Reporting Officer:** Glenn Reddick  
**Completion Date:** 30/06/2018  
**Report:** *Review has been undertaken and actioned progressively in line with budget.*
- ✓ 100 % 3.5.04 Report on and identify infrastructure gap projects.
- Reporting Officer:** John Finnerty  
**Completion Date:** 30/06/2018  
**Report:** *A State of the Assets report relating to all City Infrastructure asset classes was present to Council on 14 August 2017.*
- ➔ 40 % 3.5.05 Develop and update asset management plans for key asset classes including roads, drains, bridges, footpaths, IT, Building, and monuments.
- Reporting Officer:** John Finnerty  
**Completion Date:** 30/06/2018  
**Report:** *Bridge Asset Management Plan (AMP) has been adopted by Council, Pathway AMP has been to community consultation and scheduled to go to Council for adoption. A Fleet AMP is well advanced, with development of the Drainage and Open Space AMPs scheduled.*
- ➔ 10 % 3.5.06 Identify and regularly monitor condition of asset classes.
-

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- Reporting Officer:** John Finnerty  
**Completion Date:** 30/06/2018  
**Report:** *Officers are drafting expressions of interest documentation for condition audits of various asset classes to go to the market in coming months. Many of the asset classes have had on-going or periodic assessments completed which maintains the data validity.*
- ✓ 100 % 3.5.07 Report annually to Council and community on backlog works.
- Reporting Officer:** John Finnerty  
**Completion Date:** 30/06/2018  
**Report:** *A Council Briefing presentation and report has been completed.*
- ➔ 30 % 3.5.08 Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the Portuguese monument and Wollaston Bridge.
- Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2018  
**Report:** *Heritage Victoria have presented to Council officers with regard to the process for nominating and applying for heritage listed sites. Projects to be prioritised and relevant funding submissions prepared.*
- ✚ 75 % 3.5.09 Develop a Port of Warrnambool master plan to guide the redevelopment and operation of the precinct.
- Reporting Officer:** Thomas Hall  
**Completion Date:** 30/06/2018  
**Report:** *The Draft Warrnambool Harbour Master Plan was release for public comment following the motion carried at the 6 Nov 2017 Council meeting.*
- The consultation process included the publication in the Warrnambool Standard on Saturday 11 & 18 November 2017, and the Warrnambool City Council Website, "Your Say Warrnambool", that also opened 11 November 2017.*
- Submissions closed on 22 December 2017.*
- The submissions are being reviewed and will be lodged for discussion at an upcoming Council meeting.*
- 3.6 Advocate for better regional connections.
- ✓ 100 % 3.6.01 Seek funding for and deliver road safety projects.
- Reporting Officer:** Paul Cugley  
**Completion Date:** 30/06/2018  
**Report:** *Council has submitted applications for a range of road safety projects across a number of funding streams, including Black Spot, TAC Community Safety and Pedestrian Safety.*
- ✓ 100 % 3.6.02 Advocate for essential safety and road improvements on the Princes Highway West.
- Reporting Officer:** Paul Cugley  
**Completion Date:** 30/06/2018  
**Report:** *Accident data has been reviewed and letter sent to Vicroads Regional Manager for consideration of projects.*

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- 
- 25 % 3.6.03 Advocate for improved passenger and freight rail services.
- Reporting Officer:** Andrew Paton  
**Completion Date:** 30/06/2018  
**Report:** Council is actively involved in the Alliance Councils for Rail Freight Development. Funding announced of \$114 million towards upgrading the Warrnambool - Melbourne rail service.
- 4 Develop a modern economy with diverse and sustainable employment.
- 4.1 Grow the city's population through local economic growth.
- 25 % 4.1.01 Facilitate and promote business support and investment opportunities to grow the local economy.
- Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2018  
**Report:** Council's Economic Development and Investment Strategy identifies over 60 initiatives to grow the local economy across five key themes - Leadership and Collaboration, Investment and Business Support, Infrastructure and Transport, Skills and Employment, and Visitor Economy.
- 25 % 4.1.02 Provide executive support to implement the Great South Coast Food and Fibre Plan.
- Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2018  
**Report:** Director City Growth and Manager of Economic Development have provided secretariat, policy and advocacy support for the GSC Food and Fibre Council.
- 25 % 4.1.03 Develop and circulate economic data and analysis to business and industry.
- Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2018  
**Report:** Economic data disseminated and discussed during a number of events and forums as part of the GSC Small Business Festival. Census 2016 data releases are being made available to the public via Council's online demographic and economic modules.
- 25 % 4.1.04 Implement Warrnambool - China Strategy to build local business capacity and capability.
- Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2018  
**Report:** Draft China strategy has been completed for peer review (EDAC committee) while regional businesses have been provided China business capability development and market access through the Warrnambool China Bureau and Changchun sister-city relationship.
- 25 % 4.1.05 Promote and facilitate investment in the Warrnambool Regional Airport.
- Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2018  
**Report:** New hangar completed next to HEMS facility and another hangar proposal at advanced stage of planning.
-



**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- 
- 40 % **4.1.06** Complete and implement the Housing Diversity Strategy.
- Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2018  
**Report:** *The Housing Diversity Strategy has commenced. Feedback through the W2040 consultation is being used to formulate the strategy.*
- 40 % **4.1.07** Plan for the development and implementation of precinct structure plans.
- Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2018  
**Report:** *The following precinct structure plans are underway:-*  
     *- Future Urban Growth Area;*  
     *- North Warrnambool Framework Plan;*  
*The following precinct structure plans are endorsed:-*  
     *- Logans Beach Framework Plan review;*  
     *- Eastern Activity Precinct Structure Plan;*
- Planning Scheme implementation documentation of these structure plans is currently underway.*
- 55 % **4.1.08** Maintain adequate land supply through regular audits and monitoring.
- Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2018  
**Report:** *The land supply data is continually monitored and an supply audit will be presented to Council in the first half of 2018.*
- 4.2** Encourage more sustainable local business.
- 50 % **4.2.01** Develop, promote and deliver Business Support Package to City Centre businesses for Stage 1 & Stage 2 City Centre Renewal Project.
- Reporting Officer:** Shaun Miller  
**Completion Date:** 30/06/2018  
**Report:** *Business Support Package for Zone 1 of the city renewal works contributed to over 30,000 entries across various promotions including the Chance to Win a Million Dollars promotion, AFL Grand Final Package, Easter Promotion and May races. Significantly, the Chance to Win a Million dollars promotion reported that over 55% of entries were influenced to shop in the CBD as a direct result of the promotion. Zone 2 business support package currently under development.*
- 60 % **4.2.02** Complete and implement the Industrial Buffers Project.
- Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2018  
**Report:** *The draft report is currently under review.*
- 50 % **4.2.03** Implementation of Development Plans and Developer Contributions Plans.
- Reporting Officer:** Jodie McNamara  
**Completion Date:** 30/06/2018

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

**Report:** The following development plans have been endorsed:-  
 - Amendment to Hopkins Point Road South DP  
 - Amendment to Huntingfield DP  
 - Amendment to Home Road Industrial DP  
 Developer contributions plans currently underway include:-  
 North of the Merri DCP - Precincts 1 and 2  
 North Dennington DCP

- 25 % 4.2.04 Deliver a business case and feasibility study for a Business Incubator/Accelerator to support growth of existing companies or start-ups in our region.

**Reporting Officer:** Shaun Miller

**Completion Date:** 30/06/2018

**Report:** Under development.

- 25 % 4.2.05 Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.

**Reporting Officer:** Shaun Miller

**Completion Date:** 30/06/2018

**Report:** Advice and support provided to investors, GORT and State Government to facilitate a number of major development projects at planning stage along the Great Ocean Road.

4.3 Enhance the visitor experience.

- 15 % 4.3.01 Develop and implement actions of the 2017 Events Strategy.

**Reporting Officer:** David McMahon

**Completion Date:** 30/06/2018

**Report:** Events Strategy at draft stage.

- 25 % 4.3.02 Coordinate and deliver a regional visitor economy project to build the capacity and capability of local operators to access the growing Chinese tourism market.

**Reporting Officer:** David McMahon

**Completion Date:** 30/06/2018

**Report:** Council partnered with GORT to conduct a Marketing Masterclass for the regional tourism industry. The program included a number of industry development sessions focussed on accessing the growing Chinese tourism market.

- 25 % 4.3.03 Partner with GORT and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.

**Reporting Officer:** David McMahon

**Completion Date:** 30/06/2018

**Report:** Actions being progressed across a number of Priority Themes - particularly City Centre Renewal and Flagstaff Hill Renewal projects. Discussions occurring with GORT, Warrnambool Tourism and Business Association and other key stakeholders re: delivery and resourcing of other components of the plan. Council's Visitor Economy Advisory Committee also providing advice towards updating the document and prioritisation.

- 50 % 4.3.04 Complete, launch and promote the Flagstaff Hill Maritime Village Renewal Project.

**Reporting Officer:** David McMahon

**Completion Date:** 30/06/2018

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- Report:** *As part of the project renewal investment has occurred across daytime activations, night sound and light show, asset renewal and compliance, consolidation of VIC and restaurant, and boatyard, site access and facade improvements. Official opening scheduled for mid-November 2017.*
- 10 % 4.3.05 Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).  
**Reporting Officer:** David McMahon  
**Completion Date:** 30/06/2018  
**Report:** *Preliminary planning has commenced.*
- 25 % 4.3.06 Produce and implement a Marketing Strategy to promote Warrnambool in partnership with Great Ocean Road Tourism & Industry.  
**Reporting Officer:** David McMahon  
**Completion Date:** 31/12/2017  
**Report:** *IAMWARRNAMBOOL website and associated branding launched. A well attended Marketing Masterclass conference held at Deakin University Warrnambool Campus.*
- 25 % 4.3.07 Support and participate in the activities of the Warrnambool Tourism and Business Association.  
**Reporting Officer:** David McMahon  
**Completion Date:** 30/06/2018  
**Report:** *Council is represented on the WTBA and provides secretariat support.*
- 25 % 4.3.08 Support the activities of the Great Ocean Road Regional Tourism Board.  
**Reporting Officer:** David McMahon  
**Completion Date:** 30/06/2018  
**Report:** *Council is represented on GORRT Board. Visitor Economy branch working collaboratively with GORRT officers and other industry stakeholders.*
- 25 % 4.3.09 Support and advocate for the implementation of initiatives in the Shipwreck Coast Master Plan.  
**Reporting Officer:** David McMahon  
**Completion Date:** 30/06/2018  
**Report:** *Shipwreck Coast Master Plan (SCMP) identified by GSC Regional Partnerships as its number one priority. \$55 million in State and Federal funding announcements made in October 2017. Council's Chief Executive appointed to SCMP Taskforce.*
- 4.4 Advocate for and improve infrastructure including transport, services and digital infrastructure.
- 50 % 4.4.01 Provide advocacy support material and report on advocacy outcomes.  
**Reporting Officer:** Nick Higgins  
**Completion Date:** 30/06/2018  
**Report:** *Advocacy documents have been prepared. They are revised and updated when required, working collaboratively across council to get our messages out in support of our community.*
- 80 % 4.4.02 Participate in regional leadership groups and alliances to advocate for improved transport, services and digital infrastructure.

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports****Reporting Officer:** Scott Cavanagh**Completion Date:** 30/06/2018**Report:** *Continuing to meet with regional directors group and coordinate Princes Highway West project, and input into the regional dairy mapping project. Council completed extensive media in December 2017 on defects and \$300M request for funding.*

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

→ 25 % 4.5.01 Develop and circulate economic data and analysis to business and industry.

**Reporting Officer:** Shaun Miller**Completion Date:** 30/06/2018**Report:** *The GSC Small Business Festival provided events and forums to communicate local economic data and analysis. Census 2016 data releases are also being consolidated and made available online via Council's demographic and economic products.*

→ 10 % 4.5.02 Continual Improvement of the Development Toolkit.

**Reporting Officer:** Jodie McNamara**Completion Date:** 30/06/2018**Report:** *The city development toolkit is maintained and updated as changes to legislation and processes occur.*

→ 50 % 4.5.03 Continual Improvement of the Building Services Toolbox.

**Reporting Officer:** Jodie McNamara**Completion Date:** 30/06/2018**Report:** *Regular updating of the Building toolbox is undertaken as legislation changes.*

→ 25 % 4.5.04 Develop and implement a plan of partnership initiatives with Deakin Warrnambool and South West TAFE.

**Reporting Officer:** Shaun Miller**Completion Date:** 30/06/2018**Report:** *Council has been working in partnership with Deakin University to promote and secure education scholarships funded by business and industry.*

→ 50 % 4.5.05 Develop an International Student Education Prospectus.

**Reporting Officer:** Shaun Miller**Completion Date:** 31/12/2017**Report:** *A prospectus for international education was prepared specifically for the Changchun Business Delegation in September 2017. Council are working with local education providers to understand the target markets they are pursuing to inform a broader international prospectus.*

5 Practice good governance through openness and accountability.

5.1 Strategic Resource Plan.

→ 10 % 5.1.01 Coordinate, prepare and have adopted Council's Strategic Resource Plan.



**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports****Reporting Officer:** David Harrington**Completion Date:** 30/06/2018**Report:** *Timetable prepared and distributed to managers. Plan being reviewed in relation to increasing community aspiration and a tightening fiscal circumstance.***5.2 Annual Budget.**

- 10 % **5.2.01** Coordinate, prepare and have adopted Council's Annual Budget.

**Reporting Officer:** David Harrington**Completion Date:** 30/06/2018**Report:** *Timetable prepared and distributed to managers. Financial guidance parameters being developed in alignment with the strategic resource plan and the long term financial plan to ensure the most efficient use of resources.***5.3 Council Plan.**

- ✓ 100 % **5.3.01** Coordinate, prepare and have adopted the Council Plan 2017-2021.

**Reporting Officer:** Nick Higgins**Completion Date:** 30/06/2018**Report:** *The Council Plan 2017-2021 has been prepared and adopted. The Council Plan is reviewed annually and, where required, revised.***5.4 Community Plan.**

- 90 % **5.4.01** Undertake extensive and inclusive community engagement to inform a long term Community Plan (Warrnambool 2040).

**Reporting Officer:** Lisa McLeod**Completion Date:** 31/12/2017**Report:** *Phase Two engagement, including a Community Planning Day resulted in a draft goals and priorities being prepared. These are available at [www.w2040.com.au](http://www.w2040.com.au). Development work underway with a final draft due in March/April for consultation*

- 90 % **5.4.02** Develop a Community Plan to 2040.

**Reporting Officer:** Lisa McLeod**Completion Date:** 30/06/2018**Report:** *Warrnambool 2040 has been a successful community process which is almost complete. Following a partners forum in late February a final draft plan will be available for final feedback from the community. The final plan will be presented to Council and Community Partners for endorsement and inclusion in their strategic plans by June.***5.5 Reporting to the community.**

- 25 % **5.5.01** Report to the community on progress made in relation to the Council Plan, gather data to meet the Local Government Performance Reporting requirements.

**Reporting Officer:** Peter Utri**Completion Date:** 30/06/2018

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

**Report:** *Actions toward the achievement of the Council Plan objectives are outlined through the actions and initiatives reporting. Through out the year reports and updates are provided to Council and the community through specific plan updates like the Green action plan and various operations reports. Updates and promotion of local achievements are also broadcast through C2C and the local papers.*

*LAGPRF reporting is undertaken at the end of each financial year and give clear comparative information of this councils performance against like councils across the state and this information is available to all residents online through the LGPRF web site*

- 20 % 5.5.02 Report on the extent of, and engagement with, Council's communications efforts.

**Reporting Officer:** Nick Higgins

**Completion Date:** 30/06/2018

**Report:** *Council has continued to issue media releases and respond to media inquiries. Council's main website carries regularly updated news items along with the dedicated city centre renewal website. The C2C newsletter is produced monthly and regular newsletters for the city centre renewal have been produced, uploaded online and links sent to stakeholders via SMS or email.*

- 5.6 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.

- 20 % 5.6.01 Provide community engagement opportunities relating to Council projects as required.

**Reporting Officer:** Nick Higgins

**Completion Date:** 30/06/2018

**Report:** *Recent examples include opportunities for the community to have their say on the Resource Recovery, Waste Minimisation and Management Strategy and the Port of Warrnambool Master Plan.*

- 35 % 5.6.02 Undertake a review of Councils Local Laws and seek submissions from the community before adopting.

**Reporting Officer:** Glenn Reddick

**Completion Date:** 30/06/2018

**Report:** *Initial review has been completed in readiness for Council briefing*

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

- 25 % 5.7.01 Continual refinement of the Health and Safety System through improved process, implementation, reporting and organisation engagement.

**Reporting Officer:** Darren Barber

**Completion Date:** 30/06/2018

**Report:** *Quarterly reporting has been completed for MEG and Audit and Risk. A gap analysis document is currently being developed in readiness for the National Auditing Tool (NAT) as part of the new MAV Self Insurance Scheme.*

- 25 % 5.7.02 Enhancing efficiency and organisational performance through improved organisation culture utilising a trusted advisor model of service.

**Reporting Officer:** Darren Barber

**Completion Date:** 30/06/2018

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- Report:** *The OD team continues to engage with the organisation and facilitate conversations about efficiency and organisation performance. A highlight this quarter is partnering with the Capacity Access and Inclusion branch to assist in developing strategies for service improvement.*
- 20 % **5.7.03** Facilitation of organisational business improvement through identification and implementation of technological advance utilising a project management approach.  
**Reporting Officer:** Benjamin Storey  
**Completion Date:** 30/06/2018  
**Report:** *A system to support Council's project management framework has been identified and requires funding through the budget process.*
- 35 % **5.7.04** Implement workplace actions to educate and build capacity of Council staff regarding gender and diversity equity and family violence issues.  
**Reporting Officer:** Darren Barber  
**Completion Date:** 30/06/2018  
**Report:** *We are currently implementing the Listen Lead and Learn gender equity program across council to identify strategies and actions that will improve outcomes for women in leadership positions across council.*
- 75 % **5.7.05** Implement mobile computing system for Environmental Health Services to improve efficiency, service delivery and reduce paper waste.  
**Reporting Officer:** Glenn Reddick  
**Completion Date:** 30/06/2018  
**Report:** *Mobile computing system has been installed and is in testing phase.*
- ✓ 100 % **5.7.06** Update the Domestic Animal Management Plan.  
**Reporting Officer:** Peter McArdle  
**Completion Date:** 31/12/2017  
**Report:** *Completed and adopted*
- 95 % **5.7.07** Introduce state-of-the-art technology to manage car parking in the city.  
**Reporting Officer:** Glenn Reddick  
**Completion Date:** 30/06/2018  
**Report:** *New car parking meters have been installed and Local Laws are managing minor issues identified with the system. Ancillary works are also progressing including signage upgrades.*
- ✓ 100 % **5.7.08** Review work processes and safety procedures to ensure local laws are maintained efficiently and safely.  
**Reporting Officer:** Peter McArdle  
**Completion Date:** 30/06/2018  
**Report:** *Ongoing requirement, a number of new safety items have been purchased and processes reviewed.*
- ✓ 100 % **5.7.09** Update the Municipal Fire Management Plan.  
**Reporting Officer:** Peter McArdle  
**Completion Date:** 31/12/2017  
**Report:** *Presented to Council for information pending review.*
- ✓ 100 % **5.7.10** Ensure T1 ECM document management system is well integrated into Council business processes.

**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports****Reporting Officer:** Peter Newell**Completion Date:** 31/12/2017

**Report:** Staff induction processes are in place.  
 Routine basic and advanced training sessions are scheduled.  
 Records staff are scheduled to spend time with business units on an ongoing basis.  
 IT support staff are monitoring business unit use of ECM.  
 Business Improvement Group members are monitoring business unit use of ECM.

- 50 % **5.7.11** Aim for efficiencies through the use of digital technology.

**Reporting Officer:** Peter Newell**Completion Date:** 30/06/2018

**Report:** The most recent initiative is implementation of Tech1 AP Automation. Implementation has commenced but is on hold while Tech1 investigate further how to satisfy WCC requirement.

- 5.8** Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.

- ✓ 100 % **5.8.01** Conduct an audit and develop an action plan to meet the requirements of the Municipal Emergency Management Plan.

**Reporting Officer:** Glenn Reddick**Completion Date:** 30/06/2018**Report:** MEMP has been audited and actions completed

- 10 % **5.8.02** Achieve a low risk financial sustainability rating through preparation of the annual budget and ongoing monitoring of the financial performance.

**Reporting Officer:** David Harrington**Completion Date:** 30/06/2018

**Report:** Continual monitoring of performance through the Executive and Council, highlighting any issues and implementing actions required to achieve financial sustainability.

- 15 % **5.8.03** Develop long term financial plans to ensure the long term financial sustainability of Council.

**Reporting Officer:** David Harrington**Completion Date:** 30/06/2018

**Report:** Updating long term financial model after completion of 2016/17 financial year. Work continues on developing modeling scenarios in order to both ensure long term financial sustainability and to incorporate the aspirations of the community of major projects to be undertaken.

- 5.9** Deliver customer-focused, responsive services.

- 25 % **5.9.01** Improving organisation culture, engagement and service standards through a coordinated approach to innovative and sector leading training, professional development, cultural diversity and wellbeing.

**Reporting Officer:** Darren Barber**Completion Date:** 30/06/2018

**Report:** Our 2017 / 2018 training plan has been developed and training opportunities communicated across council. This included a video production highlighting the training experience of previous delegates of the LG Pro and Great South Coast leadership programs.



**Activities & Initiatives 2017 - 2018**  
**Action Status with Revisions/Reports**

- 
- 20 % 5.9.02 Customer Service Strategy Review 2017-2018.
- Reporting Officer:** Glendon Dickinson  
**Completion Date:** 30/06/2018  
**Report:** *Report on outcomes of 2012/2016 nearing completion for submission to Council. Identification of key members for project group to be identified in the coming weeks*
- 10 % 5.9.03 Identify customer-focused opportunities for the development of digital service delivery.
- Reporting Officer:** Glendon Dickinson  
**Completion Date:** 30/06/2018  
**Report:** *Business Improvement Group has had site meeting at the city of Casey to identify possibility of a resource share program in this area. Work has also commenced in the integration of SAI Global and Tech One software for the digital delivery of Statutory Certificates relating to Land Conveyance. Preliminary work in the Digital delivery of all land conveyance matters is underway and will be operational by October 2018 to meet legislative requirements for the transfer of land.*
- ✓ 100 % 5.9.04 Communicate new initiatives and changes in legislation to the commercial sector under the Food and Health Act.
- Reporting Officer:** Glenn Reddick  
**Completion Date:** 31/12/2017  
**Report:** *Fully implemented*
- ✓ 100 % 5.9.05 Ensure all Local Laws are enforced and the review process and discretions administered in accordance with the objectives of the Local Laws and relevant Council guidelines.
- Reporting Officer:** Glenn Reddick  
**Completion Date:** 30/06/2018  
**Report:** *Local Law enforcement is ongoing, however all outstanding enforcement cases are being actioned.*
- ✓ 100 % 5.9.06 Complete a review of the existing kerb side collection contract in readiness for a new contract.
- Reporting Officer:** Kate McInnes  
**Completion Date:** 30/06/2018  
**Report:** *Contract has been reviewed and consultant appointed to draft the new contract*

## **5.7 WARRNAMBOOL EVENTS STRATEGY 2018 - 2022**

### **PURPOSE**

***This report seeks Council endorsement to release the Draft Warrnambool Events Strategy 2018-2022 for consultation.***

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### **EXECUTIVE SUMMARY**

Events play a critical role in community health and wellbeing, creating economic stimulus, encouraging community pride and participation, and generating legacy infrastructure and capacity.

Events around Victoria and Australia are changing rapidly and profoundly. The increasing availability of local events, growth in targeted 'interest group' events and competition in the domestic tourism market has all combined to dramatically impact visitation to, revenue from and sponsorship awarded to events.

Consequently Council has worked with key stakeholders to review its Events Strategy to ensure Council is best placed to maximise its investment into events and remain relevant and competitive in an increasingly crowded landscape.

The review considered the funding mix Council allocates to events, the return on investment, lifecycle and potential for growth of events and the market segments attracted to different types of events.

The review determined that while the type of events Warrnambool is hosting, supporting and creating is strong, the mix needs to change, to ensure Council delivers on its objectives. With the recent decision not to continue with Fun4Kids, significant funds will be channelled into a new portfolio approach which will allow new events, targeting grown markets to be seeded and supported by Council, broadening the type and spread of events throughout the year.

---

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

**That Council release the Draft Warrnambool Events Strategy 2018-2022 (refer Appendix A) for public consultation.**

**CARRIED – 7:0**

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### **OBJECTIVES OF THE STRATEGY**

The strategy presents a framework through which Council can:

- Ensure our City's events schedule reflects Council's objectives;
- Plan for divestment or enhanced involvement in a specific event;
- Provide a seasonal events calendar to ensure a spread of season, location, function and activation while maintaining amenity and sustainability;
- Strategically procure events on value for money terms and apply relevant performance measures;
- Create a timetable and mechanism for planning that allows a long term view of our events schedule;
- Develop capability within the community and industry to plan and deliver events;
- Develop partnerships to increase investment and support of events in the Warrnambool region; and
- Promote Warrnambool as a highly desirable place to live, work, visit and play.

### **RELATED STRATEGIES**

It is important that any new Events Strategy aligns with a number of other strategies that all commonly seek to enhance the economic and social value of events such as:

- Warrnambool City Council Plan
- Warrnambool Economic Development and Investment Strategy 2020

- Warrnambool Destination Action Plan
- WCC Active Warrnambool Strategy
- WCC Open Space Strategy & Site specific Masterplans/Projects
- WCC Asset Management Strategy
- Great Ocean Road Regional Tourism Strategic Master Plan
- Victorian Visitor Economy Strategy

## BENEFITS AND IMPACTS OF EVENTS

Events and Festivals provide benefits such as:

### ***Economic/tourism benefits***

- Multiplier effect of tourism dollar (new dollars injected into the community).
- Attracting external funding for support (eg. sponsorship).
- Employment of local skills base increasing job opportunities (i.e. musicians, artists).
- Opportunity to improve skills base through volunteer work.
- Fundraising opportunities for local groups and organisations.
- Capacity for promotion of region, leading to consideration of re-location of business.
- Potential catalyst for relocation (visitors relocating to their tourism destination to acquire improved quality of life).

### ***Cultural/social benefits***

- Celebration of 'unique' aspect of community.
- Increased social cohesiveness.
- Evokes a sense of community pride and ownership.
- Cultural enrichment and broader social outlook – interaction with other people, ideas and cultures.

## COUNCIL'S ROLE IN EVENTS

Warrnambool City Council plays a number of roles in delivering events as a:

- *Provider* – funding and organising Council driven events;
- *Investor* – providing assistance to other groups (financial or support);
- *Promoter* – actively promoting events through media and public relations activities; and
- *Leader* - Council provides civic leadership and governance through advisory and cooperative arrangements for external events.

The development of clear guidelines and methodologies for the assessment of the level of support is critical to the ongoing sustainability of the Warrnambool events program. If produced well, events can be accessible activities that invite participation from a diverse range of groups with material economic benefit for our City. The successful management of events can be complex, as events are now expected to meet a range of requirements. Those who attend events also bring with them a wide range of expectations in relation to the event in which they participate or attend.

## EVENT CONTROL GROUP

A key element of the Strategy is the creation of an Event Control Group (ECG) that is tasked with assessing event proposals and providing a recommendation to Council. Importantly, this single point of contact for event owners and organisers, provides a professional and streamlined administrative and permit issuing process for events conducted on high profile WCC managed spaces, such as the Civic Green and Lake Pertobe.

The following criteria provides a summary of how the ECG will assess event proposals and ensure transparent, flexible, and accessible decision-making by WCC Officers. The event proposal will be considered if it satisfies the following Strategic Principles:

- The proposed event meets the earlier identified criteria of building on at least one of the City's strengths, attracting a key market segment, meeting at least one of the portfolio Guiding Principles, and contributing to at least two of the Council Plan Success Criteria;
- The event and its organisers meet the required legislative and regulatory requirements;
- The proposed event will provide community, social, cultural, economic, tourism and profile benefits;
- It will contribute to making Warrnambool a vibrant and great place to live;
- It will encourage creativity and innovation;
- The proposed event acknowledges and respects the City's natural environment;
- The event opportunity is unique to Warrnambool;
- The proposed event provides opportunities to showcase the I AM WARRNAMBOOL destination brand including our natural environment, sport, food and wine, arts and culture and heritage;
- The event opportunity includes entrepreneurial approaches and planning for long-term self-sufficiency; and
- implementation of best practice event management including respecting local amenity and minimising adverse impacts.

This decision-making criteria will help Council to:

- ensure Council has the correct mix and spread of events across the year to future-proof the event portfolio;
- ensure Council delivers those events which are right for Warrnambool with an appropriate geographical spread across the city;
- maximise and utilise city infrastructure;
- improve our success rate in attracting state and national events to the city against fierce competition;
- demonstrate the genuine value of hosting events;
- build capacity opportunities for local event stakeholders, businesses and suppliers; and
- maximise opportunities for local suppliers.

## **CONSULTATION / COMMUNICATION**

Community and stakeholder consultation has occurred throughout the development of the draft strategy with the organisations below:-

- Workshop & feedback from Councillors, MEG (Business Units that engage or sport events)
- Current event partners (those that WCC currently fund and/or support)
- Warrnambool & region event owners (WRC, Speedway, Surf2Surf, WUNTA)
- Sporting Club's & Organisations (Football/Netball, Cycling, WSLC) RSL, Schools
- Strategic supply chain to event promoters/owners and contractors
- Media & sponsor partners
- Peak bodies such as state level event stakeholders (including Victoria Events Industry Council and Business Events Victoria)



**NEXT STEPS**

Consultation of the Draft Events Strategy will be undertaken during March & April 2018 to ensure event organisers, visitor economy operators / businesses and the wider community have an opportunity to provide feedback and suggestions.

Consultation feedback will be reviewed and where relevant, the Draft Strategy will be amended and returned to Council for formal adoption.

**FINANCIAL IMPACT**

All future funding of existing and new events will need to meet the objectives of the Warrnambool Events Strategy 2018-2022 and be subject to Council budget approval.



DRAFT

# Warrnambool Events Strategy



CONTENTS

Executive Summary	3
Overview	4
Strategic Alignment and Partnerships	6
Strategic Goals	7
Priority Areas and Objectives	8
Partnerships and Stakeholders	10
SWOT analysis	12
Current Markets	14
Current Investment	16
New Thinking	17
Council's Role in Events	20
The New Plan	21
Festival and Events Fund	23





## EXECUTIVE SUMMARY

Events play a critical role in community health and wellbeing, creating economic stimulus, encouraging community pride and participation and generating legacy infrastructure and capacity.

Events around Victoria and Australia are changing rapidly and profoundly. The increasing availability of local events, growth in targeted 'interest group' events and competition in the domestic tourism market has all combined to dramatically impact visitation to, revenue from and sponsorship awarded to events.

Consequently Council has worked with key stakeholders to review its Events Strategy to ensure Council is in a position to maximise its investment in events and remain relevant and competitive in an increasingly crowded landscape.

The review considered the funding mix Council allocates to events, the return on investment, lifecycle and potential for growth of events and the market segments attracted to different types of events.

The review determined that while the type of events Warrnambool is hosting, supporting and creating is strong, the mix needs to change, to ensure Council delivers on its objectives. Currently, the funding model applied to events means that one event (Fun4Kids) has absorbed 80 per cent of the events budget, over a one-week period. This event has experienced a material year-on-year decline in ticket sales (22,217 in 2013; 12,102 in 2017).

The new Warrnambool Events Strategy excludes Fun4Kids. Resources will be redirected into a new

portfolio approach which will allow the introduction of new events, to be seeded and supported by Council, which target growing markets. The strategy will broaden the type and spread of events throughout the year.

These potential new events could include initiatives such as:

- Creation of a festival to celebrate our regional dairy and beef industries
- Greater investment in junior and master sporting events
- Touring events (eg. Nitro Circus)
- Seed funding for Community events and/or other events





# Warrnambool Events Strategy



Warrnambool City Council (Council) recognises events play an important role in enriching the cultural fabric of our community. They act to bring people together, foster creativity and provide opportunities for new experiences and understanding. In doing so, events encourage connectedness and greater participation. Events also play an important part in generating community pride and sense of place. All are important indicators of community wellbeing and quality of life.

Events also provide economic benefits. They are an essential driver of visitation and a catalyst for infrastructure investment. They raise the profile and reputation of our destination.

Council's aspiration is for Warrnambool to be a must-visit destination for high yield market segments. For this to occur, Warrnambool must be a place alive with festivity and offer our community and visitors a combination of signature tourism events, a range of community events that celebrate our unique attributes and various celebrations.

This strategy provides a guide to the development of a vibrant events calendar for our community and region. It explains why and how Council supports events and includes a framework for Council decision-making and planning, key priority areas and an outline of Council's roles. It also establishes a clear pathway for Council to maximise outcomes and optimise its resources, while outlining the activities associated with identifying, attracting and supporting community and tourism events in Warrnambool.

In developing this Events Strategy, Council consulted extensively with other Council business units involved in events as well as with other relevant stakeholders.

This consultation has included workshops with:

- current event partners;
- event owners;
- tourism operators;
- community organisations;
- peak bodies; and
- state-level event stakeholders.

Other consultation included online surveys (APPENDIX A) and workshops (APPENDIX B).

The following topics were consistently raised during these consultation sessions:

- The importance of a robust, diverse and fresh events program to tourism success
- The increasingly crowded regional events market
- The need for innovation, capacity building and private sector involvement
- The recognition of event lifecycles and the consequent need for clear, measurable community benefits

This strategy has been developed to support the sustainability of the events program, ensure events and festivals can continue to evolve and meet the needs of the community, visitors and the local economy. Recognising it is not financially viable to support all events, Council will prioritise its support to events that deliver key priorities within the Events Strategy.

Council reviewed the event funding process as part of the development of this strategy. This Event Strategy has formulated a new funding model (Festival and Events Fund), which will allow Council to develop existing events, while also allowing for the consideration of new opportunities.

This funding model will ensure that Council is capitalising and building on previous event successes to deliver economic, social, sporting and cultural legacies for the city. It recognises that across the event sector, it is only in generating the right mix of significant and community events that Warrnambool will realise its vision of being a cosmopolitan city by the sea.

Consequently, a new funding application process has also been adopted, which will assist community groups and organisations in aligning their events to Council's, and therefore the community's, goals and expectations and streamline the application process.



## STRATEGIC ALIGNMENT AND PARTNERSHIPS

### VISION

Warrnambool has a diverse, vibrant and inclusive portfolio of events that make its people proud of who they are and where they live. Events are understood as positive social and economic drivers of community wellbeing and on quality of life.

### INTENT

To increase community participation, pride, economic and infrastructure benefits and add to the cultural fabric of the Warrnambool Region.

This strategy will provide the City of Warrnambool with a clear direction to build on its foundation of events success and achieve greater social, economic and cultural benefit from its events portfolio.

### OBJECTIVES

- Generate a diverse and vibrant annual calendar of events
- Identify and attract new, iconic event/s to Warrnambool that drive tourism visitation
- To ensure precise, measurable community benefits are derived from events across a range of wellbeing and quality of life indicators including community:
  - connectedness
  - participation
  - tolerance and understanding
  - pride in place and reputation
- Support the development and sustainability of existing events
- Support individuals, community groups, organisations and businesses to deliver high-quality events in the city
- Support and promote the Warrnambool brand.
- Strengthen the city's appeal as an enviable place to live, visit and invest
- Develop partnerships to increase investment and support of events in the city
- Ensure alignment with regional plans and strategies



## STRATEGIC GOALS

### GOAL 1: LIFESTYLE

Warrnambool has a diverse, vibrant and inclusive annual calendar of events and activities that promote the region as a highly desirable place to live, work and invest.

### GOAL 2: TOURISM AND MARKETING

Encourage, support and develop events that increase visitation and enhance the profile of the region as a destination.

### GOAL 3: ECONOMY

Develop partnerships and support events that provide maximum benefit to the city.

### GOAL 4: INVESTMENT

Invest in events that align with the city's strategic goals and outcomes.

### STRATEGIC ALIGNMENT

The Events Strategy has been developed in consideration of and aligns with relevant local, regional and state community, business, and tourism plans and strategies. It supports the strategic objectives in:

- Warrnambool City Council Plan 2017 – 2021
- Warrnambool Economic Development and Investment Strategy 2020
- Warrnambool Destination Action Plan
- Great Ocean Road Regional Tourism Strategic Master Plan
- Victorian Visitor Economy Strategy
- Warrnambool City Council Health & Wellbeing Plan 2017 -2020



**Warrnambool City Council Plan 2017 - 2021 provides an over-arching structure for all City programs and services. The Events Strategy aligns with the following Key Priority Areas and Objectives:**

### Priority 2:

**Foster a healthy city that is socially & culturally rich**

- Increase community health and social connections
- Encourage and support participation in sport, recreation and physical activity
- Develop Community Programs that have a health & wellbeing focus and respond to community need
- Recognise the importance of indigenous culture to the region and explore with Great Ocean Road Regional Tourism the potential for an increased Aboriginal tourism offer.
- Deliver inclusive community engagement activities which provide a variety of opportunities to participate

### Priority 3:

**Maintain and improve the physical fabric of the city**

- Create a more vibrant city through activating high-quality public spaces

### Priority 4:

**Develop a modern economy with diverse and sustainable employment**

- Develop and circulate economic data and analysis to business and industry
- Support the development of new tourism and

economic development proposals

- Enhance the visitor experience
- Partner with Great Ocean Road Regional Tourism and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan
- Produce and implement a marketing strategy to promote Warrnambool in partnership with Great Ocean Road Regional tourism industry
- Continual Improvement of the Event Tool Kit (Event Guide)

### Priority 5:

**Practice Good Governance through openness and accountability**

- Achieve a low-risk financial sustainability rating through the preparation of the annual budget and ongoing monitoring of the financial performance
- Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness

**Warrnambool City Council  
Economic Development &  
Investment Strategy 2016-2020**

- Develop product and experiences to match visitor demand and improve seasonal dispersal
- Work with partners to investigate the attraction of new major events worthy of further development including sporting, cultural, food and agricultural events and conferences
- Support the growth of creative industries and awareness of their economic value across our business community.

## Related Strategies and Plans

**The Shipwreck Coast Master Plan**



**Warrnambool City Council Health & Wellbeing Plan 2017-2021 specifically identifies the following strategy actions:**

- Increase opportunities and encourage people to participate in active travel, sport and active recreation
- Increase opportunity for all people to participate in and feel connected to their community
- Improve access to services and programs that support health and wellbeing of all residents
- Increase activities to identify, create and support local employment opportunities

**Victoria's Tourism and Events Industry Strategy 2020**

- Priority 4: Major Events and Business Events: The attraction of business events to Regional Victoria creates economic benefit for the destination. The Victorian Government supports regional city's in this sector through funding of a regional business events program.

**VTIC Policy Agenda**

- Regional Victoria will have a compelling tourism events offering that attracts more visitors to stay longer and travel further.





## PARTNERSHIPS AND STAKEHOLDERS

A diverse, rich and successful Events Strategy must be delivered in partnership with many sectors of the community, including:

- Event organisers and event visitors
- Internal and external stakeholders

Event organisers and visitors are at the core of this Events Strategy. Regular communications and consultation will occur with event organisers, and ongoing feedback sought from event visitors on their experiences in Warrnambool.

Internal and external stakeholders will be coordinated and collaborated with to ensure positive outcomes and successful delivery of Council's objectives. The Event Strategy will be delivered in partnership with a range of internal and external stakeholders.

- A range of Council Directorates and Service Units
- Event organisers
- Event venue operators
- Victorian Tourism and Events Industry
- Great Ocean Road Regional Tourism
- The local tourism industry

## WARRNAMBOOL'S FUTURE GROWTH

Tourism has been identified as a key growth sector across the nation, particularly for regional centres, at all levels of government. Tourism events are a key driver behind visitation and can be an effective tool in increasing tourism numbers during off-peak seasons.

Warrnambool City Council has identified tourism events as a core component of a broader strategy to raise awareness and increase visitation to Warrnambool and its surrounding region, as well as brand Warrnambool as an attractive place to visit, live and invest.

Warrnambool has identified the visitor economy as being fundamental to the economic success of the city and events are one of the core pillars of the visitor economy.

Warrnambool must plan its development and progress in a disciplined way – balancing its responsibility with a due commitment to time and public money. A diverse and rich events calendar attracts a diversity of people, which in turn increases the range of people who would consider Warrnambool as a place to live and

invest. Events may create legacy infrastructure and activate open spaces, which can be of great value to communities long after the event has finished.

## THE OPPORTUNITY OF EVENTS

There are four main benefit streams associated with events:

**Immediate economic benefits:** Events can deliver immediate economic benefits by bringing new money into the economy. (insert stats re day visit expenditure and overnight expenditure)

**City branding:** Hosting events has beneficial impacts on a city's image and can be a cost-effective way of promoting the city's brand to potential visitors and investors.

**Social wellbeing:** Events make cities more vibrant and interesting places to live, bringing people and communities together and give them a sense of identity and place.

**Legacy benefits:** Accelerating economic and social development and triggering investment in legacy infrastructure or investment, i.e. upgrade a park to hold events and the community benefits, this can deliver over the long term.



## DEFINITIONS

The strategy is based on:

Significant events	Regional events	Local events	One-off Special Events	Business Events
Events of national or international interest	Events that attract regional visitation and participation Deliver primarily social outcomes	Events that are driven by and supported by local communities Deliver primarily social outcomes in a local area	Events that attract local and regional visitation and participation. Deliver primarily social outcomes.	Events that generate
Significant events are those that: <ul style="list-style-type: none"> <li>Bring measurable economic benefits and profile to the city</li> <li>Attract target market visitors to the region</li> <li>Contribute to building strong communities and people's connection to the city</li> <li>Contribute to celebrating Warrnambool's identity</li> <li>Support Warrnambool's key strategic directions</li> </ul>	Regional events are those that	Local and community-focused events are those that: <ul style="list-style-type: none"> <li>Support social interaction, community involvement and strengthen community networks</li> <li>Attract mainly residents, some visiting friends and family</li> <li>May have economic benefits</li> </ul> One-off special events will attract both locals and visitors. They will generate significant economic, tourism, social, community and cultural benefits. These events may have a regional, state or national profile. Special events differ from significant events in their tendency to be one-off opportunities which can	showcase the municipality, for example, national/state sporting events.  Business events has been the broad term used by the tourism sector when discussing the Meetings, Incentives, Conferences and Exhibitions (MICE) industries.  Business events represent a high yield component of the visitor economy and can provide a significant and regular contribution to the host destination including: <ul style="list-style-type: none"> <li>high yield per delegate spend</li> <li>incentive for repeat visitation</li> </ul>	



## THE CURRENT EVENT LANDSCAPE KEY STAKEHOLDER FEEDBACK

Key stakeholders were involved in an analysis of the current approach to developing and attracting events as well as a scan and review of current and related tourism, event and economic development strategies. Key state-level events and tourism bodies were consulted on emerging trends, future growth markets and government priorities.

An audit and review of all Council's existing events considered attendance patterns over recent years, long-term business plans, expenditure, community involvement, organisational succession planning, and revenue and funding mixes.

Feedback was sought by Council at several workshops (internal and community-based) to gain a better understanding of the benefits as well as challenges being faced by event organisers in the City. (APPENDIX C)

Finally, Council reviewed the return on investment of events against the measures of economic impacts, overnight visitation, enhanced livability and branding potential.

## SWOT ANALYSIS OF CURRENT EVENTS LANDSCAPE

### STRENGTHS

- Natural, built environment and location
- Proximity to major capital cities
- Waterfront heritage
- Open green spaces
- Foreshore parks
- Aboriginal cultural heritage
- Natural environment
- Biodiversity
- Growing population and demographic profile
- Plethora of creative arts and people
- Range of iconic events held in the region delivering a strong events profile
- Strength of the local sports industry
- Range of accommodation, hospitality and attractions in the region

## WEAKNESSES

- Lack of event venues with the capacity to gather for large attendee numbers
- Difficulty of accommodating event patrons in high season
- Uneven spread of events across the calendar
- No dedicated council owned event space for large events, i.e. more than 15,000 attendees
- Limited venues suitable for conferences
- Limited inter-regional ground transport
- Event organisers predominantly volunteer/part-time with limited professional event support and/or expertise
- Volunteers risk burn out
- Limited partnering between event organisers and tourism operators
- Limited economic data impact
- Limited resources to support events
- Level of event planning and management systems within the local industry
- Lack of awareness of the benefits of economic and social evaluation of events
- Council processes regarding funding and support procedures
- Lack of event marketing collateral and poor presentation of web-based information
- Limited collaboration within the local industry including marketing, event packaging and information sharing
- Access processes to event support information at council
- Gaps in policy and strategy that would help inform event development
- Clarity around event objectives and KPI measurements

## Opportunities

- Developing signature/destination event(s)
- Create an approval process for event organisers through a main point of contact
- Creation of an Event Control Group that meets monthly
- Online portal for event organisers with a calendar, facilities and venues, local providers, suppliers and event guide
- Event bundling and packaging with other operators to enhance the visitor experience
- Corporate conferences, business events, retreats
- Greater coordination and promotion of events calendar
- Embrace the bay (foreshore), heritage and culture
- Creating networking and up-skilling opportunities for event organisers
- Familiarisations for event organisers to promote the city
- Regional focus in the Victoria 2020 Tourism Strategy
- Increased arts & cultural events
- Enhanced marketing and promotion of Warrnambool as an events and tourism destination
- Increasing economic and social returns to the community from events
- Greater collaboration and information sharing by the local events industry
- Fostering of best practice event planning and management and the development of continuous improvement processes
- Improved council processes and procedures for event planning, reporting and funding
- Council establishing a leadership position within the local and wider events industry including better stakeholder management with the public and private sector
- Development of a strategically focused events increasing tourism yield through better event promotion and packaging

## Threats

- Intense level of competition from destinations such as Ballarat, Bendigo, Geelong for events and conferences
- Government agency restrictions i.e. maritime, environment protection
- Resident attitude to events
- Nearby mature and rejuvenated signature/destination events with greater event budgets and focus
- Changed and/or reduced state and federal government focus and/or funding of events
- Conflicting use and availability of parks and outdoor facilities for event organisers e.g. local sport meets and event use
- Events are failing to provide a good and refreshing customers experience
- Event risk identification and mitigation processes by the local industry
- Changes to government and community attitudes towards certain horse racing activities
- Increased competition for funding and sponsorship in a tougher economic environment
- Decreasing participation in event activities by the community including volunteers
- Sustainability concerns not being understood and addressed
- Hosting and developing events that don't support the future direction of council and the community





## CURRENT MARKETS

Currently, Warrnambool receives:

- A third of its visitors from Melbourne or South Australia
- A third from regional Victoria
- A third from interstate and international (predominantly South Australia and southern NSW, with some from Tasmania, ACT, Queensland and Western Australia)

Overseas visitors are predominantly from New Zealand, the United Kingdom, western Europe and the growth markets of China, India and developing Asian countries.

The interstate tourism market offers the most opportunity for regional Victoria accounting for:

- 9.6 million overnight visitors
- 27.9 million visitor nights which equates to \$3.3 billion in overnight expenditure
- 26 million day trips which contribute to \$2.5 billion in expenditure

Over the past decade and a half, visitation yield has decreased across all domestic travel segments, while outbound travel has increased from 4.2 million to

8.6 million overseas departures. Specific market segments primarily drive this long-term decline from capital cities, who are choosing outbound destinations over regional Victoria.

Contributing factors to the decline in regional tourism which relates to events include increased options, particularly for those in large regional centres or capital cities, such as:

- Out of category competition, i.e. dining out
- Strong local events calendars, convincing people to stay local
- The decline in traditional family holidays and increase in day trips, short breaks and trips related to interests and hobbies

While these factors have contributed to a decline in intrastate visitation, they also pose an opportunity, as they highlight the desires of the modern traveller. Further, the most substantial segments of travellers who are participating in these changed behaviours are those known as Lifestyle Leaders.



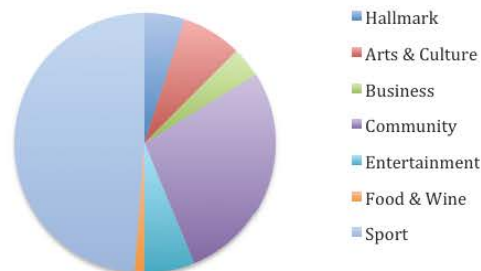
## CURRENT EVENT CLASSIFICATION AND ANALYSIS

The following table outlines the event classification system Council uses to categorise the city's events and understand the benefits each brings to the city and community.

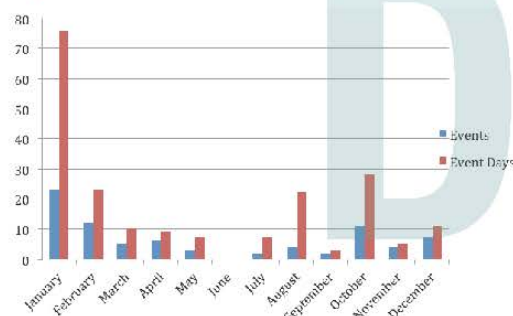
### Characters of Event Classifications

Evaluation Criteria	Event Category Matrix			
	Significant Events (Tier 1)	Regionally Significant Events (Tier 2)	Regional Events (Tier 3)	Community Events
Positioning	National or state marketing tools Supports destination brand showcasing regional attributes	Positioning Warrnambool as an attractive event destination showcasing regional attributes	Triggers some destination brand support Positions Warrnambool for other events Builds reputation as an events destination	Minimal
Recognition	National/State	National/State	State	Local
Occurrence	Recurrent One off event with a strong brand recognition to Warrnambool	Recurrent or one off	Recurrent or one off	Recurrent or one off
Visitor Nights	Capacity to generate 3,000 visitor nights	Capacity to generate in excess of 1,000 visitor nights	Capacity to generate 500 visitor bed nights	Limited in terms of economic value
Economic Impact	Significant economic impact in excess of \$1 million Economic value clearly measurable	Economic value measurable	Economic value over \$500,000 Economic measurable	Limited mostly local
Media Exposure	National/state coverage Live/delayed TV coverage	State level media exposure with potential for some national coverage	Regional coverage outside Warrnambool Warrnambool media coverage	Limited mostly local
Participants/ visitors from outside the region	More than 60% participants/ visitors outside the region	Delayed highlights media package At least 50% of participants/visitors from outside the region	Between 30% and 50% of participants /visitors outside the region	Up to 10% participants/ visitors outside the region

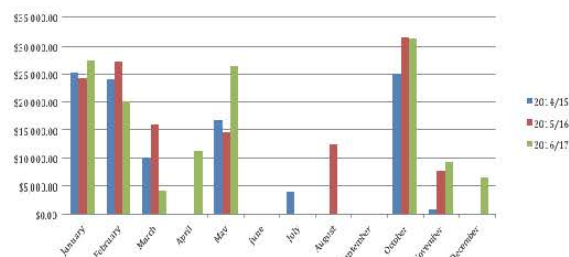
## Warrnambool Events by Category



## Warrnambool Calendar of Events by Month



## Total Funding by Month (excluding F4K)



## CURRENT INVESTMENT

Council invests in a range of events each year (APPENDIX D).

Existing significant events on Council's calendar include:

- Grand Annual Sprintcar Classic
- May Horse Racing Carnival
- Wunta Fiesta
- Tour of the South West
- Sports carnivals (many and varied)

Conservative estimates indicate that the existing significant events in Warrnambool add more than \$20 million per year to the local economy and increase the number of room nights occupied by 500,000 annually.

This is in addition to the estimated \$15 million per year that regional events generate in economic impact, through their visitation spend and the extra room nights.

Council has historically supported regional events through its recurrent events budget. These events exhibit different characteristics to significant events. Nevertheless, these events all serve to grow the region's reputation for supporting and hosting an extensive events program and play an essential role in facilitating community well-being, attracting visitors and generating business activity.

Council also provides financial support to a range of small and community events. (APPENDIX E)

## CURRENT EVENT ORGANISATION STAFFING AND PROCESSES

Not-for-profit organisations organise a significant number of events with a smaller portion of events run by council and private enterprise. The high proportion of events run by not-for-profit groups means that the event is reliant upon community volunteers with limited professional event experience. There is also a high turnover rate due to "volunteer burnout", which impacts the growth of events. Further, some event organisers, either volunteers or private enterprise do not understand processes required for appropriate completion of applications, including those seeking cash and in-kind support. These groups will benefit from support including training and assistance with applications.

## REVIEW FINDINGS AND RECOMENDATION

The consequent findings determined that one-off events bring the least return on investment, followed by annual events at particular times of the year that had not been recently refreshed, or appealed to a low spend demographic.

Council has since determined that a new approach to event attraction be required, which will be guided by Council's Annual Plan. This new approach will involve:

- A higher level of long-term planning
- A portfolio approach, where each portfolio group has its own set of criteria and return on investment measures
- Build on Warrnambool's existing natural, community and infrastructure strengths
- Specifically targeted market segments
- Staging or hosting events during specific low occupancy periods





## PORTFOLIO APPROACH TO EVENTS

The benefits of an improved events portfolio extend well beyond the immediate social and economic impacts – the bigger picture is a vibrant city that is a highly desirable place to live, work and invest.

Warrnambool's event portfolio encapsulates these outcomes in the following vision statement:

**Warrnambool has a diverse, vibrant and inclusive portfolio of events that make its people proud of who they are and where they live. It understands the positive, social and economic outcomes events can deliver and their impacts on quality of life.**

Given the link between social wellbeing and long-term economic growth, Warrnambool needs to strike a careful balance between events that result in increased economic activity and events that make Warrnambool a more exciting and attractive place to live.

## NEW OUTCOMES FROM EVENTS

**Warrnambool has identified four key outcomes for its events portfolio.**

1. Expand Warrnambool's economy-tourism yield will increase, and as a result, the community will reap more benefits.
2. Grow visitor nights in Warrnambool-attract inter and intrastate visitors to Warrnambool and encourage them to extend their stay.
3. Enhance Warrnambool's liveability – support a diverse events calendar that contributes to making Warrnambool a desirable place to live, work and invest.
4. Increase opportunity for the branding of Warrnambool to the desired market, by using events as a platform for promoting Warrnambool to a wide, targeted audience of potential visitors and investors.

## NEW TARGET MARKETS

The desires of the modern traveller include increased short breaks related to interests and hobbies and experiences relating to accommodation, activities and food and beverages. The most substantial segments of travellers who are participating in these changed behaviours are those known as Lifestyle Leaders.

Lifestyle Leaders are white collar, skilled professionals that are higher than average in affluence and discretionary spend, are well educated and are more likely to take leisure trips (4.2 leisure trips per year compared to the Australian average of 3.9). Further, when they do travel, they spend around 20% more than the average Australian traveller, travel based on interest or triggers (hobby, interest area or passion) and make up about one-third of the Australian population.

This market segment is culturally curious and regularly seeks out new experiences and therefore is a high event attendee.

The traditional tourism Roy Morgan Value Segments that display Lifestyle Leader behaviours are:

- Visible achievers
- Socially aware
- Young optimists
- Traditional Family Life value segment included when driven to take short trips for children's hobbies and sports

The new Events Strategy will deliberately attract, support and develop events attractive to these high yield markets.



## NEW BENEFITS CRITERIA

The events portfolio will be a mixture of established successful events, new events that have the potential for development, providing a longer event lifecycle, and national events.

When developing the portfolio consideration will be given to the benefits the event will bring:

- Fit with the Warrnambool brand
- Ability to build on, highlight or strengthen Warrnambool's unique characteristics
- Market segment it will attract
- Origin of the event
- Frequency of event
- Time of year of the event
- The potential for the event to generate long-term legacy benefits

## THE NEW PORTFOLIO

Annually council aims to present at least one major event each year, at least four significant events, two business events and a range of medium to small events or activities.

## THE NEW PRINCIPLES

Based on the previously mentioned city's strengths, and the interests and drivers of our target markets, the events will focus on one or more of the following four guiding principles:

- Family friendly
- Nature and marine-based
- Artistic and creative
- Active outdoor and sporting

In most instances, the council will work in partnership with one or more organisations to deliver the events.

All events will:

- Build on at least one of the city's identified strengths
- Attract a critical market segment
- Meet at least one of the portfolio guiding principles
- Contribute to at least two of the below Council Plan success criteria
- Direct and immediate benefit to the local economy
- Provide opportunity for city branding to a wide audience of potential visitors and investors
- Cultivate social wellbeing by bringing people and communities together and giving them a sense of identity and belonging
- Leave a legacy – elevating the host's stature and accelerate its economic and social development

This approach will mean, that across the full year, the full portfolio of events should deliver on all the above Council Plan success criteria.

## HOW WE WILL DETERMINE OUR PRIORITIES

As identified, council will give priority support to events that can generate substantial tourism, economic, profile, community, social or cultural benefits. Specifically, these benefits will be:

- Attracting and securing new events where a cost-benefit analysis indicates a substantial and satisfactory return on investment
- Supporting, developing and maximising the value of existing events that already deliver significant benefits
- Emerging events when they have the potential to deliver substantial benefits
- Encouraging events in off-peak and shoulder tourism seasons to provide the sought-after impacts when demand is traditionally lower

Significant and community events will all receive council support. A relatively higher proportion of the

event funding budget will be allocated to significant events to reflect the higher operating costs and the more significant and broader economic and tourism returns they generate.

Council will undertake a cost-benefit analysis on all events seeking significant support from Warrnambool City Council, with the key focus being on attracting and supporting events that deliver the highest yield and return on investment.

Council will work with existing event organisers who have been receiving ongoing annual funding to ensure these events demonstrate renewal and initiatives that contribute to the outcomes sought within this strategy.

Recognising that community and professional event organisers deliver events, the Warrnambool City Council will:

- Implement transparent, proactive and customer focused event compliance programs to support all event organisers
- Value and actively facilitate collaborations and partnerships with key stakeholders
- Promote and support only best practice event management

## EVENT SUBMISSIONS – DECISION MAKING CRITERIA

The Warrnambool City Council has established an Event Control Group (ECG) that is tasked with assessing event proposals and providing a recommendation to council. (Appendix F)

Some event opportunities will arise at very short notice, outside the (ECG) meeting cycle, or requiring a prompt response from council. Therefore council needs an agile, flexible approach to react quickly and balance such opportunities with ongoing commitments.

The following criteria will guide the Event Control Group in its assessment of event proposals and ensure transparent, flexible, and accessible decision-making by council.

**The event proposal will be considered if it meets the following principles:**

- The proposed event meets the earlier identified criteria of building on at least one of the city's strengths, attracting a key market segment, meeting at least one of the portfolio guiding principles, and contributing to at least two of the Council Plan success criteria
- The event and its organisers meet the required legislative and regulatory requirements
- The proposed event will provide community, social, cultural, economic, tourism and profile benefits

- It will contribute to making Warrnambool a vibrant and great place to live
- It will encourage creativity and innovation
- The proposed event acknowledges and respects the City's natural environment
- The event opportunity is unique to Warrnambool
- The proposed event provides opportunities to showcase the I AM WARRNAMBOOL destination brand including our natural environment, sport, food and wine, arts and culture and heritage
- The event opportunity includes entrepreneurial approaches and planning for long-term self-sufficiency
- Implementation of best practice event management including respecting local amenity and minimising adverse impacts

**This decision-making criteria will help Council to:**

- Ensure Council has the correct mix and spread of events across the year to future-proof the event portfolio
- Ensure Council delivers those events which are right for Warrnambool with an appropriate geographical spread across the city
- Maximise and utilise city infrastructure
- Improve our success rate in attracting state and national events to the city against fierce competition
- Demonstrate the genuine value of hosting events
- Build capacity opportunities for local event stakeholders, businesses and suppliers
- Maximise opportunities for local suppliers





## COUNCIL'S ROLE IN EVENTS



### LEADER

Council champions, coordinates and advocates an event focus for the City and is a catalyst for partnerships.

### PROVIDER

Council organises a series of significant regional events for the community and its visitors, as well as provides potential venues, open-spaces and in-kind support for festivals and events.

### HOST

Council invests in events organised by others through targeted funding programs.

### FACILITATOR

Council empowers and develops event organisers and community groups through skills development, information and regulatory advice, and relationship management.

### PARTNER & STAKEHOLDER

Council works with event organisers, community groups, businesses and individuals to support events and create new opportunities.

### COMMUNICATOR AND PROMOTER

Council champions event initiatives and their benefits to stakeholders; utilising Council's marketing and communications resources to promote and generate audiences.

### APPROVE

Council coordinates the event approval process, ensures regulatory requirements are met and acts as main point of contact for event organisers.

### EVENT DELIVERY

Council delivers Council owned events.



# THE NEW PLAN

## GOAL 1: LIFESTYLE

Develop a calendar of events that supports Warrnambool's strengths and identity, and enhances a vibrant atmosphere that promotes the region as a highly desirable place to live, work and invest

ACTION	TASKS
Increase capacity of local events industry	<ol style="list-style-type: none"> <li>1. Work with event organisers to identify training opportunities beneficial to them.</li> <li>2. Deliver two community capacity building workshops annually.</li> <li>3. Delivers one event organiser, supplier, venue manger networking event annually.</li> <li>4. Develop an online event guide to assist event organisers.</li> <li>5. Review and update event guide quarterly.</li> </ol>
Develop a balanced calendar of events	<ol style="list-style-type: none"> <li>1. Review and update calendar of events.</li> <li>2. Identify and support the growth of two significant events where the primary driver is social and cultural benefits.</li> <li>3. Identify and support the growth of two significant events where the primary driver is economic benefit</li> <li>4. Identify and secure two national or state sporting events.</li> <li>5. Maintain and promote Warrnambool calendar of events.</li> </ol>
Improve Council's ability to respond to event industry needs	<ol style="list-style-type: none"> <li>1. Establish a senior cross-organisational team (Event Control Group) to manage the council's involvement in the event endorsement and support.</li> <li>2. Develop an event portal as part of council website.</li> <li>3. Develop and implement online event and permit application forms.</li> <li>4. Provide a "relationship manager" as the key point of contact for event organisers.</li> </ol>
Maximise the value of existing significant events and enable them to grow	<ol style="list-style-type: none"> <li>1. Secure investment from council, other levels of government and private sector stakeholders to optimise the growth potential of existing significant events.</li> <li>2. Develop a stronger partnership with state government as a priority.</li> <li>3. Foster long-term commitments by event organisers/promoters through offering longer-term funding.</li> </ol>
Support a range of large and small community events	<ol style="list-style-type: none"> <li>1. Continue to support existing popular events.</li> <li>2. Support local community and event organisers to establish new events to fill gaps.</li> </ol>

## GOAL 2: TOURISM AND MARKETING

Encourage, support and develop events that increase visitation and enhance the profile of Warrnambool as a destination

ACTION	TASKS
Establish Warrnambool as a business event and conference destination	<ol style="list-style-type: none"> <li>1. Produce a Warrnambool event and conference guide.</li> <li>2. Participate in one event conference expo annually.</li> <li>3. Deliver one famil per year for event organisers to visit venues, open spaces and tourism facilities.</li> <li>4. Deliver one famil per year with Professional Conference Organisers.</li> <li>5. Facilitate two workshops annually with conference venue owners/operators.</li> </ol>
Collect Evidence	<ol style="list-style-type: none"> <li>1. Participate in regional research initiatives to monitor changes in visitation and market behaviours.</li> <li>2. Partner with GOORT to monitor and track visitor trends and develop actions to address them.</li> <li>3. Work with industry to capture Warrnambool centric trends.</li> </ol>
Event Infrastructure Plan	<ol style="list-style-type: none"> <li>1. Undertake an infrastructure and asset audit to identify strategic priorities for future infrastructure investment, and incorporate into Council's capital works and asset upgrade programs.</li> <li>2. Identify and facilitate agreements.</li> </ol>
Significant Event Development	<ol style="list-style-type: none"> <li>1. Identify key events that show potential to elevate to signature event status (based on event monitoring).</li> </ol>

## GOAL 3: ECONOMY

Develop partnerships and support events that provide maximum benefit to the city

ACTIONS	TASKS
Event Attraction	<ol style="list-style-type: none"> <li>1. Identify new significant event opportunities.</li> <li>2. Undertake a gap analysis of the 'type' and 'timing' of events required to fill identified gaps in the calendar year.</li> <li>3. Attract and host events that support our shoulder periods and activate quiet seasons.</li> </ol>
Measuring Event Value and Impact	<ol style="list-style-type: none"> <li>1. Develop an event visitor survey template for use by event organisers.</li> <li>2. Implement an event survey protocol to capture data to enable analysis of achievements against strategic objectives.</li> <li>3. Record and assess return on investment for all WCC funded events.</li> </ol>
Identify and support the growth of two significant events where the primary driver is economic benefit	<ol style="list-style-type: none"> <li>1. Support an identified key portfolio of events and assist them to be more strategic.</li> <li>2. Work with event organisers to identify potential for growth.</li> <li>3. Secure investment from council, other levels of government and private sector stakeholders to optimise the growth potential of existing significant events.</li> <li>4. Foster long term commitments by event organisers/promoters through offering longer-term contracts.</li> </ol>

## GOAL 4: INVESTMENT

Invest in events that align with the city's strategic goals and outcomes

ACTION	TASKS
Provide event funding to support growth and development of new and significant events	<ol style="list-style-type: none"> <li>1. Conduct review of current event funding procedure.</li> <li>2. Establish and implement a funding model (Festival and Event Fund) and robust assessment framework to support the city's investment in events.</li> <li>3. Secure investment from council, other levels of government and private sector stakeholders to optimise the growth potential of festivals and events.</li> </ol>
Retain existing significant events	<ol style="list-style-type: none"> <li>1. Develop a retention (future proofing plan) to nurture current events.</li> <li>2. Work with other levels of government and private sector stakeholders to overcome any obstacles to the successful delivery of events.</li> <li>3. Commence contract renewal no later than 12 months prior to contract expiry date.</li> <li>4. Provide a "relationship manager" as the key point of contact for event organisers.</li> </ol>
Event Evaluation	<ol style="list-style-type: none"> <li>1. Develop and implement an event evaluation program.</li> </ol>
Investment and Partnerships	<ol style="list-style-type: none"> <li>1. Develop an event infrastructure investment plan that supports future event growth and sustainability.</li> </ol>

## Other

Events Resources	<ol style="list-style-type: none"> <li>1. Map events application process for council</li> <li>2. Fill existing staff vacancies within the events unit.</li> </ol>
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## FESTIVAL AND EVENTS FUND

The Festival and Events Fund (FEF) (APPENDIX G) is council's funding program for festivals and events conducted within the municipality. This funding program provides seed funding to assist with the establishment of new event initiatives and also supports the development and growth of established events. An established event is one that has been conducted for more than three years.

The aims and objectives of the Festival and Events Fund are to:

- Provide financial assistance to conduct established professional and quality festival or event activities within Warrnambool city
- Improve the quality of life experiences for communities within the municipality by increasing access to quality festivals and events
- Promote cultural diversity and greater awareness, appreciation and participation in activities within Warrnambool city
- Promote a sense of pride and community identity
- Stimulate visitation and tourism to the area and increase economic and social development opportunities
- Contribute to the recognition of the city as a region to host festivals and events
- Create an environment for innovation and creativity within the municipality

### Funding is available in the following three categories.

#### 1. Hosting (Up to \$5,000 per event)

- This level of funding is available to existing events that have demonstrated that the event is sustainable (both financially and socially) and has run for over three years
- Events in this category attract 5,000 or more attendees
- Events within this category will provide significant benefits to the city regarding economic, social and cultural growth to the region and contribution to the local community
- Events within this category must demonstrate a significant community focus
- The post event report will include evidence for how it has met council's funding criteria.

#### 2. Seed Funding (Up to \$2,000 per event)

- This funding is designed to encourage the development of new events
- Events in this category attract between 1,000 to 2,000 attendees
- Submissions will need to show that the proposed event will contribute to the economic, social and cultural development of the local community
- Events within this category will demonstrate a strong community focus

#### One-off Events (Up to \$1,000 per event)

- This funding is for one-off events for celebrations of significant local historical milestones or other important one-off events
- Events in this category attract up to 1,000 attendees
- Events within this category will demonstrate a strong community focus



## REVIEWING THE PLAN

The Warrnambool City Council Events Strategy is a living document and will be reviewed as part of the strategic planning process to ensure that it continues to meet the changing needs of the community and the evolving events and tourism sectors.

### Contact Details

#### Visiting us in person

Visitor Economy Office  
89 Merri Street, Warrnambool  
Open from 8.30am - 5pm, Mon-Fri.

#### Postal address

Warrnambool City Council  
P.O Box 198  
Warrnambool 3280

#### Telephone

03 5559 4800

#### Website

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

#### Email

[events@warrnambool.vic.gov.au](mailto:events@warrnambool.vic.gov.au)

DRAFT



I AM WARRNAMBOOL



**5.8 BELFAST COASTAL RESERVE – DRAFT COASTAL MANAGEMENT PLAN****PURPOSE**

***Parks Victoria has released the Belfast Coastal Reserve Draft Management Plan for feedback.***

**EXECUTIVE SUMMARY**

- The Belfast Coastal Reserve Draft Management Plan outlines proposed management directions for the Reserve over a 15 year time-frame.
- The area that relates to Warrnambool City Council extends along the coast from Levy's Beach to the City's western most municipal boundary with Moyne Shire Council.
- Warrnambool City Council is the delegated land manager for an area in the subject Reserve totalling approximately 176 hectares, approximately 8% of the Reserve's total planning area of approximately 2,260 hectares.
- The key areas of interest for Warrnambool City Council relate to: authorised uses, including beach training of racehorses; the proposed management zones; implementation of the management plan, including land management responsibilities; opportunities for future partnerships with the traditional owners of the area; and access and visitor facilities relating to key sites within the plan.
- It is recommended that the proposed management directions of the Belfast Coastal Reserve Draft Management Plan be supported as it is considered to have brought together and acknowledged the relationship that Traditional owners have with the area, various agencies, user groups, activities and environmental features of the reserve and provides a practical framework that enables a balanced management approach.
- The plan focuses on striking an appropriate balance between the cultural and natural values of the Reserve with the many visitors and uses of the Reserve. In particular, the plan sets out an approach for horse training that balances support for the racing industry, equity of access for all trainers and ensuring adequate protection for cultural and natural values.
- In its submission, Council will be seeking clarification on resourcing and the future implementation of the Management Plan including Warrnambool City Council's role and responsibilities as land manager.

**MOVED: CR. OWEN**  
**SECONDED: CR. GASTON**

1. That Council provide in-principal support to the proposed management directions for the Belfast Coastal Reserve Draft Management Plan; and
2. That a submission be prepared and lodged with the Department of Environment, Land, Water and Planning prior to the closing date of 16 March 2018.

**AMENDMENT**

**MOVED: CR. NEOH**  
**SECONDED: CR. HULIN**

1. That Council provide in-principal support to the proposed management directions for the Belfast Coastal Reserve Draft Management Plan; and
2. That a submission be prepared and lodged with the Department of Environment, Land, Water and Planning prior to the closing date of 16 March 2018.
3. That the State Government provides a report that gives a response to all of the issues that were raised in the consultation so that the community understands the decision making process.

**CARRIED – 6:1**

**Crs. Neoh, Hulin, Gaston, Anderson, Cassidy & Herbert voting for the motion**

**Cr. Owen voting against the motion**

The Amendment then became the Motion and was CARRIED – 6:1

**Crs. Neoh, Hulin, Gaston, Anderson, Cassidy & Herbert voting for the motion**

**Cr. Owen voting against the motion**

## BACKGROUND

The draft Coastal Management Plan applies to an area of public land between Port Fairy and Warrnambool. Refer to Map 1 - Planning Area and Land Tenure.

**Belfast Coastal Reserve**  
Draft Coastal Management Plan 2017

**Map 1 Planning Area and Land Tenure**

**Parks Victoria** Healthy Parks Healthy People



Warrnambool City Council is the delegated land manager for a section of the reserve. Refer to Map 1b - Planning Area and Land Tenure East. WCC is land manager for the area shown orange, generally described as land between the Golf Club and the Municipal border.





The draft Management Plan outlines that Parks Victoria's approach to park management zoning has been applied across the Reserve. This is a Parks Victoria approach to managing reserves across the State.

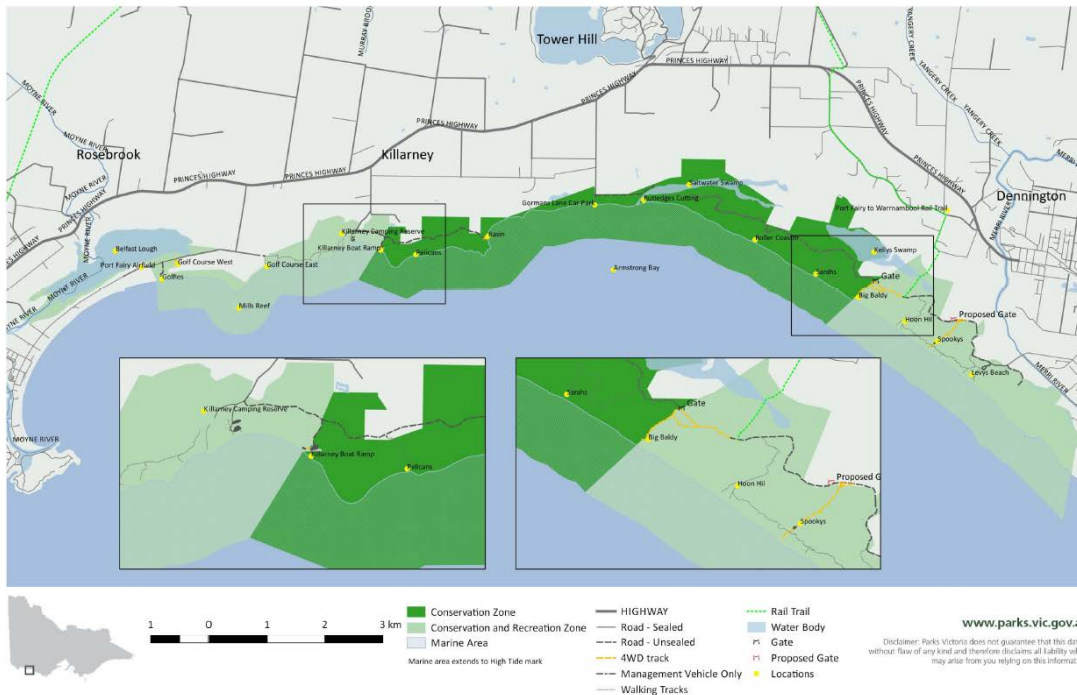
Parks Victoria Management zones are distinct from local government planning scheme zoning. The planning schemes of Moyne Shire Council and Warrnambool City Council also apply over the Reserve. The Public Conservation and Resource Zone applies to the reserve within the Warrnambool municipality. In terms of land use, the Planning Scheme Zones provide the planning framework.

The Parks Victoria management zones will guide activities which are permitted with a view to protect environmental and cultural values. Zoning is a tool to inform the sensitivities of a reserve, and enable areas of high sensitivity to be protected. Zoning is proposed to protect the most significant areas from impacts associated with activities including horse riding, dogs, vehicles and uses. The activities permitted in each of the proposed zones are outlined at page 45 of the draft plan in Table 6.1 of Chapter 6 - Recreation and Use.

The Reserve has been mapped into two relevant zones where different management directions and priorities apply (Map 2 Management Zones).

**Belfast Coastal Reserve**  
Draft Coastal Management Plan 2017**Map 2 Management Zones**

Parks VICTORIA Healthy Parks Healthy People



The zones and their management purposes are described and summarised in Table 3.1 refer to page 10 of the draft plan.

**ISSUES**

The Belfast Coastal Reserve Draft Management Plan has been released for comment and is available at: <https://engage.vic.gov.au/belfast>

Key areas for consideration include:

- Future management of the proposed management zones and the recreation and uses within the reserve provide for dog access and horse access (recreational and licensed racehorse access).
- Clarification on resourcing and the future implementation of the Management Plan (including the draft goals, strategies, responsibilities and delivery partners) includes Warrnambool City Council responsibilities as land manager.
- Acknowledgement and protection of the significant environmental and cultural heritage values of the reserve.
- Opportunities for future working partnerships with the Traditional Owners of the area who have significant interest in the protection of cultural heritage in the reserve.
- Future management of use of the reserve by people, dogs, horses and vehicles which has been a key focus of consultation. Access and visitor facilities of key sites within the reserve are outlined in the draft plan.
- Consideration of authorised uses and in particular beach training of racehorses. The area proposed for licensed racehorse access is located predominantly within the area managed by Warrnambool City Council.

**CONSULTATION/COMMUNICATION**

The Draft Plan has been made available electronically and also in hard copy at Council offices. Further details in relation to consultation are able to be found within the draft plan and at the above website.

Submissions to the draft plan close on 16 March 2018.

**FINANCIAL IMPACT**

Costs associated with the preparation of the submission are provided for within the City Growth budget.

**ENVIRONMENTAL/RISK IMPACT**

The development of a Coastal Management Plan provides direction for the future management of the coastal reserve and identifies the environmental, social and cultural and economic values of the coast. The Coastal Management Plan also identifies associated challenges and risks and provides strategies and actions for management.

**5.9 PETITION – REMOVAL OF MURAL AT LIGHTHOUSE THEATRE****PURPOSE**

*To provide a response in regard to the petition received which requests that Council permanently erase the mural painted by Rolf Harris that is located in the Lighthouse Theatre loading dock*

**EXECUTIVE SUMMARY**

- Two petitions have been received with 245 signatures (154 signatures 3280 postcode and 91 other postcodes) requesting that Council permanently erase the mural painted by Rolf Harris that is located in the Lighthouse Theatre.
- In accordance with Local Law L.1 Governance the petitions were received by Council at its ordinary meeting of 5 February 2018, and referred to the Chief Executive for consideration and response.
- Council had previously considered this matter in 2015, and resolved at that time that the mural remain covered indefinitely.
- The need to support the prevention of violence against women and children is self-evident. There are a variety of perspectives for consideration by Councillors in making a decision in response to the petition, particularly around art being judged on its own merits, and not necessarily in context of its maker.
- Council has a range of options available in response to the petition:
  1. Destroy the mural.
  2. Leave the mural covered, and continue work focussing on the prevention of violence against women and children.
  3. Leave the mural covered, and place a plaque next to it outlining Council's commitment to the prevention of violence against women and children, and continue such work.

**MOVED: CR. OWEN**  
**SECONDED: CR. NEOH**

**That the Council:-**

1. Retain the Rolf Harris mural as a reminder of the insidious and pervasive nature of sex abuse,;
2. Replace the existing black Perspex with clear Perspex as not to hide the mural;
3. Consult relevant stakeholders and engage them to overwrite on the transparent Perspex pane with appropriate images or messages to acknowledge; and
4. Support the victims of abuse and implement these actions on White Ribbon Day.

**LOST – 4:3**

**Crs. Anderson, Herbert, Hulin & Cassidy voting against the motion**

**Crs. Gaston, Owen & Neoh voting for the motion**



**AMENDMENT**

**MOVED: CR. NEOH**  
**SECONDED: CR. GASTON**

**That Council retain the status quo and leave the Rolf Harris mural covered.**

**CARRIED – 4:3**

**Crs. Neoh, Gaston, Owen & Anderson voting for the motion**

**Crs. Herbert, Hulin & Cassidy voting against the motion**

**THE PETITION**

- Council has previously received two petitions with 245 signatures (154 signatures 3280 postcode and 91 other postcodes) requesting that Council permanently erase the mural painted by Rolf Harris that is located in the Lighthouse Theatre.

On 5 February 2018 the two petitions were presented to Council where the following motion was passed:

*“That in accordance with Local Law L1 Governance, the petition be referred to the Chief Executive for a report to a future Council meeting.”*

**BACKGROUND**

There is a mural located in the loading dock of the Lighthouse Theatre that was painted by Rolf Harris following a performance by him many years ago. It is noted that mural was undertaken spontaneously by Harris, and was not commissioned or sought by Council.

Concerns about the mural first arose following Harris's conviction for indecent assault by a British court in 2014. Within days of that conviction, an operational decision was taken to paint over the mural.

Following that decision, Council undertook some formal consultation with some internal and external stakeholders to discuss the future of the mural.

Following those discussions, a report was presented to Council in March 2015 outlining three options for the future of the mural:

1. Destroy the mural.
2. Leave the mural covered and continue to expand work focused on prevention of violence against women and children.
3. Leave the mural covered and place a plaque next to it outlining Council's commitment to prevention of violence against women and children and continue such work.

Council adopted the following recommendations in response to the report:

1. *That Council condemns the action of Rolf Harris and others who perpetrate violence against women and children.*
2. *That Council acknowledges the presence of women and children in our community who are survivors of violence perpetrated predominately by men in our community.*
3. *That the mural in the Lighthouse Theatre loading dock remains covered indefinitely.*

**CURRENT SITUATION**

A local resident has recently rekindled debate about the future of the mural at the Lighthouse Theatre. The resident has sought publicity to highlight the continued presence of the mural, and also initiated a petition – hard copy and on-line – calling on Council to permanently erase the mural. The petition requests that the existing mural be replaced with a new mural by a local artist.

Some initial publicity was created, although a review of the on-line commentary reveals a mixed reaction to the call for erasure of the mural, with some support, some against and some commentary that this is no longer (given the mural's covering up) seen as a significant issue.

## ISSUES

The petitions claim that the current situation whereby the mural remains at the Lighthouse Theatre (albeit covered from view) is an inadequate response from Council given:

- Recent accusations of sexual abuse (and in some cases legal action) against various men across the world occupying positions of power and influence, particularly in the political, media and entertainment industries.
- Council's strong stance and active participation in a range of campaigns and programs supporting the prevention of violence against women and children.

Council in responding to the petitions is again considering the future of the mural. Although the need to support the prevention of violence against women and children is self-evident, there are a variety of perspectives for consideration by Councillors in making their decision.

Such perspectives include:

- To undertake a reinterpretation of the art work to highlight Council's strong stance with regard to preventing violence (physical, sexual or otherwise) against women and children – this might take the form of a plaque next to the covered mural that makes that commitment.
- Removal of the painting may lessen the focus on this behaviour over the longer term. It could stand as a reminder that we need to be vigilant about this type of behaviour in our society.
- Art should be judged on its own merits, not on the personal lives of the artists who created it.
- It would set a concerning precedent to destroy the artwork of an artist because their behaviour was deemed criminal. There are many examples of art that is highly valued that was created by artists who had committed criminal behaviour e.g. Caravaggio, Polanski.
- If the mural is retained it could be perceived that Council is placing more importance on the painting than on local people who are victims of sexual abuse.
- It is important to recognise that children who experience sexual abuse often suffer lifelong impacts on their health and wellbeing.

## PROPOSED RESPONSE

Council has, as it had in 2015, three options for the future of the mural:

1. Destroy the mural.
2. Leave the mural covered, and continue work focussing on the prevention of violence against women and children.
3. Leave the mural covered, and place a plaque next to it outlining Council's commitment to prevention of violence against women and children, and continue such work.

Replacing the existing mural with a new one is not considered practical as it would impact on storage space in the Theatre's loading dock, and would also not be accessible for viewing by the general public.

## **5.10 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. Friday 9 February 2018 – Refer **Appendix A**
2. Friday 16 February 2018 – refer **Appendix B**
3. Monday 19 February 2018 – refer **Appendix C**
4. Monday 26 February 2018 refer **Appendix D**

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**MOVED: CR. NEOH**  
**SECONDED: CR. GASTON**

**That the information be received.**

**CARRIED – 7:0**

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**APPENDIX A****Assembly of Councillors Record**

Purpose of meeting:	Councillor Briefing
Meeting date:	9 February 2018
Start time:	1.00pm
Councillors present:	Cr. R. Anderson – Chairperson Cr. S Cassidy Cr. K. Gaston Cr. T. Herbert Cr. P Hulin Cr. M Neoh Cr. D. Owen
Council Officers present:	Bruce Anson, Chief Executive David Harrington, Acting Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure
Other persons present:	Nil
Apologies:	Nil
Conflict of Interest Disclosures:	Nil
Items discussed:	<ul style="list-style-type: none"> <li>▪ Waste/Recycling.</li> <li>▪ Fun4Kids Festival.</li> </ul>
Other items raised by Councillors & Officers:	Nil.

The meeting closed at 2.00pm.

**APPENDIX B****Assembly of Councillors Record**

Purpose of meeting:	Councillor Briefing
Meeting date:	16 February 2018
Start time:	9.00AM
Councillors present:	Cr. R. Anderson – Chairperson Cr. S Cassidy Cr. K. Gaston Cr. T. Herbert Cr. D. Owen
Council Officers present:	Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development Glenn Reddick, Manager City Amenity
Other persons present:	
Apologies:	Cr. M. Neoh Cr. P. Hulin
Conflict of Interest Disclosures:	Nil
Items discussed:	<ul style="list-style-type: none"> <li>▪ Waste/Recycling.</li> </ul>
Other items raised by Councillors & Officers:	Nil.

The meeting closed at 9.45am.

**Assembly of Councillors Record**

Purpose of meeting:	Councillor Briefing
Meeting date:	19 February 2018
Start time:	4.30pm
Councillors present:	Cr. R. Anderson – Chairperson Cr. S Cassidy Cr. K. Gaston Cr. T. Herbert Cr. M Neoh Cr. D. Owen
Council Officers present:	Bruce Anson, Chief Executive Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development
Other persons present:	
Apologies:	Cr. P Hulin
Conflict of Interest Disclosures:	
Items discussed:	<ul style="list-style-type: none"> <li>▪ Warrnambool CBD Bus Stop Options</li> <li>▪ City Centre Renewal Update</li> <li>▪ Update on re cycling cost distributions</li> <li>▪ Electrical Contract – Approval to Appoint Procurement Australia</li> <li>▪ Great Ocean Road Upgrade - Program Overview</li> <li>▪ Great Ocean Road Taskforce Terms of Reference</li> </ul>
Other items raised by Councillors & Officers:	<ul style="list-style-type: none"> <li>▪ Norfolk Pine in Timor Street.</li> <li>▪ Small infrastructure fund application guidelines.</li> <li>▪ Food Organics Green Organics waste trial</li> <li>▪ Update on recycling.</li> </ul>

The meeting closed at 6.45pm.



**APPENDIX D****Assembly of Councillors Record**

Purpose of meeting:	Councillor Briefing
Meeting date:	26 February 2018
Start time:	2.30pm
Councillors present:	Cr. R. Anderson – Chairperson Cr. S Cassidy Cr. K. Gaston Cr. T. Herbert Cr. P Hulin Cr. M Neoh Cr. D. Owen at 3:00pm
Council Officers present:	Bruce Anson, Chief Executive Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development Glenn Reddick Manager City Amenity Lauren Schneider coordinator natural environment
Other persons present:	Kate Oliver from Maddocks Lawyers
Apologies:	Nil.
Conflict of Interest Disclosures:	Nil
Items discussed:	<ul style="list-style-type: none"> <li>▪ Warrnambool Harbour Master Plan</li> <li>▪ Local Laws</li> <li>▪ Activities &amp; Initiatives 2017-2018 – December Quarter</li> <li>▪ Warrnambool Events Strategy 2018 – 2022</li> <li>▪ Petition – Removal of Mural at Lighthouse Theatre</li> <li>▪ Notice of Motion</li> <li>▪ Recycling Update</li> <li>▪ Belfast Coastal Reserve</li> <li>▪ Confidential Item Road Grader tender and Towed Roller</li> <li>▪ City Memorial Bowls Club Lease Renewal</li> <li>▪ Warrnambool's Centenary - Proclamation as A City</li> <li>▪ Geelong City Deals</li> <li>▪ Jericho Cup</li> </ul>
Other items raised by Councillors & Officers:	<ul style="list-style-type: none"> <li>▪ Wannon Water lease with Warrnambool Gun &amp; Archery Clubs.</li> <li>▪ Warrnambool gateway signage.</li> <li>▪ Eisteddfod parking issues.</li> <li>▪ Clarification sought in relation to rules for access to main street awnings.</li> <li>▪ Curb design Liebig Street Stage 1.</li> <li>▪ Speed signage for Jamieson Street.</li> <li>▪ Reid Oval mowing.</li> </ul>

The meeting closed at 6.20pm.

**5.11 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
7 February 2018	Warrnambool	Cr. Cassidy represented the Mayor at the Warrnambool & Moyne Youth Achiever Awards.
9 February 2018	Warrnambool	Mayor – Attended the Warrnambool & District Relay for Life opening ceremony for the 2018 event.
10 February 2018	Warrnambool	Mayor & Mayoress – Attended the Warrnambool Legacy Club 70th Annual Handover Dinner.
11 February 2018	Warrnambool	Mayor & Mayoress – Attended the Warrnambool Legacy Club Brunch.
13 February 2018	Warrnambool	Mayor & Cr Herbert – Met with Grade 3/4 students from St Joseph Primary School on the topic of local government.
	Warrnambool	Mayor - Presentation to Kate Sewell of Australia Day Local Hero award at St Pius Primary School.
15 February 2018	Melbourne	Mayor – Attended a meeting of the Regional Cities Victoria group.
19 February 2018	Geelong	Chief Executive – Attended the Geelong City Deal Stakeholder Forum.
20 February 2018	Port Fairy	Mayor & Councillors – Attended a joint meeting with Moyne Shire Council.
	Warrnambool	Mayor – Hosted a welcome reception to the new Deakin University medical students.
22 February 2018	Warrnambool	Mayor - Officially opened the Ngeerrang (mother) and Ngart (Daughter) mural designed and created by local Kirrae Whurrong artists, Fiona Clarke and Patricia McKean (mother and daughter).
	Warrnambool	Mayor – Attended the Warrnambool Standard open day.
	Warrnambool	Mayor – Attended the DHS room naming ceremony (room being named after Banjo Clarke).
23 February 2018	Geelong	Chief Executive – Attended a meeting of the Great Ocean Road Taskforce.
24 February 2018	Warrnambool	Mayor & Mayoress – Attended the official opening of 2018 CFA State Junior Urban Championships.
	Warrnambool	Mayor – Attended the funding announcement of \$90,00 for the Mack Oval irrigation project by the Hon. Gayle Tierney MP.
	Warrnambool	Cr Neoh represented the Mayor at the South West Regatta, Victorian St Ayles Skiff presentations.

	Warrnambool	Mayor & Mayoress – Attended the Portuguese Speaking Communities dinner.
25 February 2018	Warrnambool	Mayor – Attended the official Ceremony for the Portuguese Festival.
	Warrnambool	Mayor - Welcome & presentation of medals - South West Regatta Australian Whaleboat championships.
28 February 2018	Warrnambool	Mayor – Attended the launch of Warrnambool East PS Community Crew for 2018.
1 March 2018	Warrnambool	Mayor – Attended the Deakin University Graduation and delivered speech to Graduands.

**MOVED: CR. NEOH**  
**SECONDED: CR. OWEN**

**That this report be received.**

**CARRIED – 7:0**

## **6. NOTICE OF MOTION - NO. 2149 – CR. PETER HULIN**

The Notice of Motion No. 2149 was withdrawn.

## **7. PUBLIC QUESTION TIME**

### **7.1 QUESTION FROM STEVE TIPPETT & NVEILLE DANCE, C/- WARRNAMBOOL SAFE HARBOUR**

*“Regarding order of business – reports:-*

*5.1 Warrnambool Harbour Master Plan:*

*In this section page 6 of the Agenda, under the heading “Issues” reference is made that there were only 13 respondents who supported Option1 contained in Appendix A of the Master Plan. In relation to the attached submission form, it is know that over 300 submissions were handed into to WCC clearly identifying Option 1 in Appendix A – in the very first line (refer name & address & postcode) and sentence*

*Quote “My preferred option is Option 1 Appendix A, without the boat ramp component as I don’t see it as the problem”. Unquote.*

*Why is this fact not properly reflected in the summary of the “themes” in part (i) of this summary referring to Option 1, Appendix A?”*

The Chief Executive responded that he believed he had brought it to the attention of Council at the introduction of report 5.1 that corrected an oversight.

### **7.2 QUESTION FROM GAVAN NEVILL, 48 CHERLIN DRIVE, WARRNAMBOOL**

*“Re: Roundabout at intersection of Moore and Garden Streets – back 2-3years ago, I was given plans, which were drawn up in October 2011, for the construction of this roundabout. I was told at the time it just missed out on funding in that year’s budget. Has it progressed any further up the list of works to be done? For several reasons, this work is badly needed”*

The Chief Executive responded that Council is currently forming the Budget, details of what is contained in the capital works budget were not available, an undertaking was given to provide a response back to Mr Nevil.



**7.3 QUESTION FROM GAVAN NEVILL, 48 CHERLIN DRIVE, WARRNAMBOOL**

*"Re Fun4Kids – whilst not wishing to debate the decision itself, I'd like to know how, when, where and whom was this decision made. Considering debate was had in Council last year re funding – why wasn't it an item on a public Council meeting, to reach the decision to discontinue the vent?"*

The Chief Executive responded that the decision was made by Council in a Committee of the Whole Council which is a Committee of Council. Under the Local Government Act Council has a number of reasons of when Council can consider matters in-camera, this decision had an impact on staffing and was dealt with under those provisions.

**7.4 QUESTION FROM DAVID THOMPSON, 831 KOROIT-WOOLSTHORPE ROAD, WOOLSTHORE**

This question was not read out as it did not meet the adopted Council policy in regard to Public Question Time, *Point d) v) is not asked to embarrass a Councillor or a member of Council staff.*

The Chief Executive advised that the Mayor and himself would respond in writing to Mr Thompson.

**8. CLOSE OF MEETING**

The meeting closed at 7.26pm.

**CHAIRMAN**

**I certify that these minutes were confirmed at a subsequent meeting of Council**

.....  
**CR. ROBERT ANDERSON**  
**MAYOR**