

MINUTES

ORDINARY MEETING

WARRNAMBOOL CITY COUNCIL

5:45 PM - MONDAY 7 OCTOBER 2019



VENUE:

Reception Room
25 Liebig Street
Warrnambool

COUNCILLORS

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

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

Peter B. Schneider
CHIEF EXECUTIVE OFFICER

AUDIO RECORDING OF COUNCIL MEETINGS

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

BEHAVIOUR AT COUNCIL MEETINGS

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

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

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**MINUTES OF THE ORDINARY MEETING OF THE WARRNAMBOOL CITY COUNCIL HELD IN
THE RECEPTION ROOM, WARRNAMBOOL CIVIC CENTRE, 25 LIEBIG STREET,
WARRNAMBOOL ON MONDAY 7 OCTOBER 2019 COMMENCING AT 5:45 PM**

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

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

1. OPENING PRAYER & ORIGINAL CUSTODIANS STATEMENT

Almighty God
Grant to this Council
Wisdom, understanding and Sincerity of purpose
For the Good Governance of this City
Amen.

ORIGINAL CUSTODIANS STATEMENT

I wish to acknowledge the traditional owners of the land on which we stand and pay my respects to their Elders past and present.

2. APOLOGIES

Nil.

3. CONFIRMATION OF MINUTES

MOVED: CR. ROBERT ANDERSON

SECONDED: CR. SUE CASSIDY

That the Minutes of the Ordinary Meeting of Council held on 2 September 2019, be confirmed.

CARRIED - 7:0

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

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

- (a) direct financial interest
- (b) indirect interest by close association

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

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

Nil.

5. REPORTS**CHANGE TO ORDER OF BUSINESS**

MOVED: CR. KYLIE GASTON**SECONDED: CR. SUE CASSIDY**

That the Order of Business be changed to enable Notice of Motion No. 2155 – Item 6.1 to be considered as the first item of business.

CARRIED – 7:0

6. NOTICE OF MOTION**6.1. NOTICE OF MOTION NO. 2155**

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

That the Warrnambool City Council:

- Recognises that we are in a state of climate emergency that requires urgent action by all levels of government ,including local council;
- Notes the link between this motion and strategies in our Council’s W2040 and Green plan
- Notes the successful motion to the Municipal Association Victoria (MAV) May 2017 to recognise that we are in a state of “climate emergency” that requires urgent action by all levels of government, including local councils;
- Acknowledges that our region will be further affected this climate emergency, including extreme weather events, bushfires and sea level rise;
- Writes to the State Premier and Prime Minister including information to do with Warrnambool City Council’s climate action record to date, urging them and their Governments to;
 - (a) declare a climate emergency and
 - (b) back this up with legislated programs to drive emergency action to reduce greenhouse gas emissions and meet or exceed the Paris Agreement targets and facilitate urgent action on coastal management and climate change adaptation.

CARRIED – 6:1

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

Cr. Hulin voting against the motion.

OFFICERS COMMENTS

In order for Council to meet the expectations of climate change management and action, appropriate funding for projects and initiatives from the Green Warrnambool plan will be required.

5.1. WARRNAMBOOL CITY COUNCIL 2018-2019 ANNUAL REPORT

PURPOSE:

This report presents the 2018-2019 Annual Report to Council, which includes a Report of Operations, Council Profile, Governance and Compliance details, audited Financial Statements, Performance Statements and other matters required by legislation. This year's annual report again describes the diverse nature of services provided by this Council for the community. Council remains committed to a sustainable financial future.

EXECUTIVE SUMMARY

The Annual Report is the most formalised and comprehensive tool Council utilises to communicate with the community on the strategic outcomes of its endeavours over the last year.

Council reports on its key plans regularly and quarterly to the community on financial outcomes and progress on its key objectives for the community in the form of progress against our key actions and initiatives as outlined in the Council Plan.

It is this formal nature of the Annual Report, the industry wide consistency of information legislated to be included that gives considerable power to the information contained in the Annual Report.

Whilst what each Council does for its community differ each

The report details activity, performance and financial outcomes in a clear and unambiguous form. The activities undertaken by Warrnambool City Council over the last financial year are something its community can be proud of.

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

That Council considers the Warrnambool City Council 2018-2019 Annual Report in accordance with Section 134 of the Local Government Act 1989.

CARRIED - 7:0

BACKGROUND

Section 134 of the Local Government Act 1989 ("the Act") and reporting regulations require Council to consider the Annual Report at a meeting of Council within 30 days of the Annual Report being lodged with the Minister for Local Government.

On 26 September 2019 the Auditor-General gave notification that Council's Financial Report and Performance Statement for the year ended 30 June 2019, had been audited and that an unqualified audit opinion had been issued on all statements.

As required by Section 133(1) of the Local Government Act 1989 ("the Act") Council forwarded a copy of the 2018-2019 Annual Report (which contains all matters required by Section 131 of the Act) and the Local Government (Planning & Reporting) Regulations 2014, to the Minister for Local Government by the September 30 deadline.

In accordance with Section 134 of the Act the meeting has been advertised and the Annual Report uploaded to the Council website. Council is required to "consider" the Annual Report once it has been lodged with the Minister.

In addition, the act requires Council to publish its Annual Report on its official web site each year after it has considered the report.

ANNUAL REPORT

The Annual Report format is designed to create uniformity across the sector, consistent with annual budget and financial statements which have mandated reporting formats.

The Annual Report is a comprehensive review of highlights and achievements for the 2018-2019 financial year. It has been prepared in accordance with the Local Government Act and Local Government (Planning & Reporting) Regulations 2014 and includes:-

- Report of operations.
- Summary of the year in review.
- Our Council – Council profile.
- Our people – organisational details.
- Our performance.
- Governance.
- Financial reports and Performance Statement.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

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

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

ATTACHMENTS

1. Warrnambool City Council Annual Report 2018-2019 [5.1.1 - 171 pages]



WARRNAMBOOL
CITY COUNCIL

Warrnambool
City Council
Annual Report
2018 - 2019



WARRNAMBOOL
CITY COUNCIL

Welcome

Warrnambool City Council is committed to reporting and accountability to the community and the Report of Operations 2018-2019 is the primary means of advising the Warrnambool community about council's operations and performance during the financial year.

Warrnambool City Council acknowledges the Traditional Owners of the land on which the municipality is situated and pays respects to Elders past and present.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

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Cover image: Down Warrnambool's Liebig Street Ada Minifie, 5, meets *Seal* by Dave Jones.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Snapshot of Council**Demographic profile**

The Warrnambool City Council municipality covers 120sqkm in Victoria's South West and is about 260km from the state's capital, Melbourne.

The Warrnambool municipality includes the city of Warrnambool and the towns of Allansford, Woodford and Bushfield.

The city has an estimated residential population of 35,000 and based on State Government projections, is forecast grow by a further 5,000-plus people by 2036. By 2036 the State Government predicts the concentration of growth across the South West will continue to occur in Warrnambool with moderate growth in adjoining Moyne Shire.

As with other regional cities, Warrnambool has an ageing community. One in five residents are aged under 15 years (a proportion which is decreasing) and one in five residents are aged over 65 years (a proportion which is increasing).

Warrnambool's median age is 40 compared to the regional Victorian median age of 43 and the Australian median age of 38.

About 75 per cent of Warrnambool's annual net population growth comes from migration – domestic (particularly other Great South Coast municipalities and Melbourne) and overseas. Babies born in the city represent 25 per cent of our population growth.

Domestic migration comprises mostly young families (35-44 years) and those who have retired or are reaching retirement age (55 years and over).

Warrnambool is home to people from 33 countries. More recently the growth in Asian nationalities, including Chinese, Taiwanese, South Korean and Thai born residents has been the most significant from 2011-2016.

At the 2016 census, 2,731 of people living in Warrnambool were born overseas. Of these, one in four arrived in Australia in the five years leading to Census 2016.

Of the total population, four per cent speak a language other than English at home – a significant increase of 526 people between 2011-2016.

The number of residents who identified as Aboriginal or Torres Strait Islander in the Census (2011-2016) increased by 10% from 495 to 556.

Of the 15,724 people working in Warrnambool at the 2016 census, 12,738 live in Warrnambool, 2,337 live in the Moyne Shire and 302 live in the Corangamite Shire.

Total private dwellings numbered 15,188 at the 2016 census with an average household size of 2.36.

The SEIFA Index of Disadvantage for Warrnambool was 986. SEIFA is a suite of four indexes that have been created from social and economic Census information: the Index of Relative Socio-economic Disadvantage, Index of Relative Socio-economic Advantage and Disadvantage, Index of Economic Resources and the Index of Education and Occupation.

Warrnambool's score places it midway on the index for Victorian municipalities.

Over 2018-2019 the value of building approval in Warrnambool totaled \$103 million, comprising \$69 million in residential construction and \$34 million in non-residential construction.

Population: 35,000

Rateable properties: 17,086

Pathways: 328km total length

Sealed roads: 300km

Unsealed roads: 34km

Council drains: 267km

Drainage pits: 11,000

Three major stormwater tunnels along Japan, Simpson and Fairy streets

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Snapshot of Council**Buildings**

Council owns/manages 350 buildings including:

- Lighthouse Theatre,
- AquaZone,
- Warrnambool Stadium,
- Warrnambool Art Gallery,
- Warrnambool Civic Centre,
- Archie Graham Community Centre,
- Proudfoots and numerous recreational facilities,
- Public toilets,
- Council houses,
- Offices.

Parks and Gardens

Council is responsible for managing 400ha of open space including 250 parks, gardens, playgrounds and sportsgrounds, foreshore and reserves.

Warrnambool Regional Airport

The 152ha airport supports emergency services including Victoria Police, a fixed wing ambulance and CFA. It records 30 to 35 aircraft movements a day.

School crossings

Warrnambool has 32 school crossings used by about 5,000 children who are supervised by a team of about 40 crossing supervisors.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Snapshot of Council

Demographic profile

	Median age	Aboriginal and Torres Strait Island population	Medium and high density housing
Warrnambool	40	1.7%	20%
Regional Victoria	43	1.6%	10%
Victoria	37	0.8%	27%
Australia	38	2.8%	27%

	Median weekly household income	Median weekly mortgage repayment	Median weekly rent
Warrnambool	\$1,180	\$331	\$258
Regional Victoria	\$1,124	\$309	\$238
Victoria	\$1,416	\$391	\$330
Australia	\$1,431	\$409	\$339

	Households renting	Households with a mortgage	Overseas born
Warrnambool	29%	29%	8%
Regional Victoria	24%	31%	11%
Victoria	28%	33%	28%
Australia	29%	32%	26%

	Language other than English at home	University attendance	University qualification
Warrnambool	4%	3%	16%
Regional Victoria	6%	3%	15%
Victoria	26%	5%	24%
Australia	21%	5%	22%

	Trade qualification	Public transport to work	SEIFA index of disadvantage
Warrnambool	21%	1%	986
Regional Victoria	22%	2%	977
Victoria	17%	12%	1010
Australia	19%	19%	1002

Council vision and objectives

Warrnambool City Council's vision is to be a Cosmopolitan City by the Sea.

Council's theme is to build pride and confidence in the city.

The five objectives identified in the Council Plan for 2018-2019 were:

1. Sustain and enhance the natural environment
2. Foster a healthy city that is socially and culturally rich
3. Maintain and improve the physical fabric of the city
4. Develop a modern economy with diverse and sustainable employment
5. Practice good governance through openness and accountability

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Highlights 2018-2019**Objective 1. Sustain and enhance the natural environment****Council's first off-grid solar system**

The off-grid solar installation in Ozone Car Park.

In January 2019 a storage building in the Ozone Car Park became Council's first off-grid solar powered site.

The building is used as a work station and storage facility by Council's street cleaning and parks and gardens teams.

The solar panels on the roof are capable of generating 4.32kW of power fed into two batteries with a combined storage capacity of 7kWh.

The decision to use solar panels and battery storage was made for both financial and environmental reasons.

The batteries can power the building for about two or three days without any sun. Using the storage building saves workers time because when working in the CBD they no longer need to drive to the Council depot to pick up equipment.

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High-energy relationship

In April Council and the regional Swedish city of Mariestad made a formal commitment to sharing renewable energy ideas, knowledge and research. A delegation from Sweden – including the Mariestad Mayor Johan Abrahamsson – visited Warrnambool to share insights on Mariestad's move away from fossil fuels to renewable energy.



Warrnambool Mayor Cr Tony Herbert with Mariestad Mayor Johan Abrahamsson.

Both cities signed a memorandum of understanding to share information on renewable energy initiatives, with Mariestad leading the way on the use of hydrogen to power vehicles and heat homes. Being able to store renewable energy as hydrogen means that clean energy is available around the clock. Mariestad is demonstrating that it is possible for a regional city to lead the way to a sustainable energy future.

Mariestad has been declared a UNESCO model of sustainability.

Funding stream for high-tech platypus study

In a project that wouldn't be out of place in a Jurassic Park film, Warrnambool City Council and MAD for the Merri will begin collecting platypus DNA in order to better understand the habits of these mysterious monotremes.

Using the latest scientific methods, water samples will be taken from the upper Merri River at Grasmere to detect if platypuses have been present in the environment.

This is done by searching for Environmental DNA (eDNA), which can be found in the cells shed by platypuses in the water.

This work, along with revegetation, fencing and willow removal will be funded by a \$13,420 grant from Landcare Victoria.

The research aims to show the range of Merri River platypuses.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Platypuses are currently listed as “near threatened” on the International Union for Conservation of Nature Red List of Threatened Species, which means it is “likely to become endangered in the near future”.

Mezzo joins veteran Maremmas for first penguin count

In October 2018 the Maremma guardian dogs returned to Middle Island for the first penguin count of the season, with new recruit Mezzo in tow.



Maremma dog Mezzo on Middle Island.

The year-old dog, along with younger Maremma Isola, are expected to eventually take the mantle of Middle Island’s official penguin protectors from long-time guardians Eudy and Tula, who are approaching retirement.

The new Meet the Maremma Experience, introduced in 2017, has been a huge success.

The experience gives participants a hands-on insight into the fascinating world of penguin monitoring. They also get to meet, pat and take photos with an ambassador Maremma dog.

Profits from the tours go towards the care of the Middle Island Maremma dogs.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Highlights 2018-2019**Objective 2. Foster a healthy city that is socially and culturally rich.****A new home for petanque in Warrnambool**

The opening of the petanque piste in January 2019.

Warrnambool's first official petanque facility was opened on Pertobe Road. Similar to lawn bowls and bocce, petanque sees teams score points by throwing their boules as close as possible to a target jack. The playing area, known as a piste, was constructed from recycled plastic. The piste has a sandstone base with a layer of quartz on the surface.

The project was funded via Council's Small Infrastructure Fund.

Supporting the community

Council's Community Development Fund is an annual grant program established in 1999. The fund provides assistance to local clubs and organisations through four funding categories to:

- develop and provide sporting or recreational programs, projects and activities;
- develop and provide cultural programs, projects and activities;
- development and conduct of local, community based sporting, recreational or cultural events within the City; or, develop and conduct environmental and/or sustainability projects.

Applicants can apply for up to \$3,000 on a 2-for-1 basis.

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In 2018 34 clubs and organisations shared in total funding of \$76,153. Since 1999, Council's total support totals \$1,188,332 for a \$4,116,806 club investment.

The 2018 grant recipients were:

Warrnambool Camera Club Incorporated	\$3,000	To replace essential club equipment and secure facilities.
Warrnambool & District Historical Society Inc	\$3,000	To have old films professionally converted and purchase an editing program to share files for education.
Community Radio Endeavour Warrnambool (3WAY-FM)	\$1,500	Upgrade facilities for disability compliance.
Warrnambool City Band	\$2,471	Upgrade of old and outdated kitchen appliances.
City of Warrnambool Eisteddfod Society	\$3,000	To expand the Eisteddfod to enable all abilities to participate within the event.
Friends of Warrnambool Botanic Gardens	\$3,000	Installation of labels to identify plants for compilation into GIS-based database.
The F Project	\$2,256	To create The Art Trade - collectable art cards detailing local artists.
Warrnambool Symphony Orchestra	\$1,516	Purchase of essential equipment for rehearsals and performances.
Port Fairy to Warrnambool Rail Trail Committee of Management	\$1,000	Purchase of small spray unit to spray short overgrown sections of the trail.
Friends of Swan Reserve	\$3,000	To have a professionally designed and printed brochure promoting the waterwise garden at Swan Reserve.

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Clean Oceans Collective	\$300	To purchase marine debris ID manuals, educational how-to postcards and social media promotion.
Friends of Platypus Park	\$2,000	Revegetating sites along the Merri River.
Warrnambool Community Garden	\$2,300	Conducting a mid-week local produce market to promote fresh, seasonal, local produce.
Friends of Victoria Park	\$2,500	To plant 1000 plants, including understory infill plants in 'Gum Tree Gully' area of Victoria Park.
The Trustee for Nature Glenelg Trust	\$2,000	Small Things Festival - celebration of local arts and ecology.
Warrnambool Coastcare Landcare Network	\$1,467	Revegetate the Old Gun Club and Maam Reserve site, and conduct education sessions.
Easter Arts Festival	\$3,000	Advertising and brochure design for Easter Arts Festival.
Holiday Actors	\$3,000	To support the Holiday Actors Musical Theatre Production.
Warrnambool Gift Committee	\$1,953	To purchase essential equipment to support the Warrnambool Gift event.
Warrnambool BMX Club	\$1,769	To support the 2018 Warrnambool BMX Classic with first aid and spectator amenities.
Warrnambool Gun Club	\$3,000	To purchase a Tow and Collect machine to use at our shooting range.
Warrnambool & District Historical Vehicle Club	\$2,400	To construct a new disabled access to the Clubrooms.
Warrnambool Gem Club	\$3,000	To purchase essential equipment to support the Club to attract new members.
Warrnambool Rangers Football Club	\$1,930	To purchase movable partitions for the change rooms to support growing female participation.
Nestles Rowing Club	\$1,787	To purchase a new set of four Croker adjustable sweep oars to support attracting new members.
Russells Creek Club	\$2,992	To support the Club's design of a development plan for the Mack Oval.
Warrnambool Wolves Football Club	\$3,000	To purchase a second hand vehicle supporting players travelling together for competitions.
Old Collegians Football Netball Club	\$1,087	To purchase essential safety equipment supporting female participation in football.
North Warrnambool Eagles Football Netball Club	\$3,000	Minor refurbishment and painting of social rooms at Bushfield Recreation Reserve.
Disabled Surfers Association – Warrnambool	\$1,126	To purchase essential safety equipment to cater for children and adults with paralysis.
Allansford Cricket Club	\$1,666	To purchase essential club equipment and conduct clinics to support the female cricket team.
Warrnambool Little Athletics	\$2,800	Purchase of essential club equipment to support club activities.
Warrnambool Dog Training School	\$1,333	Purchase of new equipment to improve the training environment.
South Warrnambool Football Netball Club	\$3,000	To purchase and install goal post netting at the Friendlies Society Reserve.
Total funding	\$76,153	

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WAG gains museum accreditation

In August 2018 Warrnambool Art Gallery was officially awarded with accreditation by Museums Australia (Victoria).

A professional panel of museum experts has made a final assessment and compiled a positive report on the gallery's operations.

The WAG was required to meet set criteria from the National Standards for Australian Museums and Galleries and joins the 74 other accredited Victorian collections.

Museums Australia (Victoria) accreditation program co-manager Caroline Wall said the peak museums body was "delighted to recognise the hard work and commitment shown by the team at the Warrnambool Art Gallery".



WAG Director Vanessa Gerrans with Victorian Member of Parliament Frank McGuire.

The accreditation panel noted that the Council recognised the Gallery as a key community benefit.

The panel commended the WAG for its active work with the broader Warrnambool community, both in its programming and contributions to local events.

To become accredited museums spend up to three years developing procedures and policies, and practice to meet recognised museum standards.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Getting into the swing of things

Cr Cassidy with Marshall Hayhoe, 3, on the new accessible swingset.

A new accessible swing set was installed at Lake Pertobe in July 2018 with Marshall Hayhoe, 3, among the first to try it out.

The timber A-frame swing has two seats: one for toddlers and one for older children. Both have high backs to offer maximum support and also include adjustable harnesses.

A new concrete footpath leads to the swing, which has soft rubber matting around its base. The swing is also close to the accessible toilet facilities and a barbecue.

Marshall's mother, Corrina, said that she and her son were delighted with the new play equipment.

"It's awesome to be able to take my son to a playground and do what others take for granted with their children," she said.

"To see him happy and able to associate with other children is all I want.

"If you know him, laughs and smiles are rare. To have him in the swing and see how happy he is, I can't describe how awesome it is."

Cr Sue Cassidy said that integrating accessible play equipment into existing playgrounds is important.

"It's not just about providing children of all abilities the opportunity to play, it's the fact that all children can play together," she said.

"To see Marshall's happy face, and mum's happy face, is unreal."

The swing is in alignment with the recently adopted Lake Pertobe Master Plan.

The \$36,000 project was funded through Council's Rural Access Capital Works Fund.

Funding for a premier regional sportsground

In September 2018 Council welcomed a Victorian Government announcement that \$7 million has been allocated to redevelop Reid Oval.

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This followed the release last month of a business case that showed the redevelopment would be a “compelling investment that drives sports development in all community sectors”.

Council has committed a further \$3 million to the project that will deliver key infrastructure including an oval surface upgrade, 200 lux lighting and new changerooms.

The business case for the project stated the redevelopment would particularly benefit “women and girls who are currently underrepresented in formal sporting activities within the municipality.”

Funding to change learning landscape

After many years of advocacy the Victorian Government pledged \$16.3 million towards a new community library and learning hub, which was a priority in Warrnambool's long term community plan, W2040.

The hub will be a shared facility with South West TAFE and Council has committed \$2.75 million towards the project that will provide improved access and learning resources. This will be delivered in the second half of 2022.

A plan to embrace Aboriginal culture at kinder

Warrnambool City Council kindergartens began formalising commitments to promoting and facilitating respect, trust and positive relationships between the wider Australian community and Aboriginal and Torres Strait Islander people.

All council-run kindergartens will adopt Reconciliation Action Plans with support from Reconciliation Australia, with Lions Hopkins Kindergarten the first to officially launch a plan in November 2018.

The plans support services in their journey to create environments that foster a higher level of knowledge and pride in Aboriginal and Torres Strait Islander histories, cultures and contributions.

Each plan is formed in collaboration with local elders, members of the local and wider aboriginal community, members of the kindergarten community and members of the wider community.

The kindergartens participate in regular local language sessions with Uncle Lochy Eccles, have regular visits from Aboriginal people to learn about their culture, they use Aboriginal resources and artefacts in their play and learning and they provide families with opportunities to participate in Aboriginal cultural experiences.

BMX Championships roll into Warrnambool



Brandon Te Hiki delivers a master class to young BMX riders.

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Four-time national champion Brandon Te Hiko was among 1100 competitors who took part in the 2018 BMX Victoria State Championships held in Warrnambool in November 2018.

The three-day event saw 19 local riders among the 1100 competitors with the event drawing about 2500 visitors to Warrnambool.

Major sports strategy under development

The draft Great South Coast Regional AFL, Cricket and Netball Strategy was released for public comment in November 2018.

The draft strategy lays out a game plan to help guide the development, governance and sustainability of the region's "big three" sports over the next 15 years.

More than 15,000 people across the five Great South Coast municipalities participate in AFL, cricket and netball.

The draft strategy has identified 37 strategic directions under the following four priorities:

- Existing Facilities – Achieve agreed facility standards and functionality and maximise the use and carrying capacity of existing facilities
- Regional Facilities and Talent Pathways – Plan and develop regional facilities in key areas, considering regional needs, innovation in facility provision and support for talent pathways, programs and competitions
- Build Capacity – Develop the capacity of clubs, their people and their culture
- Enhance Relationships – Continue to enhance the relationship between AFL, cricket, netball and government in the planning and provision of facilities and programs

The strategy is being developed by the Warrnambool, Moyne, Corangamite, Southern Grampians and Glenelg municipalities in partnership with AFL Victoria, AFL Western District, Netball Victoria and Cricket Victoria.



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The 102 AFL, cricket and netball facilities in the region were audited as part of this strategy to see where improvements could be made.

The highest infrastructure needs emerging from the facility audits were unisex amenities for players and officials and sports lighting improvements.

Council campaigns against gender violence

Splashes of orange appeared on key Council buildings in November as part of a campaign against gender violence.

Council was a partner in the annual 16 Days of Activism and windows at the Lighthouse Theatre, AquaZone and Archie Graham Community Centre were used to promote campaign messages against gender violence. The Warrnambool municipality has the 11th highest rate of family violence incidents reported to police across Victoria.

The 16 Days Campaign offered shoppers free, re-usable orange bags carrying anti-violence messages at all IGA supermarkets across the region.



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Highlights 2018-2019**Objective 3. Maintain and improve the physical fabric of the city.****State funding for Wollaston Bridge repairs**

Then-Warrnambool Mayor Cr Robert Anderson Director City Infrastructure Scott Cavanagh and Friends of Wollaston Bridge spokesperson Murray Murphet with Sasha the dog.

In July 2018 Council welcomed \$195,000 in Victorian Government funding to help preserve the historic Wollaston Bridge. The grant was announced by Labor Member for Western Victoria, Gayle Tierney MP, and was made available via the Living Heritage Program. The grant went towards replacing the bridge's structural timbers.

City Centre Renewal

The City Centre Renewal continued into 2018-2019 with work carried out in the southern or "dining precinct" block of Liebig Street.

This work saw new tree plantings, garden beds, all-abilities accessible footpaths, new street lighting, festoon lighting across the street, pedestrian priority crossings and a new road surface.

Traders were supported during the disruptive period of work by a Business Support Program. Among the feature elements that ran from April to November 2018 was the "Find the Five" promotion which asked shoppers to collect tokens in order to win instant prizes.

To receive a token required shoppers to make a minimum \$10 spend at a participating business. This initiative generated spending of \$1.2 million.

The completion of the 2018 phase of the City Centre Renewal was celebrated with an event: A Very Liebig Christmas.

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Highlights 2018-2019**Restoring Cannon Hill view**

Several species of low-growing native shrubs, including the endemic Granny's Grave correa, were planted on Cannon Hill to replace a small copse of Casuarina trees.

The strategic vegetation management project restored the view across Lake Pertobe from Cannon Hill.

Boiling Down Road

Council also completed an upgrade of Boiling Down Road, a key east-west link in the city's north-east.



Boiling Down Road was reconstructed in early 2019.

More car parking in the CBD

One of Warrnambool's largest car parking upgrades in years has been completed.

The newly expanded Warrnambool train station carpark provides 179 additional free all day spaces.

The works, which also include new CCTV cameras and lighting upgrades, were funded by the Victorian Government's Road and Rail Minor Works Program.

The carpark provides a better service to V/Line customers and more choices to all CBD visitors with its close proximity to South West TAFE and the planned new library and learning hub, this carpark is great news for students too as well as CBD workers more generally."

The carpark can be accessed off Merri Street near Gilles Street or at the train station.

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Mayor Cr Tony Herbert at the new railway station car park.

Power, water, lights, action!

Work began to improve Merrivale Recreation Reserve with a power upgrade, improved lighting and irrigation. The project involves a partnership between the Victorian Government, Council, a local trust and reserve stakeholders.

In 2018 member for Western Victoria Gayle Tierney announced the Victorian Government would provide \$250,000 from its Community Sports and Infrastructure Fund towards the \$605,000 project.

The remaining funding will come from Council (\$190,000), Merrivale Football Netball Club (\$135,000) and the Gwen and Edna Jones Foundation (\$30,000).

This project builds on recent improvements at the reserve that include the addition of netball court surface and compliant run-offs, construction of a new netball pavilion and construction of a netball shelter.

The new project will see the installation of automated sub surface irrigation, a power upgrade to provide the additional electricity required to operate the irrigation system and the installation of sports ground lighting which will meet Australian Standards for training at a local level facility.

The lighting component of the project will see the installation of four, 28m masts and 12 new LED floodlights to achieve an average lighting strength of 50 lux.

There will be future provision for additional floodlights to be installed to 100 lux while existing light towers will be removed.

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Members of the Merrivale community celebrates the announcement of the Merrivale Recreation Reserve upgrade.

Council's Sports Ground Management Review identified the provision of automated irrigation systems as a priority project for regional and high use municipal sports grounds currently maintained with manual watering arrangements.

Stormwater project provides flood protection

In early 2019 work began on new \$3.5 million stormwater project to help protect homes from flooding in Warrnambool's north-east.

Stormwater from a 24ha catchment leading up to Wanstead Street will now be diverted to a series of water storages in the centre of the Warrnambool Racecourse.

The water travels initially along 1800mm diameter pipes flowing into 2100mm pipe as more catchment is intercepted, all leading to a 20-megalitre storage basin on the racecourse.

The racecourse is on Crown land for which the Warrnambool Racing Club is the committee of management and the club agreed to the retention basin being built on the area within the racecourse.

This involved excavating 30,000 cubic metres of earth which was distributed elsewhere on the racecourse. A smaller seven megalitre basin was constructed as part of the project and stormwater from this basin will be used to help irrigate the racecourse and its surrounds.

Overflow is delivered to Russells Creek.

The work was carried out by Warrnambool firm McKinnon Quarries and Civil and funded entirely by Warrnambool City Council.

This stormwater harvesting project was part of a larger drainage project for north-east Warrnambool that included rehabilitation of the Simpson Street stormwater tunnel.

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Dennington Reserve Pavilion

The \$638,000 redevelopment of the Dennington Recreation Reserve pavilion was completed in 2018. The new construction merged with the existing pavilion.

Council, the Dennington Football Netball Club and the Dennington Cricket Club worked together to coordinate implementation of the project, which included new home football change rooms, redeveloped football change rooms and umpire change rooms and upgrading power, water and sewer services.

The new changerooms feature will feature improved facilities and there are male and female umpire changerooms.

The project also includes upgrades to sewerage, water and electricity services with these components comprising about \$250,000 of the total project budget.

Council is contributing the major funding share of \$374,500.

The project aligns with the Council Plan and the Warrnambool Recreation Plan which seek to increase opportunities for people to participate sport and active recreation through safe, inclusive, accessible spaces which encourage physical activity.



Funding from the project has come from a range of sources including:

Warrnambool City Council	\$374,500
Victorian Government	\$90,000
Club contributions	\$100,000
Philanthropic trusts	
- Ern Hartley	\$5,000
- Archie and Hilda Graham	\$5,000
- A.L. Lane	\$10,000
- Ray and Joyce Uebergang	\$15,000
- Gwen and Edna Jones	\$10,000
Australian Government	\$18,500
Warrnambool District Football Netball League	\$10,000

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Highlights 2018-2019**Objective 4. Develop a modern economy with diverse and sustainable employment****Catering to Chinese visitors**

China Host participants and program mentors.

In 2018, the Warrnambool City Council secured \$150,000 of Victorian Government funding to lead an Australian-first mentoring program to help businesses in the Great Ocean Road region capitalise on the booming Chinese tourism industry.

Fifteen south-west businesses took part in the program, which concluded in March 2019.

The China Host Program is a partnership between the Warrnambool City, Moyne Shire and Corangamite Shire councils, South-West TAFE, Great Ocean Road Regional Tourism, Asialink Business, Dragon Tail International and the Australian Tourism and Export Council.

Christmas comes early to the CBD

A Very Liebig Christmas held on November 30, 2018, was a new family-friendly community street festival that aimed to support local business as part of the City Centre Renewal project.

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Liebig Leadership Group members promote A Very Liebig Christmas.

Liebig Street was transformed into a Christmas-themed wonderland with street stalls packed with Christmas gift ideas, entertainment from street performers, a range of alfresco dining and the opportunity to be the first to see the new city Christmas lights and decorations.

The event became the third biggest trading day of the year in Warrnambool.

Warrnambool receives sister city award

Warrnambool received a China International Friendly City Award in recognition of the work done to build the sister-city relationship with Changchun.

The award was presented in November 2018 to Warrnambool Mayor Cr Tony Herbert at the China International Friendship Cities Conference in Wuhan, China.

The China International Friendly City Award honours sister cities that have achieved outstanding levels of exchange and co-operation in various fields.

Warrnambool signed a sister-city agreement with Changchun in 2012. The agreement has helped facilitate business and community exchange across agriculture, education, tourism, aged care, arts and sports.

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The sister-city engagement led to the development of Council's Warrnambool China Strategy and has been the catalyst for local skills and employment initiatives including the Warrnambool China Bureau (Chinese market business incubation program) and the Great Ocean Road – China Host Program (Tourism leadership program).

New agreement to address regional labour shortages

Employers on the Great South Coast were given a boost with a new visa agreement between the Commonwealth and Warrnambool City Council aimed at attracting skilled workers to the region. The Great South Coast region was among the first in Australia to enter into a five-year Designated Areas agreement with the Commonwealth.

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Announcing the DAMA: former WCC CEO Bruce Anson, member for Wannon Dan Tehan, member for Western Victoria Bev McArthur, Glenelg Shire Mayor Cr Anita Rank, Warrnambool Mayor Cr Tony Herbert and WCC CEO Peter Schneider.

This agreement will assist key agriculture, hospitality and other businesses on the Great South Coast fill critical employment gaps by providing them access to a broader range of overseas workers than is available through the standard skilled migration programs.

For a DAMA to be approved by the Commonwealth, regions must demonstrate efforts to recruit Australians first and clearly identify labour market conditions and gaps. They must also demonstrate local support available to migrant workers.

What's your bold business idea?

The Ideas Place was launched at the Fletcher Jones Factory on February 7 with the aim of encouraging and fostering new business ideas.

The first event shone a light on three of the region's newest entrepreneurial fashionistas, Alexis Steere from Albeco, Erin Grigg from Always and Belinda Pitt from Cat Street.

Funded by LaunchVic, The Ideas Place included a series of events and workshops with local and national experts in the business start-up space.

The Ideas Place is a Warrnambool City Council initiative in partnership with Runway, the Moyne and Corangamite Shire Councils, Deakin University, South West TAFE and the Food and Fibre Council.

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Highlights 2018-2019**Strategic Objective 5. Practice good governance through openness and accountability****A new mayor**

In October 2018 Cr Tony Herbert was elected mayor of Warrnambool, replacing Cr Robert Anderson who had served as mayor the previous year.

**Submission to the Essential Services Commission**

In early 2019 Council embarked on a consultation with the community about the possibility of applying to the Essential Services Commission seeking a variation to the rate cap imposed by the Victorian Government. The difficulty in maintaining Council assets in years to come was the driver behind investigating a rate variation. The consultation revealed that most residents were against increasing rates but did not want to see a reduction in services.

Council proceeded with an application to the Commission and requested a total rate increase of 4.5 per cent of the average rateable assessment for each year (inclusive of any approved rate cap) in the 2019-2020, 2020-2021 and 2021-2022 financial years.

This equated to an additional annual cost of about \$35, on average, per assessment.

The Commission, after evaluating Council's application, approved a rate variation for the 2019-2020 and 2020-2021 years.

Civic drive for primary pupils

The inaugural Warrnambool City Junior Youth Council held its first meeting in August 2018.

The council comprises up of 17 members and aims to give local primary school students a voice at a civic level.

The group will work closely with their senior counterparts on the Warrnambool City Youth Council.

Youth Council working group member Andrew Pritchard said that while opportunities already existed for primary school students to represent their school, the Junior Youth Council provided a way for them to represent the city.

"The first meeting has been good. Everyone has been very energetic and excited with a lot of ideas," he said.

"The Junior Youth Council is all about providing a voice for the younger kids in the community.

"It is also about developing their own leadership skills and making connections with people from other schools.

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“As you get older you start to forget what happened in primary school and the issues affecting kids at this age, so it’s good to be able to work with them directly.”

Junior Youth Councillors: Kain Ryan, Caitlin Gapes, Freya King, Zoe Bryce, Toby Fish, Hayley Wilson, Charlize Wiffrie, Ian Roache, Theo Kane, Skyla Couch, Charli Picken, Amelia Fiedler, Maisie Rentsch, Maddison Flynn, Taneah Van Bruggen, Jasmine Anderson, Ihipera Sciascia.

Youth Councillors - Working Group: Andrew Pritchard, Meg Reuel (absent from photo), Tiffany Tracey, Elise Drake, Cassidy Jamieson.

New Chief Executive Officer appointed

In November Peter Schneider was announced as Warrnambool City Council's next chief executive officer. was

Peter Schneider moved from Western Australia to take over the role from Bruce Anson, who retired in January 2019 after more than a decade in the role.

Mr Schneider was Chief Executive Officer of Perth-based local government authority, the Eastern Metropolitan Regional Council (EMRC).

The EMRC provides services including waste management, resource recovery, environmental management and regional development to six member councils.



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Challenges and future outlook**Challenges**

Council continues to search for efficiencies in order to contain costs. The renewal of assets will remain a challenge although the rate variation approved by the Essential Services Commission will assist in meeting this challenge.

In June 2019 the Sharp Airlines passenger service linking Warrnambool to Melbourne was closed. Council, as the owner of the Warrnambool Regional Airport, remains in discussions with a number of airlines who have expressed interest in providing a replacement service.

In March it was announced that the Fonterra dairy processing plant in the suburb of Dennington would close in late 2019 with the loss of about 100 jobs.

The future

In mid-2019 Council began an organisation review to consider whether Council's structure efficiently and effectively supports the services Council provides to the community of Warrnambool. The review will be finalised in late 2019.

Planning on the \$20 million Learning and Library Hub will begin. This is a joint project with South West TAFE and the Department of Education that will replace the existing municipal library which was opened in 1976.

Design work for the \$10 million upgrade of Reid Oval will begin. This project will provide the South West region with a showcase sports ground capable of holding higher level sporting fixtures.

Planning will begin on the \$4.5 million shared services project with the Moyne and Corangamite municipalities. This projects aims to achieve efficiencies by sharing a number of corporate functions across the three municipalities.

Council was successful in obtaining Commonwealth Government funding of \$1.45 million to go towards the implementation of the \$2.9 million upgrade of Lake Pertobe Adventure Park. Designs for stage one of this work will be finalised in 2019-2020.

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The year in review**From the Mayor**

In 2018 Council completed the final major stage of a comprehensive overhaul of Warrnambool's commercial and retail heart – Liebig Street. This project, which included \$10 million in funding from the Victorian and Federal governments, was a lengthy undertaking but a transformational one. Old underground infrastructure was upgraded, a new road surface and accessible footpaths were constructed and traders and property owners took advantage of grants to improve shop facades and accessibility into businesses. The work was completed with gardens, stylish and robust street furniture and public art installations. The outcome is one that Council is proud of and the celebration to mark the completion of the major phase of the city centre Renewal, *A Very Liebig Christmas*, became the third largest trading day of 2018. I would like to acknowledge traders and their customers for their patience throughout the construction work. I also wish to acknowledge staff and contractors who scheduled work in order to ensure businesses remained accessible to customers.



Warrnambool offers a wide range of employment opportunities and for a number of years our city has recorded low levels of unemployment. A number of the region's employers have struggled to attract suitably qualified and/or experienced workers and this in turn has placed limits on the region's economy. To address this Council worked with the Federal Government to develop a Designated Area Migration Agreement covering the Great South Coast. This provides an opportunity for employers to address labour shortages and at the same time it has the potential to provide a pathway to permanent residency for workers coming to our region.

Advocacy work of Council has been effective with funding provided for a new library (\$16.3 million), the redevelopment of Reid Oval (\$7 million) and the upgrade of Lake Pertobe (\$1.45 million). Council campaigned effectively for Princes Highway improvements with funding of \$60 million announced by the Federal Government for highway upgrades between Warrnambool and Port Fairy. Council continues to lobby for highway duplication along with improvements to rail services and the railway station, with a focus on not only improving travel times but also accessibility, including more wheelchair spaces on V/line carriages.

Close to home we have focused on some of the features of Warrnambool which local residents love. Among them has been the restoration of the view at Cannon Hill. A small copse of sheoaks was removed to allow residents and visitors to enjoy an uninterrupted vista across Lake Pertobe. The trees will be replaced with low growing shrubs including a correa endemic to the Granny's Grave area.

Work is also under way to restore another much-loved local icon, the historic Wollaston Bridge. This project received Victorian Government funding.

And we completed significant flood protection work with the rehabilitation of the Simpson Street stormwater tunnel and the diversion of stormwater from a 24ha catchment area to a series of water storages in the centre of Warrnambool Racecourse. This \$3.5 million project was funded entirely by Council.

It has been an exciting year. We welcomed our new CEO Peter Schneider and have another busy year ahead with a new library and learning hub, redeveloped oval and an upgrade to Lake Pertobe on the way.

Cr Tony Herbert

Mayor

Warrnambool City Council

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The year in review**From the Chief Executive Officer**

Over the past year Council received a number of key grants from Federal and Victorian governments that will have a significant and positive impact on our city. In late 2018 the Victorian Government announced funding of \$16.5 million to create a new library and learning hub in partnership with South West TAFE, this followed an allocation of \$7 million to make Reid Oval into a premier regional sportsground. At the time this annual report was being prepared the Victorian Government also announced a grant to support the delivery of a shared corporate services project with the Moyne and Corangamite municipalities.

The Federal Government provided \$1.45 million

towards the implementation of the first stage of the Lake Pertobe Master Plan.

Council acknowledges this support which will help ensure Warrnambool remains one of the nation's most liveable cities.



Councillors should also be commended for committing to delivering these key projects, which address priorities identified in the Warrnambool 2040 long-term community plan.

In a challenging financial environment it is important that we maintain our assets and take on capital works projects that can ensure we are meeting the needs of a growing community. It is significant that Council also made a decision to apply to the Essential Services Commission to vary the rate increase above the cap set by the Victorian Government. The commission subsequently approved a variation for the next two financial years and Council then opted to include a variation for the 2019-2020 budget, with all additional revenue to be directed towards asset renewal.

Council will continue to strive for efficiencies in its operation. As part of that commitment an organisation review is under way which will examine whether our structure supports cross-team collaboration, high levels of customer service and whether the segregation of duties promotes good internal control and whether we are suitably resourced to deliver on the Council Plan.

It is imperative to ensure that we have the appropriate human and capital resources we require in order to deliver the best outcomes possible for the people of Warrnambool and the organisation review will provide the information on which to ensure the best allocation of resources.

One of our long-serving managers, Russell Lineham, retired after more than 20 years with Council. In that time Russell was involved in the redevelopment of the Lighthouse Theatre, ongoing improvements at the WAG and AquaZone and was also heavily involved in advocacy which delivered a great funding outcome for Reid Oval – thank you Russell.

I would also like to acknowledge the efforts of all staff. In addition to delivering major projects – including completion of the main phase of the City Centre Renewal – staff continue to provide a broad range of high quality services to the community.

Peter B. Schneider

Chief Executive Officer

Warrnambool City Council

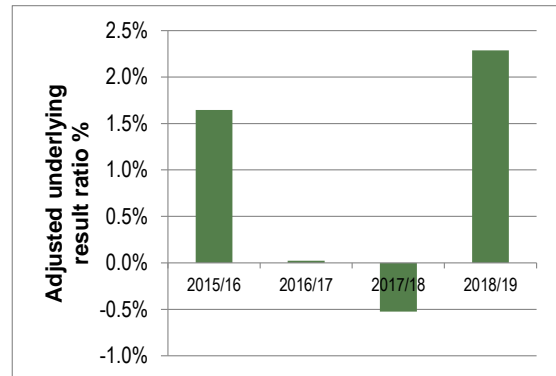
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Financial summary

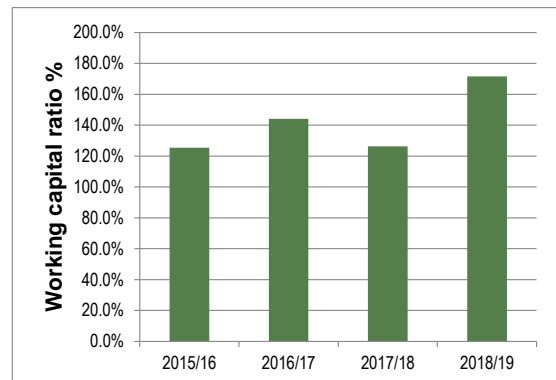
Council's financial position continues to remain satisfactory. A summary of our performance is outlined below. Detailed information relating to council's financial performance is included within the financial statements and performance statement sections of this report.

Operating position

Council achieved an accounting surplus of \$13.96 million in 2018–19 which is higher than the 2017-18 surplus of \$6.02 million and is impacted by the higher level of non-monetary contributions which are externally driven by property development activities. Government grants were also higher in 2018/19 than the previous year. The adjusted underlying surplus of council, after removing non-recurrent capital grants, non-monetary capital contributions, profit/loss on sale of equipment and major expensed capital works, is a surplus of \$1.71 million. This is above the expected target of >0% and is mainly due to non recurrent Government grants received for one-off operating projects where the income has been received prior to the expenditure occurring.

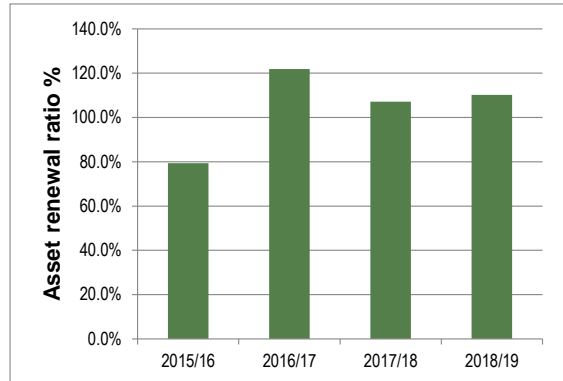
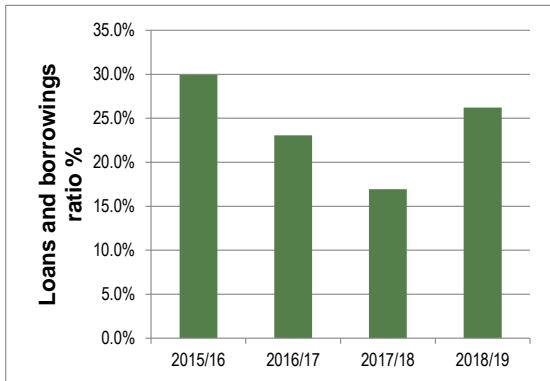
**Liquidity**

The working capital ratio has increased from 126.3% to 171.6% and is mainly due to a number of grants received in advance for projects that will commence in the 2019/20 financial year. These include the Reid Oval upgrade and funding for the Port of Warrnambool. The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities. Council's result of 171.6% is an indicator of satisfactory financial position and within the expected target band of 100% to 200%.

**Obligations**

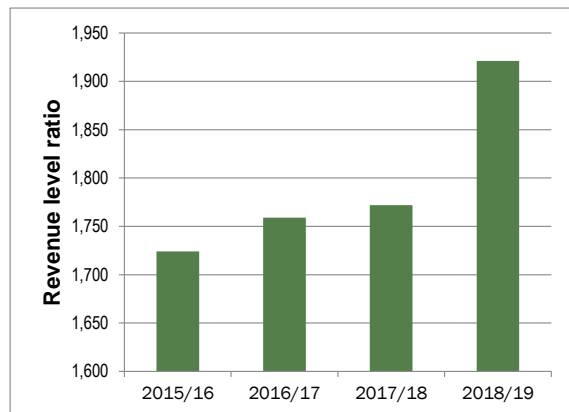
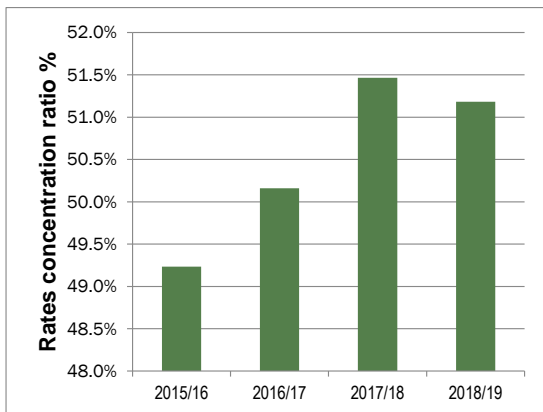
Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. To help bridge the current infrastructure gap, council invested \$12.96 million in renewal works during the 2018-19 year which was consistent with 2017-18. Council's asset renewal ratio which is measured by comparing asset renewal expenditure to depreciation was 110.3%. At the end of the 2018-19 year council's debt ratio which is measured by comparing interest-bearing loans and borrowings to rate revenue was 26.2% which is within the expected target band of 20%-60%. Council borrowed \$5.50 million to fund the completion of the Simpson Street drainage upgrade. Council is guided by the borrowing strategy and the long term financial plan as to when it is appropriate to borrow new funds.

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Stability and efficiency

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Council's rates concentration which compares rate revenue to adjusted underlying revenue was 51.2% for the 2018-19 year which is within the expected target band of 40%-60%. This is a small decrease on prior years. Council's average residential rate per residential assessment of \$1,921 has increased on prior years driven mainly by a \$69 per assessment increase to the waste management charge as a result of the issues within the recycling market and the introduction of the new FOGO service.



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Description of operations

Warrnambool City Council provides a diverse range of services which include: the building and maintenance of municipal roads, footpaths, cycling paths and public amenities; waste management; tourism and economic development; Meals on Wheels, respite care, recreation services including provision and maintenance of sporting facilities; planning; a live performance theatre, aquatic centre and art gallery. Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan 2017-2021, the 2018-2019 Council budget and the annual report.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under Victorian and Australian legislation.

Economic factors

In its annual report of 2017-2018 Council indicated that the impact of rate capping had reached the point where, unless a variation to the rate cap was granted, maintenance and renewal of all of Council's assets would not be possible without changes to service levels.

In the first half of 2019 Council successfully applied to the Essential Services Commission seeking to apply a rate increase of 4.5 per cent over the next three years. The Commission allowed for a rate variation only over 2019-2020 and 2020-2021. In May 2019 Council voted to apply a rate increase of 4.5 per cent in 2019-2020.

Major capital works

In late 2018 Council completed the second major phase of the \$17 million City Centre Renewal which resulted in the transformation of the southern block of Liebig Street, the commercial and retail heart of Warrnambool.

Improvements within the city centre continued in 2019 with upgrades to intersections at Kepler and Timor streets and Koroit and Kepler Streets – the latter intersection to be completed in the 2019-2020 financial year.

Major improvements were also made to the Simpson Street stormwater drainage tunnel while a major road upgrade was completed in early 2019 along Boiling Down Road.

Major changes

Some early childhood services were relocated from the Florence Collins Children's Centre to other Council facilities after water damage necessitated repairs to the building, which is in Kepler Street. The relocation of service and children to other Council facilities also required the temporary relocation of early childhood administration staff to the Archie Graham Community Centre.

Repairs to the Florence Collins building were expected to take several months to complete.

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Our Council**Warrnambool City Council profile**

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

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

Warrnambool has a growing population and over recent years has attracted people seeking a seachange and those from the region who are seeking professional and educational opportunities.

Recent research by leading firms Deloitte Access Economics and Ipsos has revealed that Warrnambool is considered Victoria's most liveable city. This research considered factors including health and education services, access to natural attractions and housing affordability.

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

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

The major employment sectors are health care and social assistance, retail, manufacturing, education and training, accommodation and food services, professional services and construction.

Warrnambool has a moderate climate with an average maximum summer temperature of about 24°C, while the average winter maximum is about 14°C.

The Great South Coast region features major visitor attractions including the 12 Apostles, Tower Hill and Budj Bim National Park.

Along with the natural attractions visitors are drawn to events including the speedway car racing, the May Racing Carnival and surf life saving events.

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

Council office

Civic Centre

25 Liebig Street

Warrnambool 3280

Email: contact@warrnambool.vic.gov.au

Website: www.warrnambool.vic.gov.au

Postal address: PO Box 198 Warrnambool Victoria 3280

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Councillors

Warrnambool City Council is an unsubdivided municipality with each Councillor elected by all voters. The seven Councillors were elected in October 2016 for a four-year term.

Council holds regular open meetings at which key decisions are made. The seven-member Council was elected in October, 2016. Cr Tony Herbert was elected mayor on October 9, 2018, succeeding Cr Robert Anderson.

**Cr Robert Anderson**

Mayor October 2017 to October 2018

Mobile: 0428 115 397

Email:

randerson@warrnambool.vic.gov.au

**Cr Sue Cassidy**

Mobile: 0417 438 470

Email:

scassidy@warrnambool.vic.gov.au

**Cr Kylie Gaston**

Mobile: 0437 623 715

Email:

kgaston@warrnambool.vic.gov.au

**Cr Tony Herbert**

Mayor, October 2018 onwards

Tel: 0407 800 510 (business hours)

Mobile: 0427 669 760

Email: therbert@warrnambool.vic.gov.au

**Cr Peter Hulin**

Tel: 0411 697 052 (business hours)

Mobile: 0428 411 169

Email:

phulin@warrnambool.vic.gov.au

**Cr Michael Neoh**

Mobile: 0408 543 638

Email:

mneoh@warrnambool.vic.gov.au

**Cr David Owen**

Mobile: 0419 615 887

Email:

dowen@warrnambool.vic.gov.au

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Organisational structure

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the council plan. Four directors and the CEO form the Executive Management Team and lead the organisation. Details of the CEO and senior officers reporting directly to the CEO are set out below.

Chief Executive Officer

Peter Schneider

Director Corporate Strategies

Peter Utri

- Communications
- Financial Services
- Information Services
- Revenue and Property
- South-West Victorian Livestock Exchange

Director City Infrastructure

Scott Cavanagh

- Infrastructure Services
- City Amenity
- Facilities and Projects

Director Community Development

Vikki King

- Community Planning and Policy
- Recreation and Culture
- Capacity, Access and Inclusion
- Children's and Family Services

Director City Growth

Andrew Paton

- Economic Development and Investment
- City Strategy and Development
- Visitor Economy

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Organisational chart

Council			
Chief Executive, Peter Schneider Executive Assistance, Wendy Clark Manager Governance, Anne-Maree Neal			
Director City Growth Andrew Paton	Director City Infrastructure Scott Cavanagh	Director Corporate Services Peter Utri	Director Community Development Vikki King
Manager Economic Development and Investment, Shaun Miller Manager City Strategy and Development, Jodie McNamara Acting Manager Visitor Economy Vacant	Manager Infrastructure Services, Luke Coughlan Manager City Amenity, Glenn Reddick Manager Facilities and Projects, Ben Storey	Manager Revenue and Property, Glendon Dickinson Manager Organisation Development, Simon Fleming Manager Information Services, Peter Newell Manager South-West Victorian Livestock Exchange, Paul White Manager Communications, Nick Higgins	Manager Community Planning and Policy, Lisa McLeod Acting Manager Recreation and Culture, John Finnerty Manager Capacity, Access and Inclusion, Richard Stone Manager Children's and Family Services, Tina McLeod

Council staff

A summary of the number of full time equivalent (FTE) council staff by organisational structure, employment type and gender is set out below.

Employee type/gender	Executive FTE	Corporate Strategies FTE	Community Development FTE	City Infrastructure FTE	City Growth FTE	Total FTE
Full-time male	1	20	12	79.9	21.7	134.6
Full-time female	3	9	45.9	12	16.8	86.7
Part-time male	0	2.1	11	9.6	2.7	25.4
Part-time female	2	14.6	89.4	8.3	10.3	124.6
Casual male	.5	-	2.4	.6	-	3.5
Casual female	-	.3	18.7	.6	.9	20.5

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Council staff

A summary of the number of full time equivalent (FTE) staff categorised by employment classification and gender is set out below.

Employment Classification	Male FTE	Female FTE	Total FTE
Band 1	3.6	6.1	9.7
Band 2	12.4	16.7	29.1
Band 3	42.8	45.4	88.2
Band 4	27.0	52.5	79.5
Band 5	18.3	36.5	54.8
Band 6	27.4	17.9	45.3
Band 7	12.0	14.5	26.5
Band 8	1.0	0	1.0
Unbanded	18.9	42.3	61.2
Total	163.4	231.9	395.3

Equal employment opportunity program

Warrnambool City Council is an equal opportunity employer committed to providing a safe working environment that embraces and values child safety, diversity and inclusion

Other staff matters**Enterprise bargaining agreement**

In June 2019 all Council staff were invited to take part in a vote on the proposed Warrnambool City Council Enterprise Agreement No.8. The ballot remained open until July 5, 2019. The outcome of the vote count was the 59.7 per cent of respondents voted against the agreement with 40.3 per cent of the vote in favour. Until another agreement is developed and endorsed the terms and conditions of employment contained within WCC Enterprise Agreement No.7 – 2016 remain in place.

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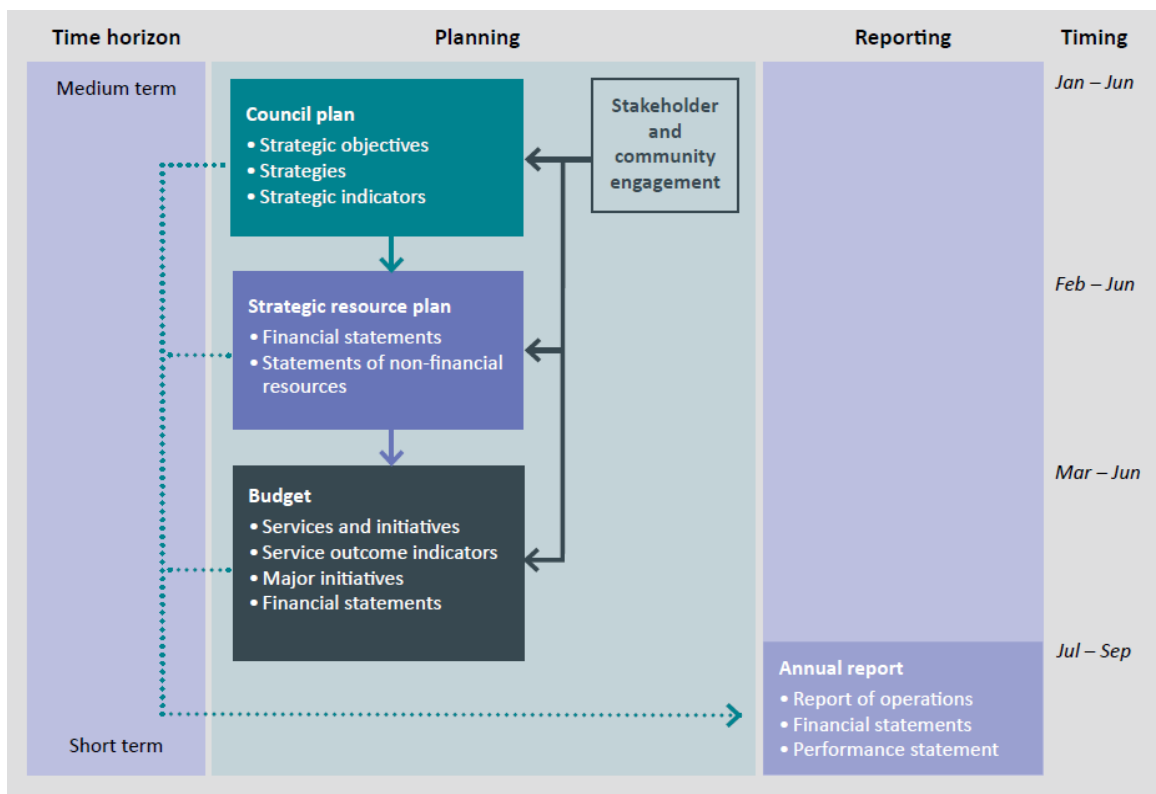
Our performance

Planning and accountability framework

The Planning and Accountability Framework is found in part 6 of the Local Government Act 1989 (the Act). The Act requires councils to prepare the following planning and reporting documents:

- A council plan within the six months after each general election or by 30 June, whichever is later
- A strategic resource plan for a period of at least four years and include this in the council plan
- A budget for each financial year
- An annual report in respect of each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.



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Council Plan

The council plan 2017-21 includes strategic objectives, strategies for achieving these for the four year period, strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan. The following are the five strategic objectives as detailed in the council plan.

1. Sustain, enhance and protect the natural environment

We will protect our waterways, coast and land; prepare for climate change; investigate options to minimise our waste and look to derive positive outcomes from eco-business.

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

We will seek to have more people feeling healthy and well; have more people learning; have more people culturally involved; have more people connected and participating; we will be resilient in emergencies and be a healthy and safe place to live and study.

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

We will have more of our city connected; we will be a vibrant city; our infrastructure will be fit-for-purpose; we will provide greater amenity and ease of movement and we will be proud of what we already have.

4. Develop a smarter economy with diverse and sustainable employment

We will grow our population; we will have a more sustainable local economy; we will have a more beneficial visitor economy and we will have more modern infrastructure.

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

Council will provide strong advocacy for the community and region. It will practice transparent decision-making while delivering services efficiently and effectively.

Performance

Council's performance for the 2018-2019 year has been reported against each strategic objective to demonstrate how council is performing in achieving the 2017-2021 council plan. Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the council plan
- Progress in relation to the major initiatives identified in the budget
- Services funded in the budget and the persons or sections of the community who are provided those services
- Results against the prescribed service performance indicators and measures.

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Council Plan

The information below describes the progress made in each of the activities and initiatives described in the Council Plan 2017-2021.

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

Strategy: protect and enhance our waterways and coast.

Action	Status	Progress	Comment
Implement the Coastal Management Plan and Vegetation Management Plan.	Progressing	65%	Implementation of the plan continues with key projects under way including the renewal of the Moyjil beach access and Lady Bay beach access to improve safety. The Coastal Vegetation Management Plan implementation is ongoing.
Ensure compliance with Local Laws relating to horses on Lady Bay.	Completed	100%	This action is ongoing. Increased patrols by officers and regular contact with the Warrnambool Racing club and SWOTRA ensures the riders and trainers are aware of the need for compliance.
Ensure all septic tanks meet EPA guidelines and requirements.	Progressing	90%	Development of the Domestic Water Management Plan began June 2019 and will conclude in November 2019. Among the outcomes of the Plan will be risk maps; random audits of systems to monitor their health; recommendations to strategic planners; liaison with Wannon Water and other key stakeholders.
Manage and implement the Moyjil Cultural Heritage Plan.	Progressing	45%	A significant milestone was achieved with the publication by the Royal Society of Victoria of the scientific findings in relation to Moyjil. The research provides strong evidence to indicate human occupation from 120,000 years ago. Further research and techniques will be investigated and options explored with Traditional Owners and agency representatives who form the Moyjil Advisory Committee.
Review recycling practices in the city and develop short and long-term options for recycling processes.	Progressing	50%	Community consultation with options released for comment July 2019.
Continue the Bag It, Bin It, dog litter reduction campaign to reduce dog littering.	Not progressing	25%	Local Laws officers include some monitoring in their regular patrols. This has limited impact and funding for a more regular presence is required.
Develop an asset management plan for coastal protection assets and seek funding for their management.	Completed	100%	The Port of Warrnambool Asset Management Plan was adopted by Council.

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Strategy: commit to being a carbon neutral organisation by 2040.

Action	Status	Progress	Comment
Commence implementation of the new Warrnambool sustainability plan.	Progressing	80%	The implementation of this strategy continues with delivery of key initiatives in sustainability and environmental management, including the inaugural Renewable Energy Forum on community renewable energy and the solar program for households.
Reduce reliance on landfill by diverting organic material from waste streams through education.	Completed	100%	Full FOGO rollout was completed. Preliminary data suggest reductions of up to 80 tonne per month.

Strategy: assess our climate change preparedness.

Action	Status	Progress	Comment
Deliver the Barwon South West – Local Coastal Hazard Assessment – Stage 1 Pursue funding for Stage 2.	Progressing	35%	Pursuit of funding for Stage 2 of the Local Coastal Hazard Assessment is ongoing with discussions with DELWP and the Coastal Environments Program.

Strategy: Review options for managing waste

Action	Status	Progress	Comment
Investigate opportunities for waste to energy to reduce reliance on landfill.	Progressing	70%	Draft feasibility analysis received. Final draft report being prepared.

Strategy: Educate and partner with the community on Council's sustainability initiatives.

Action	Status	Progress	Comment
Prepare a foreshore master plan specifically investigate potential for eco-tourism at the foreshore.	Progressing	70%	Draft Foreshore Precinct Plan completed. Draft project brief for integration with other Master Plans to be completed. (eg. Lake Pertobe, Port of Warrnambool, Belfast Coastal Reserve Management Plan).
Work with the community to advocate for Warrnambool to be a plastic bag-free city.	Completed	100%	While State Government has now taken the lead, Council has a role in advocating for change. Through the FOGO rollout, Council has run effective education programs on compostable kitchen caddy bin-liners to reduce reliance on single-use plastic bags and to minimise contamination in the FOGO stream. This will be ongoing.

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Major initiatives

Completion of the rollout of the Food Organics Garden Organics (FOGO) collection service.
Development and adoption of the Port of Warrnambool Asset Management Plan.

Services

The following statement provides information in relation to the services funded in the 2018-2019 budget and the people or sections who are provided the service.

Service	Description	Net cost \$'000 Actual budget Variance
Environmental management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	493
		531
		38
Waste management and street cleaning	This service provides kerbside rubbish collections of garbage, and recycling waste from all households and some commercial properties in Council. It also provides street cleaning, leaf collection, street litter bins throughout Council and Food Organics Green Organics collection trial.	4,013
		3,923
		(90)
Parks and gardens	This service covers a range of areas such as tree pruning, planting, removal, planning and street tree strategies, management of conservation and parkland areas, creeks and other areas of environmental significance. Parks Management provides management and implementation of open space strategies and maintenance programs.	3,949
		3,951
		2

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Service performance indicators

Service/indicator/measure	Results				Material variations and comments
	2016	2017	2018	2019	
Waste Collection					
Satisfaction Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	119.23	205.76	151.48	162.81	
Service standard Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	1.84	5.24	3.87	4.49	The increase in missed bins relates to a performance issue by the collection contractor which occurred towards the end of the previous contract. The increase relates to an additional 1 to 2 bins missed per week.
Services Cost Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$105.93	\$104.22	\$109.29	\$111.26	
Cost of kerbside recyclables collection service (Direct cost of the kerbside recyclables collection bins)	\$26.81	\$27.55	\$29.25	\$59.15	This increase reflects the impact of the recycling crisis over a complete financial year. The crisis resulted in an industry reset which the State Government and regional waste groups helped broker.
Waste diversion Kerbside collection diverted from landfill (Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins) x 100	38.30%	38.09%	37.73%	47.78%	The increase in waste diversion is directly related to the introduction of the kerbside FOGO service.

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Strategic objective 2. Foster a healthy, welcoming city that is socially and culturally rich**Strategy:** promote healthy lifestyles.

Action	Status	Progress	Comment
Ensure compliance with the Tobacco Act and MAV Tobacco Agreement.	Completed	100%	As part of this ongoing MAV Agreement, all tobacco outlets undergo four Tobacco Test Purchase activities each year. Education visits are conducted at all food premises with outdoor dining areas, as well as four similar visits to South West Healthcare.
Implement Warrnambool - A Healthy City 2017-2021	Completed	100%	Key HWB activities included - "This Girl Can 3280" - a VicHealth funded campaign to get women participating in physical activity which delivered: <ul style="list-style-type: none"> • 76 new female-friendly program activities delivered over six weeks • 15 partners involved delivering the activities • More than 430 women participated in the free activities. • Posters and calendars were displayed at more than 20 locations including schools, workplaces and program partner venues. "Every Day Counts" campaign which aims to raise community awareness of the impact of absenteeism on school outcomes. Achievements include: <ul style="list-style-type: none"> • Strong school support with active partnership from 7 primary schools and 2 secondary schools • Key campaign messages developed and refined with partners and Term 1 campaign delivered to positive feedback.
Increase understanding of priority health and wellbeing issues in the community.	Completed	100%	Strong campaign results were achieved for Last Drinks Warrnambool (alcohol harm), This Girl Can (increasing physical activity) and Meet your Street (encouraging social connection) via traditional and social media channels and with partners in schools, council facilities and services and partner workplaces.
Encourage social connection and promote active living in public spaces.	Completed	100%	This Girl Can (increasing physical activity) and Meet your Street (encouraging social connection) campaigns were successfully delivered with a series of well supported events and campaigns being rolled out via traditional and social media channels and with partners in schools, council facilities and services and partner workplaces.
Provide communications support to promote Council services and facilities.	Completed	100%	Material and media releases produced to advise AquaZone customers of the short-term closure of the swimming pools while upgrades were made to air handling and water treatment systems. Engagement materials designed and produced for consultation on recycling options.
Support Youth Council to implement their annual action plan.	Completed	100%	New Youth Council established.
Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.	Completed	100%	All Food Act and Public Health Act premises have been inspected in this reporting period.

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Strategy: seek, equity, access and inclusion for everyone.

Action	Status	Progress	Comment
Partner with local agencies and organisations to address health and wellbeing priorities.	Completed	100%	WCC service areas including AquaZone, WAG and Archie Graham, along with other community groups and local businesses supported the This Girl Can campaign and calendar of free events. Planning for the federally funded Welcome to Warrnambool Cultural Orientation Program commenced with key partner Brophy Youth and Family Services. The "Pirtup Trail" at Lake Pertobe will be a partnership project with collaboration between the Aboriginal community, Aboriginal Victoria, Gunditjmara, Gunditj Mirring, Nature Glenelg Trust, and Glenelg Hopkins Catchment Management Authority and Council to develop and deliver this important element of the Lake Pertobe BBR Program.
Ensure immunisation facilities are fit-for-purpose. Facility has been review and identified to be too small for the purpose of activities required. This has been referred to the budget process for consideration to enlarge the area.	On hold	25%	The immunisation room requires expansion which will require funding.
Increase influenza immunisation. The immunisation service is limited to conducting off-site flu vaccinations for business due to the inability to access the immunisation room on an additional day to conduct a walk-up service for the public.	Completed	100%	Further progress will depend on expanding the existing immunisation facility.
Maintain and enhance child immunisation rates (from 95 per cent coverage).	Completed	100%	Cohort 1 (1 year old) 94.38% Cohort 2 (2 year old) 98.02% Cohort 3 (5 year old) 96.88%
Continue to work in partnership with the Primary Care Partnership to implement priority health promotion and prevention initiatives across the South West.	Completed	100%	WCC and SW Primary Care Partnership continue to partner on the Warrnambool Violence Prevention Board to deliver Last Drinks Warrnambool and to seek funding to undertake initiatives to address harm from alcohol. SWPCP continue their active support of the Warrnambool 2040 Plan's people goals.
Support the collection of new, consistent data and evidence to inform strategic and service planning.	Completed	100%	Council participated in the 2019 National Cycling Participation Survey which will provide data around rates of physical activity and will also inform both the ride to work/school campaigns and the development of a Principal Bike Network Plan. Social media data for Warrnambool's CBD and foreshore has been sourced as a trial from Neighbourlytics which will assist in monitoring W2040 outcome measures. WCC is encouraging schools to again participate in the 2019 Middle Years Development Index (MDI) for children in year 5 and 7 levels which provides important data about how children and young people are faring. Officers are also supporting SW

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

			Primary Care Partnership to develop a data portal and consistent measures for Health and Wellbeing monitoring.
Encourage residents to be prepared for emergencies, increase awareness of local emergency alerts/warnings and share preparedness resources and information with residents.	Completed	100%	Connect Warrnambool Facebook continues to be used effectively for sharing information issued by Vic Emergency. Council has disseminated emergency preparedness messages and alerts across the sub-region (up to 80km from Warrnambool) - reaching into Moyne Shire.
Establish a parenting program supporting the needs of fathers within the community.	Pro-gressing	80%	Commencement of First Parent groups in the evening enabling dads to attend outside of work hours. Presentations on play, development and attachment. Also CFA and family home safety education.
Develop a kiosk information centre for families to navigate children's services and activities within the community.	On hold	70%	The kiosk installation is on hold due to the relocation of Children's Service Centre and Florence Collins Children's Services complex.
Continue with the Victorian Government's Roadmap for Reform and commence implementation of the 10-Year Early Childhood Reform Plan across all Early Years Learning and Development Units, services and alliance networks.	Completed	100%	First year targets implemented and achieved.
Expand access to early learning and development opportunities for children and increase support for parents through the introduction of the Supported Playgroup Program. Pilot two supported playgroups in the Warrnambool municipality and test the models and their applicability to Warrnambool communities.	Completed	100%	Pilot program implemented and with results exceeding expectations.
Enable child safety standards across the Early Years Learning and Development Unit.	Completed	100%	Child Safety Standards fully implemented across early years services, and will be maintained and monitored annually.
Complete the principle pedestrian network plan to inform future investment in our pathways and support sustainable transport.	Pro-gressing	85%	The Draft Principal Pedestrian Network Plan and its community consultation strategy will be presented to Council in the 2019-2020 financial year.

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Ensure regional assessment targets are met and that quality processes and procedures are adhered to.	Completed	100%	Quarterly Regional Assessment Service quality framework completed. The report demonstrated a high level of client satisfaction. Self-audit tool show that the service is meeting expected requirements.
Continue to implement Council's Disability Action Plan.	Completed	100%	All annual targets met. Warrnambool City Councils Disability Action Plan 2017 -2026 contains 43 actions, of which 18 are 'Ongoing' with annual reviews and 25 have specific completion dates.
Ensure that Client care plans are completed and reviewed.	Completed	100%	All care plans have been reviewed and are complete.
Implement Council's Wellness, Reablement and Diversity Plans.	Completed	100%	Updated Wellness, Reablement and Diversity Plans submitted to the Department of Health and Human Services. Council's Regional Development Coordinator worked with Aboriginal community organisations to explore projects that respond to the reforms in the aged care sector.

Strategy: increase community health and social connections.

Action	Status	Progress	Comment
Establish Archie Graham as a central point of information for health and wellbeing activities and opportunities for older adults	Completed	100%	The Archie Graham Community Centre is now a central point of information and activities for health and wellbeing opportunities for older adults. Archie Graham Community Centre bi-monthly newsletter distributed to over 1200 patrons. Centre activities have high participation rates with most at full capacity.
Increase connectedness and build health and wellbeing knowledge of local people via social media.	Completed	100%	Connect Warrnambool published 225 Facebook posts from 1 April to 30 June 2019 and increased reach and engagement on the same time last year. Posts which encourage changed behaviour (including increased physical activity, being social and reducing risky drinking), messages to promote health and wellbeing priorities and fostering emergency preparedness and resilience and promoting community events, programs and activities have been extensive.
Continue to support active volunteerism within the local community	Completed	100%	Volunteer Connect continues to provide strong support to volunteer-involving organisations. Volunteer numbers in the community continue to increase.
Implement the Aquazone Annual Business plan and make improvements to drive increased visitation.	Completed	100%	Revision of 2019/20 business plan complete.

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Update AquaZone's water treatment system	Completed	100%	Construction works are under way to replace the Water Treatment System. First stage of works complete. The project runs over two financial years and will continue into late 2019.
Complete the following recreation infrastructure projects: (i) Dennington Recreation Reserve Pavilion Redevelopment and sewer upgrade; and, (ii) Mack Oval irrigation development.	Completed	100%	Dennington Recreation Reserve sewer upgrade is complete. Mack Oval Irrigation is complete.
Seek funding to commence implementation of Lake Pertobe Master Plan.	Completed	100%	Council received \$1.45m under the Federal Government's Building Better Regions Fund in March 2019.
Implement Stage 2 of the healthier choices project at Warrnambool Stadium kiosk.	Completed	100%	Sports participation on target for 2019/20.
Host the South West Regional Championships at the Warrnambool Gymnastics Centre in partnership with the Springers Gymnastics Club.	Completed	100%	Event successfully hosted with positive feedback from participants and Gymnastics Victoria.
Complete the Great South Coast Regional AFL, Netball and Cricket Strategy and work with stakeholders to commence implementation.	Completed	100%	Project completed and Council received the final report in July 2019.
Complete the Active Warrnambool Strategy and work with stakeholders to commence implementation.	Completed	100%	All annual actions complete. The draft final report was presented to Council in July 2019. The report is currently on display for public comment. The final report will be presented to Council in August 2019.
Complete the Reid Oval Preliminary Business Case project and advocate for capital investment to implement the Development Plan priorities.	Completed	100%	Reid Oval Redevelopment Project has commenced. Council will continue to seek the remaining required funding.
Introduce a new enclosed dog park in consultation with the community.	Progressing	60%	Construction commenced July 2019.

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Strategy: encourage and support more lifelong learning.

Action	Status	Progress	Comment
Warrnambool Branch Library to promote early reading programs to support literacy in young children.	Completed	100%	Warrnambool Library runs regular programs with a focus on early years Literacy including story time and rhyme time. Preschool programs run year-round including through the school holidays. In conjunction with the State Library of Victoria, the Warrnambool Library also runs the 1000 books before school program.
Present the LINK (library) business case to government and continue to advocate for capital investment in the project.	Completed	100%	Achieved. The State Government has allocated \$16.3m to the project.
Implement the new childcare funding package across childcare services.	Completed	100%	The first year implementation complete. Further work will be required in the next financial year as updates and changes are announced.
Provide early engagement opportunities which support early learning and parenting through supported playgroups.	Completed	100%	Supported Playgroups have been implemented into the community with regular attendance from young families. Regular referrals occurring via the Maternal Child Health process along with other agencies such as Child Protection.
Improve school readiness outcomes through the implementation of the DET School Readiness Funding.	Completed	100%	School Readiness funded programs delivered across the 12 kindergarten sites. The sessions included training for staff and sessions for children and families to support children's communication, wellbeing, access and inclusion.
Continue to provide high quality early years programs within early years services.	Completed	100%	Continued assessment against National Quality Standards, receiving "exceeding" rating for Lions Hopkins Kinder during the 12-month period.

Strategy: engage a broader range of people in cultural activities

Action	Status	Progress	Comment
Work with the appropriate stakeholders to progress development of improved tourism product initiatives at Tower Hill and Moyjil.	Completed	100%	Master planning project for Tower Hill has commenced. Traditional Owner and other stakeholder engagement occurring. Project Control Group formed comprising Parks Victoria, RDV, Moyne Shire, Warrnambool City Council, Great Ocean Road Regional Tourism, VicRoads and Visit Victoria.
Develop and deliver a Warrnambool Art Gallery calendar of exhibitions and education programs which attract identified target audiences.	Completed	100%	WAG delivered a successful program of exhibitions and events with WAG visitation 66,665 in 2018-19 (increased from 53,041 in 2017-18).
Develop a Warrnambool Art Gallery vision and 10-year strategy.	Completed	100%	WAG held a Stakeholder Engagement Forum in June 2019 with 50 community partners including: WAG Industry Panel members, WAG Foundation, Friends of WAG, Maar Nation Steering Committee, local arts and culture representatives

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			(PGAV, RAV) and other internal and external partners. Reflections from the forum will help complete the gallery's 10-year vision and strategy.
Foster community partnerships to deliver arts workshops at the Lighthouse Theatre.	Completed	100%	The 2019 Primary Performers program saw 80 local primary school aged children taking part in the musical Beauty & The Beast Jr, supported by over 100 parents, guardians and community volunteers; performing to over 1400 patrons across four performances.

Strategy: actively acknowledge local Aboriginal culture.

Action	Status	Progress	Comment
Engage Aboriginal elders in Council's strategic planning and include Aboriginal culture, stories and language in projects whenever appropriate.	Completed	100%	Gunditjmara Cooperative, Aboriginal Victoria and Victorian Council for Aboriginal Languages supported a major funding application to Building Better Regions for investment in a renewed Lake Pertobe Playspace which will incorporate indigenous stories and language into a soundscape, walking trail and natural play elements. This successful funding application will see strong partnership around the delivery of indigenous play elements, cultural interpretation and a soundscape through a project given the working title of "Pirtup Trail".
Involve Aboriginal community members in the design of relevant priority projects identified in the Botanic Gardens and Lake Pertobe master plans.	Completed	100%	Ongoing work will see Gunditjmara Cooperative, Aboriginal Victoria and Victorian Council for Aboriginal Languages collaborate to support the Lake Pertobe Renewal Program which will see indigenous stories and language incorporated into a trail. This will see strong partnership around the delivery of indigenous play elements, cultural interpretation and a soundscape through a project given the working title of "Pirtup Trail".

Strategy: increase participation opportunities for disadvantaged members of the community

Action	Status	Progress	Comment
Establish Archie Graham Community centre as a culturally safe environment.	Completed	100%	All annual actions complete. Reconciliation Week closing ceremony event conducted at the Archie Graham Community Centre. A wide range of culturally diverse community groups regularly use the centre to meet and socialise.

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Major initiatives

Commencement of a Warrnambool Art Gallery vision and 10-year strategy.
Successful advocacy for new shared library with South West TAFE.

Services

The following statement provides information in relation to the services funded in the 2018-2019 budget and the people or sections who are provided the service.

Service	Description	Net cost Actual budget variance
Community support services	Government funded programs aimed at improving community participation, rural access programs and facilitation of migration to the South West and volunteer programs.	57 52
		(5)
Aged services	This area provides a range of services including meals on wheels, personal care, respite, home maintenance, home care, adult day care and senior citizens programs.	376 510
		134
Family services	This service provides family orientated support services including pre-schools, maternal & child health, child care, counselling & support, youth services, immunisation, family day care.	866 1,105
		239
Art and culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Warrnambool Art Gallery and Light House Theatre.	890 907
		17
Library services	Provision of quality library and information services to the community.	967 960
		(7)
Recreation	Provision of sport, recreation and cultural facilities, service and programs in response to identified community need and to provide information and advice to clubs and organisations involved in these areas.	383 364
		(19)
Leisure centres	The Warrnambool Stadium and Aquazone provide premier indoor community leisure facilities in South West Victoria, providing equitable and affordable access to a wide range of aquatic and fitness activities.	570 490
		(80)
Health services	Administrations of legislative requirements pertaining to public health, immunisation and food premises.	99 121
		22
Festival and events group	Delivers a range of promotions, festivals and events along with attracting events to the city to deliver economic benefits.	1,198 1,063
		(135)

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Service performance indicators

Aquatic facilities	2016	2017	2018	2019	Material Variations and Comments
Satisfaction User satisfaction with aquatic facilities (optional) [User satisfaction with how council has performed on provision of aquatic facilities]	N/A	N/A	N/A	N/A	Not measured, optional
Service standard Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	1.00	1.00	2.00	
Health and Safety Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	0.00	0.00	0.00	0.00	Nil reportable incidents
Service cost Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$1.94	\$1.92	\$1.76	\$2.07	
Service Cost Cost of outdoor aquatic facilities [Direct cost of indoor aquatic facilities less income received/ Number of visits to outdoor aquatic facilities]	\$3.33	\$3.52	\$3.63	\$4.36	
Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	7.14	6.86	6.94	6.85	

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Service performance indicators

Animal Management	2016	2017	2018	2019	Material Variations and Comments
Timeliness Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.00	1.00	1.00	1.00	
Service standard Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	80.92%	88.38%	80.54%	84.24%	
Service cost Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$27.95	\$32.04	\$72.55	\$90.05	Full year impact in costs associated with the new RSPCA service contract
Health and safety Animal management prosecutions [Number of successful animal management prosecutions]	0.00	0.00	0.00	0.00	Nil prosecutions for the reporting period.

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Service performance indicators

Food Safety	2016	2017	2018	2019	Material Variations and Comments
Timeliness Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.00	1.38	1.00	1.00	
Service Standard Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	100.00%	82.76%	99.28%	99.64%	
Service cost Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$371.80	\$359.21	\$378.90	\$323.36	Our direct costs have reduced due to a reduction in staffing levels, at the same time, the number of premises has risen from 586 to 619
Health and safety Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	95.35%	100%	84.24%	In the 2017-2018 critical and non-compliances were identified, with follow up actions completed within the same reporting period. In 2018-2019 notifications were only identified weeks prior the period end, with follow up actions completed in the 2019-2020 reporting period

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Service performance indicators

Home and Community Care (HACC)	2016	2017	2018	2019	Material Variations and Comments
Timeliness Time taken to commence the HACC service [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	3.11	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016
Service standard Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	66.67%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016
Service cost Cost of domestic care service [Cost of domestic care service / Hours of domestic care service provided]	\$57.35	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016
Service Cost Cost of personal care service [Cost of the personal care service / Hours of personal care service provided]	\$64.75	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016
Service cost Cost of respite care service [Cost of the respite care service / Hours of respite care service provided]	\$51.34	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016
Participation Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100	34.28%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016
Participation Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	12.99%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016

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Service performance indicators

Libraries	2016	2017	2018	2019	Material Variations and Comments
Utilisation Library collection usage [Number of library collection item loans / Number of library collection items]	5.16	5.17	4.72	4.49	
Resource standard Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	76.44%	74.50%	68.40%	69.03%	
Service cost Cost of library service [Direct cost of the library service / Number of visits]	\$6.77	\$7.01	\$7.41	\$8.13	
Participation Active library members (Number of active library members/municipal population) x 100	15.83%	15.56%	14.37%	13.77%	

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Service performance indicators

Maternal and Child Health (MCH)	2016	2017	2018	2019	Material Variations and Comments
Satisfaction Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	98.33%	100.57%	96.73%	96.07%	
Service standard Infant enrolments in the MCH service (Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	95.22%	96.33%	95.64%	99.74%	
Service cost Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$81.65	\$78.56	\$95.57	\$75.13	In reviewing this year's costs against previous years, Council identified a costing error with 2017-2018 figure.
Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	74.65%	75.25%	73.63%	76.99%	
Participation Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	60.00%	63.75%	61.33%	73.24%	Emphasis on encouraging participation in the service.

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

Strategy: enhance movement in and around the city including better connections for cyclists and pedestrians.

Action	Status	Progress	Comment
Consider the recommendations from the Cycling Reference Group and implement any actions adopted by Council.	Completed	100%	The Cycling Reference group continues to provide feedback on a range of cycling matters.

Strategy: create a more vibrant city through activating high quality public places.

Action	Status	Progress	Comment
Implement the key initiatives of the Open Space Strategy.	Progressing	100%	The Open Space Strategy is ongoing and progressing. In progress are: <ul style="list-style-type: none"> • adoption and implementation of the Lake Pertobe Master Plan; • Deakin to City Centre Feasibility Study; • East Parks development; • draft Wayfinding Strategy prepared; • commencement of The South of Merri Open Space Precinct Plan.
Implement an Open Space Contributions Policy.	Progressing	80%	The Open Space Contributions Policy is a key action from the Open Space Strategy and an Open Space Contributions review and draft policy has been completed. A peer review of the draft review report and policy was undertaken and is being reviewed.
Develop city pride and story through development of town entrances.	Completed	100%	Entry sign installed. Ongoing work at other entrances.
Implement food van trading plans for the harbour and city centre precincts.	Completed	100%	Itinerant trading Policy adopted by Council on July 1, 2019.

Strategy: build infrastructure that best meets current and future community needs

Action	Status	Progress	Comment
Consider special rates and charges schemes to develop footpath, drainage and road infrastructure.	Completed	100%	The following projects have been considered for Special Charge Scheme and officers will progress to work with the community to implement these schemes. <ul style="list-style-type: none"> • Rooneys Road North Footpath • Hopetoun Street Allansford drainage & road construction • Willow Tree Lane Road • Wiggs Lane
Finalise a Playspace Strategy.	Completed	100%	The Draft Playspace Strategy is due to be released for public consultation in August/September 2019.
Progressively plan and renew City Centre streetscapes.	Completed	100%	PSCA Program being implemented. 2018/09 works completed.
Upgrade of two key public amenities buildings.	Completed	100%	Construction of the Swan Reserve amenities completed.
Develop "significant & heritage" tree renewal program.	Progressing	30%	All tree data now collected. Assessment beginning to identify significant and heritage trees.

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Prepare a strategy and funding model for a long-term tree replacement program.	Progressing	25%	Audit of street trees and gaps completed. Program for planting vacant streets and gaps in draft form.
Complete the design process for the upgrade of the Warrnambool Pound in consultation with the RSPCA.	Completed	100%	Design work complete.
Undertake a contract extension with the RSPCA for pound services.	Completed	100%	A one-year extension undertaken.
Develop and expand off-street parking areas.	Completed	100%	Railway car park became completed. This is an ongoing action dependent on the car parking fund.

Strategy: enhance movement in and around the city

Action	Status	Progress	Comment
Further promote the smart parking options.	Completed	100%	

Strategy: maintain and enhance existing Council infrastructure

Action	Status	Progress	Comment
Identify and regularly monitor condition of asset classes.	Completed	100%	Condition assessments and audits completed including a full road network condition assessment, comprehensive playground audit, approximately 10km of drainage condition assessment, and completion of the street tree risk audit. Council now has a complete inventory of all street trees across the city. The drainage condition assessment will be an ongoing program, which will aim to complete 10km of condition assessment annually. Council's overall drainage network is more than 260km in length.
Report annually to Council and community on service levels and unfunded works.	Completed	100%	The State of Assets Report was presented at the February 2019 Council Meeting.
Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the Portuguese monument and Wollaston Bridge.	Completed	100%	Investigation found Cannon Hill assets not heritage listed and not applicable for Heritage Victoria grant programs. Wollaston Bridge received Heritage Victoria funding and project is underway to be complete by December 2019.
Undertake an assessment of all public place litter bins and develop a maintenance/replacement program.	Completed	100%	Work done with market organisers to provide additional bins for markets and events to reduce reliance and overfilling/littering during markets and events.
Collaborate with Council service managers to ensure facilities comply with the Food and Health Act.	Completed	100%	All facilities within Council-delivered services comply with the Food Act and Health Act.
Update asset management plans for asset classes including roads, bridges, footpaths, IT, buildings and monuments.	Progressing	50%	Bridges, footpaths and fleet asset management plans are complete. The drainage asset management plan is in draft form. The roads asset management plan is progressing with draft scheduled for completion by October. Open space asset

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			management plan is in early development with a draft scheduled for December 2019.
Tempered mixing valves audit and maintenance routine.	Completed	100%	Maintenance routine including frequency, temperature set points, maintenance activities and reporting obligations established.
Implement 2017-2018 Roof Access Audit Recommendations.	Completed	100%	Year 2 of the program is complete. Roof access systems installed at Civic Centre West Wing, Lions Hopkins Preschool, Dennington Recreation Reserve, Scott Street Machinery Shed, Myrtle Bar, Beamish Street Preschool.
Minor works for maintenance of Council buildings.	Completed	100%	Minor building works procurement is complete with deeds of standing offer issued to appropriate contractors.
Development of a standard specification for fittings and fixtures to standardise maintenance for high cost items.	Completed	100%	Standard specification list for high cost building items will be ongoing and updated as necessary.

Strategy: advocate for better regional connections

Action	Status	Progress	Comment
Seek funding for and deliver road safety projects.	Completed	100%	Applications made to <ul style="list-style-type: none"> • 19/20 Federal Backspot Program • TAC Small Infrastructure fund • Fixing Country Roads Wangoom Road • Community Road Safety Grants VicRoads
Advocate for essential safety and road improvements on the Princes Highway West.	Completed	100%	2018-2019 Princes Highway program resulted in two Federal and one State funding allocation. The alliance model is now in review, advocacy around projects will continue.
Advocate for improved passenger and freight rail services.	Completed	100%	Warrnambool City Council advocacy, through the Rail Freight Alliance (RFA), has helped resolve uncertainty around the Mode Shift Incentive Scheme (MSIS). The MSIS provides a vital subsidy to freight-forwarders to help offset the cost of transferring containers from rail to road transport to overcome last-mile access issues at the Port of Melbourne. The MSIS has been extended a further 12 months to June 30, 2020. Council and the RFA seeking further surety for the MSIS beyond this date. Council continues to seek clarification on the State Government's commitment on VLocity passenger services to Melbourne.

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Major initiatives

Preparation of Wayfinding Strategy

Restoration of Wollaston Bridge

Services

The following statement provides information in relation to the services funded in the 2018-2019 budget and the people or sections who are provided the service.

Service	Description	Net cost Actual budget variance
Asset maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include buildings, pavilions, roads, footpaths and tracks and drainage.	1,984
		1,622
		(362)
Infrastructure services	This service prepares and conducts capital works and maintenance planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include roads, laneways, car parks, foot/bike paths, drains and bridges.	3,045
		3,264
		219
Regulatory services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	(853)
		(508)
		345

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Service performance indicators

Roads	2016	2017	2018	2019	Material Variations and Comments
Satisfaction of use Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	26.38	57.67	56.56	67.89	Significantly more sweeping requests (54) following reseal program.
Condition Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	92.80%	96.10%	96.40%	96.48%	
Service cost Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$68.23	\$85.73	\$155.90	\$91.05	The cost of reconstruction has decreased due to program focus returning to residential roads in 2018-2019. In 2017-2018 the program focused on industrial roads, which require a much heavier pavement which increased cost structure.
Service Cost Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$7.14	\$6.67	\$7.65	\$8.18	
Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	49.00	49.00	53.00	58.00	Greater community awareness of which roads are Council-owned versus VicRoads network.

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Strategic objective 4. Develop a smarter economy with diverse and sustainable employment.**Strategy:** grow the city's population through local economic growth.

Action	Status	Progress	Comment
Facilitate and promote business support and investment opportunities to grow the local economy.	Completed	100%	Business support programs included Small Business Mentoring Program, Manufacturing Cluster Program, China Host Program and The Ideas Place business accelerator program.
Provide executive support to implement the Great South Coast Food and Fibre Plan.	Completed	100%	Executive support provided to the Great South Coast Food and Fibre Council. Communication and marketing plan completed, food and fibre focus groups educational and leadership programs developed. To date 26 of 42 initiatives of the Great South Coast Food and Fibre Plan commenced or completed.
Develop and circulate economic data and analysis to business and industry.	Completed	100%	Key economic indicators communicated to Council and wider business community including building approvals, population growth, unemployment data. Information regularly updated and made available online at www.economyprofile.com.au/warrnambool . Analysis and messaging from spendmapp data (EFTPOS and Point of sale transactions) also circulated to business and industry to measure economic impact of events and as a further indicator of the health of the city's economy.
Implement the Warrnambool China Strategy to build local business capacity and capability.	Completed	100%	Outcomes included the Australian-first China Host tourism leadership program; Warrnambool also chosen for a regional pitch event that allowed a business from Warrnambool a fully funded place in a delegation of 15 start-ups to attend a conference in Nanjing, China; interest from research institutes in the Warrnambool-Changchun sister city model for international engagement.
Promote and facilitate investment in the Warrnambool Regional Airport.	Completed	100%	A recreational hangar close to completion. Planning advanced for a further major hangar construction at the Aviation Park. Sharp Airlines ceased its passenger service on June 30 2019. Engagement occurring with chartered flight operators and RPT providers regarding the reinstatement of flight services from Warrnambool to Melbourne.
Complete and implement the Housing Diversity Strategy.	Progressing	40%	The Housing Diversity Strategy is under way and informed by feedback from the W2040 community engagement process. Scope of works being refined to prepare a project brief and project plan.
Plan for the development and implementation of precinct structure plans.	Progressing	70%	Precinct structure plans developed and progressing to implementation are: - Logans Beach Framework Plan; - Eastern Activity Centre Structure Plan review (Amendment (C103)) - The East of Aberline Precinct Structure Plan (in conjunction with the Victorian Planning Authority).

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			- A review of the Allansford Framework Plan.
Maintain adequate land supply through regular audits and monitoring.	Completed	100%	The 2017/18 land supply audit was adopted by Council which indicates a sufficient supply of residential land for Warrnambool..
Consider job creation opportunities in local waste management systems.	Completed	100%	Through a tender process Council assesses any submissions for local recycling processing content.

Strategy: encourage more sustainable business local business.

Action	Status	Progress	Comment
Further develop, promote and deliver Business Support Package to City Centre businesses within the City Centre Renewal zone.	Completed	100%	Stage II of Business Support Program completed with evaluation report presented to Council
Complete and implement the Industrial Buffers Project.	Progressing	40%	Work undertaken by the State Government on buffer distances has been released, and consultation on this by DELWP and the EPA has commenced.
Implementation of Development Plans and Developer Contributions Plans.	Progressing	45%	Development Plan applications and amendments continue to be processed and endorsed by Council: 15 Dales Road (undergoing assessment); Logans Beach Coastal Village (stages 6 and 7 undergoing assessment).
Deliver a business case and feasibility study for a Business Incubator/ Accelerator to support growth of existing companies or start-ups in our region.	Completed	100%	Secured \$284,000 through Victorian Government 'LaunchVic' fund to coordinate the Ideas Place, a 12-month program to engage and support local entrepreneurial activity across Warrnambool City, Moyne and Corangamite Shires. This initiative has also formalised a partnership with SW TAFE in their entrepreneurial/innovation hub due for completion in September 2019.
Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.	Completed	100%	Advice and support provided to a number of potential investors at preliminary planning stage across residential, industrial and visitor economy sectors.

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Strategy: enhance the visitor experience.

Action	Status	Progress	Comment
Co-ordinate and deliver a regional visitor economy project to build the capacity and capability of local operators to access the growing Chinese tourism market.	Completed	100%	Completed the China Host in March 2019, an industry-specific program to prepare tourism operators for the fast-growing inbound Chinese market.
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.	Completed	100%	Great Ocean Road Regional Tourism Aboriginal Product Development Project is in final draft form. A final round of consultation is occurring with the project reference group and Traditional Owners. Published strategy expected October 2019.
Develop and implement actions of the 2018-2022 Events Strategy.	Completed	100%	Outcome of the new Warrnambool Events Strategy was the creation of a Festival and Events Community Fund. Warrnambool secured the 2020 and 2021 Victorian Junior Lifesaving Championships over the March Labour Day Long weekend.
Partner with GORRT and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.	Completed	100%	The Warrnambool Destination Action Plan is being reviewed by the Visitor Economy Advisory Committee and GORRT. Other visitor economy stakeholders have and will participate in the review to ensure a broader base of the city's visitor economy will be engaged and lend support towards implementation of the Destination Action Plan.
Ensure mobile food vans and temporary food stalls that require registration with Council are compliant and registered under the Food Act.	Completed	100%	All mobile food vans and temporary food stalls are compliant and registered under the Food Act 1984.
Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).	Completed	100%	A five-year strategic plan for both holiday parks is progressing. Phase one included site visits and a detailed survey of users. The next phase will move to the development of draft strategic priorities.
Produce and implement a Marketing Strategy to promote Warrnambool in partnership with GORRT & Industry.	Completed	100%	The "I am Warrnambool" brand toolkits and digital packages are being taken up by industry. The Destination Branding initiative over the Warrnambool May Racing Carnival provided strong national exposure.
Support and participate in the activities of the Warrnambool Tourism and Business Association.	Completed	100%	The Warrnambool Tourism Association is in recess.
Support the activities of the Great Ocean Road Regional Tourism Board.	Completed	100%	Great Ocean Road signage project completed. Great Ocean Road Workforce Planning Project commenced focussing on accommodation, transport and workforce attraction. Future of Visitor Servicing Project commenced. Strategic Plan and Business Plan completed and engagement occurring through partner municipalities, industries and State Government.
Support and advocate for the implementation of initiatives in the Shipwreck Coast Master Plan.	Completed	100%	Over \$700 million in private sector investment is in planning. \$108 million of State and Federal Funding secured for implementation of Stage 2 of the Shipwreck Coast Master Plan. \$153 million for Great Ocean road maintenance. Parks Victoria commenced Stage 1 works.

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Strategy: advocate for and improve infrastructure including transport, services and digital infrastructure.

Action	Status	Progress	Comment
Provide advocacy support material and report on advocacy outcomes.	Completed	100%	Advocacy materials continue to be updated and, where required, expanded. Funding received for Shipwreck Coast Master Plan, Princes Highway, new library and learning centre.
Participate in regional leadership groups and alliances to advocate for improved transport, services and digital infrastructure.	Completed	100%	Princes Highway Action Alliance and regional directors forums have occurred throughout the year. This is an ongoing action.

Strategy: create stronger links between education providers, business and industry.

Action	Status	Progress	Comment
Continual Improvement of the Development Toolkit.	Progressing	50%	Project management plan developed. A series of application guidelines is under development for potential applicants.
Continual Improvement of the Building Services Toolbox.	Progressing	50%	The building services toolbox is currently under development and continues to reflect legislative changes as they occur.
Develop and implement a plan of partnership initiatives with Deakin Warrnambool and South West TAFE.	Completed	100%	Warrnambool City worked with Deakin University and South West TAFE on initiatives including Ideas Place, China Host program, international student attraction, International Student Guide along with formal welcomes for official delegations. Council led the application for Deakin University research project - Great South Coast Economic Futures which is exploring projects across sectors including energy, manufacturing, water and tourism. Council formed an MOU with SW TAFE on the South West 'Hive' regional business co-working and incubation project.
Develop an International Student Education Prospectus.	Completed	100%	Council and Deakin University developed a international student support program, international student guide, and welcoming events.

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Major initiatives**Services**

The following statement provides information in relation to the services funded in the 2018-2019 budget and the people or sections who are provided the service.

Services

The following statement provides information in relation to the services funded in the 2018-2019 budget and the people or sections who are provided the service.

Service	Description	Net cost Actual budget variance
Statutory building services	This service provides statutory building services to the Council community including processing of building permits.	71
		208
		137
City Strategy and Development	This service prepares and processes amendments to the Council Planning Scheme. This service processes statutory planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme, prepares major policy documents and processes amendments to the Council Planning Scheme.	1,007
		1,140
		133
Warrnambool livestock exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	(253)
		(117)
		136
Holiday parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	(1,011)
		(823)
		188
Flagstaff Hill Maritime Village and Visitor Information Centre	A major regional tourist attraction and visitor information centre that includes a recreated heritage village which displays the maritime history of the region and features the "Shipwrecked" Sound & Light laser show.	740
		687
		(53)
Economic Development	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	937
		917
		(20)
Warrnambool Airport	This service provides a regional Airport that meets the needs of users and operates as a viable commercial enterprise to the benefit of the region.	177
		192
		15
Port of Warrnambool	Council manages the port facility on behalf of the Victorian Government.	0
		(6)
		(6)

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Service performance indicators

Statutory Planning	2016	2017	2018	2019	Material Variations and Comments
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	47.00	45.00	38.00	37.00	
Service standard Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	94.09%	88.54%	93.95%	93.20%	From 1 July 2016 this indicator was updated to include Vic Smart planning applications which should be assessed within 10 days. This may result in some variances year on year.
Service cost Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$1,911.67	\$1,807.90	\$2,077.01	\$1,928.14	
Decision making Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	50.00%	50.00%	100.00%	50.00%	Two cases relating to farming zones, one upheld, one overturned.

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

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

Action	Status	Progress	Comment
Coordinate, prepare and have adopted Councils Strategic Resource Plan.	Completed	100%	Strategic Resource Plan adopted with the Council Plan on 24 June 2019.
Coordinate, prepare and have adopted Councils Annual Budget.	Completed	100%	Annual Budget adopted on 24 June 2019.
Partner with the community to endorse and implement the W2040 Community Plan	Completed	100%	Partnering Agreements developed and set to be distributed to the W2040 Partners Network. Community campaigns have also been launched which link to W2040 goals. #MeetYourStreet3280 and also #EveryDayCounts campaigns reminded people that small actions make a BIG difference. Community campaigns will continue to link back to W2040 goals and reinforce the message that small actions by many are needed to achieve our long-term visions as a community.
Inform Council and Community strategic planning by sharing the learning's from W2040 engagement processes.	Completed	100%	Community engagement learnings from Warrnambool 2040 continue to strengthen and influence integration of strategies to make Council actions more effective and efficient. Recent strategic work which has benefited from the W2040 process is the Active Warrnambool Strategy and the Strategic Planning process for WAG's next decade.
Establish a reporting framework for the W2040 Community plan.	Completed	100%	The corporate reporting system will enable external partnership reporting collaborative reporting on W2040 partner actions.
Report on the extent and engagement with Council's communications measures.	Completed	100%	Findings of the 2019 Community Satisfaction Survey which includes ratings on community engagement performance and preferred forms of communication to be presented to Council.
Provide community engagement opportunities relating to Council projects as required.	Completed	100%	Projects for which engagement support, activities or advice was provided included: Botanic Precinct Local Traffic Management Plan (LATM), Merri Street pedestrian crossing, Pirtup and Playspace Projects (Lake Pertobe BBR Program) Active Warrnambool Strategy, new Shared Library, planning for Reid Oval Stakeholder Engagement, Beyond the Bell Local Action Group project, Last Drinks Warrnambool.
Gazettal of Council's new Local Laws.	Completed	100%	The new Local Laws were gazetted in February 2019.

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

Action	Status	Progress	Comment
Implement enterprise-wide project management framework procurement management and contract management module.	Progressing	35%	System specification and development in process.
Support quality strategic planning processes which are evidence based, informed by quality community engagement and result in improved outcomes for the community.	Completed	100%	Projects for which engagement support, activities or advice was provided this quarter include: Active Warrnambool Strategy, Botanic LATM, Shared Library, Reid Oval, Lake Pertobe Renewal Projects.
Continual refinement of the Health and Safety System through improved process, implementation, reporting and organisation engagement.	Completed	100%	WCC achieved applicable milestones set out by the Municipal Association of Victoria Workcare. Verification was facilitated by monthly inspections conducted by an external risk consultant.
Enhancing efficiency and organisational performance through improved organisation culture utilising a trusted advisor model of service.	Completed	100%	The Human Resources/Occupational Health and Safety Team was reorganised and is providing high levels of support to all business units across council.
Implement workplace actions to educate and build capacity of Council staff regarding gender and diversity equity and family violence issues.	Progressing	75%	The release of Victoria's Gender Equity Bill is pending. Diversity training has been added to the Council training plan following a training needs analysis.
Improving organisation culture, engagement and service standards through a coordinated approach to innovative and sector leading training, professional development, cultural diversity and wellbeing	Completed	100%	The OHS training needs analysis was completed and training plans developed. An online training platform has been a success and resulted in greater training participation and tracking of participation. Continuing adoption of the MAV OHS Management system has increased wellbeing initiatives.
Investigate opportunities and develop a strategy to reduce graffiti in the city.	Completed	100%	Recording and reporting graffiti process adopted which has led to improved results in catching offenders and a significant reduction of graffiti tagging on Council assets. Contact has been made with Department of Justice and Regulation to develop a graffiti removal program with offenders.
Implement on-line permits for food registrations.	Completed	100%	DHHS Food Safety Unit is developing a statewide online registration system.
Develop a Municipal Early Years Strategy.	On hold	0%	On hold pending funding.
Aim for efficiencies through the use of digital technologies.	Completed	100%	The implementation of the Organisation Management Module in Ci Anywhere has streamlined management process for employee appointments and movements. The performance management module has been re-worked and simplified for ease of use by managers. The ongoing introduction of digital forms has resulted in ongoing efficiencies in diverse areas of council.

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Refresh IT Strategy	Progressing	70%	A draft strategy has been produced and will be reviewed with the implementation of the shared services project with the Moyne and Corangamite municipalities.
Participate in Shared Services – TechnologyOne with Moyne & Corangamite Shires.	Completed	100%	Final business plan was submitted to Local Government Victoria and Treasury and Finance.
Improve the resilience of IT Systems.	Progressing	90%	Maintenance of hardware, software, operating systems and firmware continues. Staff being trained for Microsoft Windows 10 deployment. The team participate in relevant user groups and other forums. Duplication of fibre optic link between two main data centres to be complete in July 2019.
Improve utilisation of IT to improve business processes and user experience.	Completed	100%	The rollout of online training system increased employee utilisation of IT systems. The re-working of the employee performance review module in Ci Anywhere will also ensure improved utilisation of IT systems and enhanced business processes.
Improve Record Keeping compliance by improving the uptake of ECM.	Progressing	80%	The existing program of user training, comprising induction, basic and advanced training continues. Controlled documents project is due for final testing in second half of 2019.
Improve business efficiency by consolidating documents held on network drives into ECM.	Progressing	35%	The Controlled Documents project is introducing more people to the process of removing documents from network drives and adding them to ECM.. Software to help identify duplicates across network drives and ECM has been identified.

Strategy: ensure financial sustainability through effective use of Council's resources, assets and through prudent management of risk.

Action	Status	Progress	Comment
Review Council-owned property with consideration of rental agreements, property valuations and disposal of surplus land.	Completed	100%	Sale of 26 Garden St Warrnambool to proceed via expression of Interest. Land at 117B Fairy St advertised for Section 223 submissions.
Increase training, resources and preparedness to meet the requirements of Council's Municipal Emergency Management Plan.	Completed	100%	Further training undertaken in December 2018 as a refresher and to new officers to assist in the event of an emergency.

Strategy: deliver customer-focused, responsive services.

Action	Status	Progress	Comment
Maintain and monitor continuous improvement plan and corporate Community Home Support Program calendar and self-assessment tool.	Progressing	70%	The Home Support Quality Improvement group meets weekly to complete a self-assessment process and update Continuous improvement Plan to reflect the new Aged Care Quality standards. In June 2019 two staff attended a workshop on the new Aged Care Quality Standards.

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Review the provision of Council's community housing service and report proposed recommendations to Council for a decision on the future of the service.	Progressing	70%	Report outlining options to be presented to Council.
Execute new contracts for recycling, household waste and Food Organics Garden Organics services.	Completed	100%	

Strategy: foster an encouraging and positive staff culture.

Action	Status	Progress	Comment
Commence implementation of priority actions arising from the Staff Survey	Completed	100%	Organisation Values adopted, a steering committee for the development and implementation of the culture program formed and leadership training opportunities identified and offered.

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Major initiatives

Pursue a shared corporate services arrangement with neighbouring municipalities to achieve operating efficiencies.

Undertaken community engagement in relation to a submission for a rate variation to the Essential Services Commission.

Services

The following statement provides information in relation to the services funded in the 2018-2019 budget and the people or sections who are provided the service.

Service	Description	Net cost Actual budget variance
Elected Council	Elected Council governs our City in partnership with and on behalf of our community, and encourages and facilitates participation of all people in civic life. Also includes contributions made to community groups and organisations.	594
		568
		(26)
Governance and risk	Responsible for supporting good governance within Council and implementing the Corporate Risk Management Framework, managing Council's insurance portfolio and providing internal support on insurance matters to council officers.	734
		667
		(67)
Executive services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements. Also includes media & marketing.	996
		867
		(129)
Revenue and customer service	Provides a complete service in revenue collection, property management and a customer interface for various service units and a wide range of transactions. Includes contract valuation service.	811
		891
		80
Information services	Enables Council staff to have access to the information they require to efficiently perform their functions. Includes software support, licensing and lease commitments.	2,058
		2,052
		(6)
Organisation development	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time are highly productive in delivering Council's services to the community. Includes recruitment, staff inductions and training.	835
		908
		73
Corporate and financial services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, insurances, overhead costs including utilities and unallocated grants commission funding.	(1,673)
		(1,564)
		109
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	11,750
		12,000
		250

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Service performance indicators

Governance	2016	2017	2018	2019	Material Variations and Comments
Transparency Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	19.28%	11.95%	13.64%	5.19%	Majority of 'awarding contract' decisions are now determined in Council meetings open to the public
Consultation and engagement Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.	51.00	55.00	50.00	47.00	
Attendance Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100	91.13%	97.14%	96.99%	90.68%	
Service cost Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$47,500.43	\$49,133.00	\$48,047.00	\$56,027.94	During the 2018-19 financial year the cost of governance was impacted by the recruitment of a new CEO.
Satisfaction Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	51.00	51.00	46.00	48.00	

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Governance

Warrnambool City Council is constituted under the Act to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that council and its administration meet the community's priorities. The community has many opportunities to provide input into council's decision-making processes including community consultation, public forums such as ward meetings and the ability to make submissions to Special Committees of council.

Council's formal decision-making processes are conducted through council meetings and Special Committees of Council. Council delegates the majority of its decision-making to council staff. These delegations are exercised in accordance with adopted council policies.

Meetings of council

Council conducts open public meetings at the Civic Centre, 25 Liebig Street, Warrnambool, on the first Monday of each month.

Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit a question to the council, make a submission or speak to an item.

Over 2018-2019 Council held the following meetings:

- 11 ordinary council meetings
- 8 special council meetings.
- Four Committee of the Whole Council meetings
- 40 Councillor briefing sessions

The following table provides a summary of councillor attendance at 2018-2019 council meetings and Special Council meetings.

Councillor	Ordinary Council meetings	Annual/Special meeting	Committee of the Whole Council meetings	Councillor briefings
Anderson	11/11	8/8	4/4	40/40
Gaston	10/11	8/8	4/4	38/40
Cassidy	10/11	7/8	3/4	32/40
Herbert	10/11	8/8	3/4	39/40
Hulin	9/11	7/8	1/4	32/40
Neoh	10/11	8/8	4/4	34/40
Owen	10/11	8/8	3/4	38/40

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Council committees

The Act allows councils to establish one or more special committees consisting of:

Councillors

Council staff

Other persons

Any combination of the above

Council has one Special Committee, the Committee of the Whole, comprising the seven Councillors.

Council also has a number of advisory committees. The following table contains a list of these committees and the purpose for which each committee was established.

Special committee	Councillors	Officers	Other	Purpose
International relations advisory committee	2	-	Up to six	<ul style="list-style-type: none"> To promote and facilitate the Warrnambool community enjoying direct associations with international cities, promoting international friendship, cultural exchange and a general international awareness. To develop activities such as student exchange, teacher exchange, citizen exchange school language programs, cultural and sporting exchange, community involvement. To enhance Warrnambool's economy through improved business, trade and tourism links. To support Council in hosting international delegations where appropriate. To consider and provide advice to Council on sister city policy, strategy, current issues or trends. To consider and provide advice to Council on general international matters where appropriate.
Environment and Planning Advisory Committee	1	-	Up to six	<ul style="list-style-type: none"> To provide advice to Council on strategic planning matters; To provide advice to Council on environment and sustainable matters; To assist Council in the implementation of sustainability and environmental initiatives and projects; To assist Council in the implementation of the Green Warrnambool Plan; and, To provide advice to Council in relation to conservation and enhancement of the urban landscape.

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South-West Victorian Livestock Exchange	1	-	Comprising representatives from the sale agents, stock owners, stock transport industry and a general community representative.	<ul style="list-style-type: none"> Provide advice in relation to the management and operation of the Warrnambool Livestock Exchange. Provide a conduit for information between the Warrnambool City Council, saleyards management, stock agents, buyers, sellers, transporters, other stakeholders and the community.
Warrnambool Australia Day Advisory Committee	1	-	4	<ul style="list-style-type: none"> To provide advice and recommendations around the Warrnambool Australia Day awards
Economic Development Advisory Committee	1	2	5	<ul style="list-style-type: none"> To advise Council on matters relating to the economy of Warrnambool and the Great South Coast. To discuss new initiatives and major projects that support the Economic Development and Investment Strategy To review new initiatives using an agreed assessment model To review feasibility studies and business cases in line with Council priorities; and To act as a reference group and provide recommendations to Council on matters that fall within the Committees Terms of Reference, or are otherwise consistent with the intent and purpose of the Economic Development and Advisory Committee.
Visitor Economy Advisory Committee	2	2	Up to eight	<ul style="list-style-type: none"> To provide expert advice and recommendations on all tourism-related matters; Conduct tasks and projects to strengthen the visitor economy on WCC behalf; Build and enhance relationships and partnerships of the visitor economy; and Collect, evaluate and determine trends and outcomes to enable evidence based advice
Audit and Risk Committee	2	-	3	<ul style="list-style-type: none"> oversee and monitor the effectiveness of council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment.
Health and Wellbeing Advisory Committee	3 plus two youth councillors	2	Up to 12	<ul style="list-style-type: none"> Provide advice to Council on the development, review and implementation of the Warrnambool City Health and Wellbeing Plan and associated Action Plans.

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Code of conduct

The Act requires councils to develop and approve a councillor Code of Conduct within 12 months after each general election. On February 20, 2017, Council adopted a revised Councillor Code of Conduct which is designed to assist Councillors to:

- Act with integrity
- Impartially exercise their responsibilities in the inter-ests of the local community
- Not improperly seek to confer an advantage or disadvantage on any person
- Avoid conflicts between their public duties as a Councillor and their personal interests and obligations
- Act honestly and avoid statements (whether oral or in writing) or actions that will, or are likely to, mislead or deceive a person
- Treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other Councillors, Council officers and other persons
- Exercise reasonable care and diligence and submit themselves to the lawful scrutiny that is appropriate to their office
- Endeavour to ensure that public resources are used prudently and solely in the public interest
- Act lawfully and in accordance with the trust placed in them as a Councillor
- Support and promote these principles by leadership and example and act in a way that secures and pre-serves public confidence in the office of Councillor.

In addition to setting out the Councillor Conduct Principles, the Code also outlines:

- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest
- Roles and relationships
- Dispute resolution procedures.

Conflict of interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires councillors to act in the public interest. When a council delegates its powers to a council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest.

Declaration of a conflict of interest is a standard agenda item for all council and Committee meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests. During 2018-2019, 48 conflicts of interest were declared at council and Special Committee meetings and briefings.

Type of meeting	No. of Cr. Conflicts declared
Ordinary	17
Special	2
Closed	0
Briefing	29

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Councillor allowances

In accordance with Section 74 of the Act, councillors are entitled to receive an allowance while performing their duty as a councillor. The Mayor is also entitled to receive a higher allowance.

The State Government sets the upper and lower limits for all allowances paid to councillors and Mayors. Councils are divided into three categories based on the income and population of each council.

Warrnambool City Council is recognised as a category two council.

The Minister for Local Government approved an adjustment factor increase of 2.0% to the Mayoral and Councillor allowances, effective 1 December 2018, under section 73B(4) of the Local Government Act 1989.

For Category 2 councils, including Warrnambool City Council, this meant that Councillors were entitled to be paid up to \$25,730 per annum and Mayor, up to \$79,612 per annum.

Councillor	Allowance (including superannuation)
Robert Anderson	\$45,948.11
Sue Cassidy	\$28,282.09
Kylie Gaston	\$27,625.27
Tony Herbert	\$69,930.46
Peter Hulin	\$28,282.07
Michael Neoh	\$28,282.09
David Owen	\$28,282.09

Councillor expenses

In accordance with Section 75 of the Act, council is required to reimburse a councillor for expenses incurred whilst performing his or her duties as a councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the mayor and councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each councillor and member of a council committee paid by the council.

The details of the expenses including reimbursement of expenses for each councillor and member of a council committee paid by the council for the 2018-2019 year are set out in the following table.

Councillor	Phone and computer \$	Meals and accommodation \$	Training and memberships \$	Travel and airfares \$	Total \$
Robert Anderson	553.21	2,452.54	1,563.38	432.05	5,001.18
Sue Cassidy	515.78	1,469.10	564.29	-	2,549.16
Kylie Gaston	1,059.91	553.68	1,030.69	615.94	3,260.22
Tony Herbert	562.28	3,121.11	2,777.92	1278.19	7,739.50
Peter Hulin	599.95	544.90	214.29	-	1,359.14
Michael Neoh	1,006.00	1,195.46	214.29	-	2,415.74
David Owen	482.75	709.98	1,624.10	615.94	3,432.77

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Management

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision making by council. The Act requires council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations. Council's Governance and Management Checklist results are set out in the section below. The following items have been highlighted as important components of the management framework.

Audit committee

The Audit Committee's role is to oversee and monitor the effectiveness of council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment. The Audit Committee consists of three independent members: Mr Rob Wallis (chair) served for the full 2018-2019 financial year; Mr Rod Coutts served from July 1, 2018 to December 31, 2018; Ms Karyn Cook and Mr Dennis Farley served from November 6, 2018 to June 30, 2019.

Independent members are appointed for four-year term, with a maximum of three terms. The chair is elected from the independent members.

The Audit Committee meets four times a year. The Internal Auditor, Chief Executive Officer, Director Corporate Services, Manager Organisation Development, Manager Governance and Risk and Manager Financial Services attend all Audit Committee meetings. Other management representatives attend as required to present reports. The external auditors attend in May and August each year to present the audit plan and independent audit report.

Recommendations from each Audit Committee meeting are subsequently reported to and considered by council.

Internal audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across council. The department is jointly resourced by an in-house Internal Auditor who has extensive local government experience and an external provider. A risk based Strategic Internal Audit Plan

(SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers council's risk framework, the council plan, the impact of any change on operations, systems or the business environment; prior audit coverage and outcomes and management input. The SIAP is reviewed and approved by the Audit Committee annually.

The Internal Auditor attends each Audit Committee meeting to report on the status of the SIAP to provide an update on the implementation of audit recommendations and to present findings of completed reviews. The responsible Director and Manager for each area reviewed are required to attend the Audit Committee meeting to respond to questions in relation to the review. All audit issues identified are risk rated.

Recommendations are assigned to the responsible Manager and tracked in council's performance management system. Managers provide quarterly status updates that are reviewed by the Internal Auditor and reported to the Executive Management Group and the Audit Committee. Quality assurance is measured through client satisfaction surveys for each review, the annual Audit Committee self assessment, completion of the internal audit plan and benchmarking against other internal audit functions.

External audit

Council is externally audited by the Victorian Auditor-General. For the 2018-19 year the annual external audit of council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. The external auditors attend the May and August Audit Committee meetings to present the annual audit plan and Independent Audit Report. The external audit management letter and responses are also provided to the Audit Committee.

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Risk management

In February 2015, council adopted its Risk Management Policy in line with current best practice in the management of business enterprise risks and current AS/NZS 31000 guidelines. The Risk Management Policy contains the following objectives:

- We will apply a coordinated and integrated approach to risk management across Council. Consistent with the principles of AS/NZS ISO Standards.
- Council through its Audit and Risk committee shall ensure the establishment, implementation and ongoing review of the Councils risk management framework, internal compliance and control systems.
- Risk management will be an integral part of planning and decision making processes.
- We will adopt risk management strategies which promote confidence in the achievement of optimal business & community outcomes.
- We will establish a culture of risk consciousness with-in our organisation and promote risk awareness with our stakeholders.
- Communication within the stakeholder community in relation to the identification and management of risk is encouraged.
- We will develop and continually improve risk management practices based on established standards and industry practice.
- We will apply a coordinated and integrated approach to risk management.
- There is accountability assigned to all those with risk management responsibilities.
- Council staff will be provided with the necessary training to allow them to undertake their risk management duties.
- All staff with risk management roles and responsibilities are provided with the necessary authority to undertake these responsibilities.
- We will extend our risk management capabilities to our agents (contractors and business partners) to enhance management of their project risks, or use of their policies and procedures if considered suitable.

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Governance and management checklist

The following are the results in the prescribed form of council's assessment against the prescribed governance and management checklist.

Governance and Management Items		Assessment	
1.	Community engagement policy (policy outlining council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 5 June 2017	<input checked="" type="checkbox"/>
2.	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 17 January 2015	<input checked="" type="checkbox"/>
3.	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non- financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 24 June 2019	<input checked="" type="checkbox"/>
4.	Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 24 June 2019	<input checked="" type="checkbox"/>
5.	Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: Asset Management Strategy 3 April 2014, Bridges Asset Management Plan 5 June 2017, Road Management Plan 5 June 2017, Pathways Asset Management Plan 6 Nov. 2017	<input checked="" type="checkbox"/>
6.	Rating strategy (strategy setting out the rating structure of council to levy rates and charges)	Strategy Date of operation of current strategy: 24 June 2019	<input checked="" type="checkbox"/>
7.	Risk policy (policy outlining council's commitment and approach to minimising the risks to council's operations)	Policy Date of operation of current policy: 2 February 2015	<input checked="" type="checkbox"/>
8.	Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 5 Sept 2016	<input checked="" type="checkbox"/>
9.	Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 6 Nov 2017	<input checked="" type="checkbox"/>

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10.	Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: As at 30 June 2019 – Policy is currently under review, current version adopted by Council 5 June 2017.	
11.	Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of revision of current Plan: 27 June 2018	<input checked="" type="checkbox"/>
12.	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of revision of current Plan: 27 June 2018	<input checked="" type="checkbox"/>
13.	Risk management framework (framework outlining council's approach to managing risks to the council's operations)	Framework Date of operation of current framework: 2 May 2016	<input checked="" type="checkbox"/>
14.	Audit Committee (advisory committee of council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 9 October 2006	<input checked="" type="checkbox"/>
15.	Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 January 2019	<input checked="" type="checkbox"/>
16.	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 1 July 2016	<input checked="" type="checkbox"/>
17.	Council Plan reporting (report reviewing the performance of the council against the council plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Reports Date of reports: 6 August 2018, 5 Nov. 2018, 4 March 2019, 6 May 2019	<input checked="" type="checkbox"/>
18.	Financial reporting (quarterly statements to council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to council in accordance with section 138(1) of the Act Date statements presented: 3 Sept. 2018, 5 Nov. 2018, 4 Feb 2019 & 6 May 2019	<input checked="" type="checkbox"/>
19.	Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 28 August 2018, 20 Nov. 2018, 12 March 2019 & 21 May 2019	<input checked="" type="checkbox"/>
20.	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports Date of reports: 3 Sept, 2018, Financials Only 5 Nov 2018, 4 Feb. 2019, 6 May 2019	<input checked="" type="checkbox"/>

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21.	Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of council in accordance with section 134 of the Act Date statements presented: 1 Oct 2018	☑
22.	Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by councillors)	Reviewed in accordance with section 76C of the Act Date adopted: 20 Feb 2017	☑
23.	Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: 6 August 2018 & 4 March 2019	☑
24.	Meeting procedures (a local law governing the conduct of meetings of council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 2 May 2016	☑

I certify that this information presents fairly the status of Council's governance and management arrangements.



Peter B. Schneider
 Chief Executive Officer
 September 23, 2019



Cr Tony Herbert
 Mayor
 September 23, 2019

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Statutory information

The following information is provided in accordance with legislative and other requirements applying to council.

Documents available for public inspection

In accordance with regulation 12 of the Local Government (General) Regulations 2015 the following are prescribed documents that are available for public inspection for the purposes of section 222 of the Act at 25 Liebig Street, Warrnambool:

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by councillor or any member of council staff in the previous 12 months
- minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act
- a document containing details of all leases involving land which were entered into by the council as lessor, including the lessee and the terms and the value of the lease
- a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- a list of donations and grants made by the council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

Best value

In accordance with section 208B(f) of the Act, at least once every year a council must report to its community on what it has done to ensure that it has given effect to the Best Value Principles.

Council incorporates Best Value Principles through regular business planning and performance monitoring processes and through its Procurement Policy.

The following Best Value initiatives were undertaken during 2018-19:

- budget process – development of guidelines and processes for fees and charges
- business planning – development and implementation of integrated approach to business planning

Carers recognition

In accordance with the Carers Recognition Act 2012, council is required to report annually on its care measurement obligations under Section 11 of that Act. Council has taken all practicable measures to comply with its responsibilities outlined in the Carers Recognition Act 2012. Council has promoted the principles of that Act to people in care relationships who receive council services, to people in care relationships, and to the wider community by:

- Distributing printed material through relevant council services
- Providing information to organisations represented in council/community networks.

Contracts

During the year council enter into 19 contracts valued at \$150,000 or more for services or \$200,000 or more for works or more of a kind specified in section 186(5)(a) and (c) of the Act.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

It also did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

Disability Act

In accordance with section 38 of the Disability Act 2006, Council has prepared a Disability Action Plan. Details on the implementation of the Disability Action Plan are contained in this report.

Domestic Animals Act

In accordance with the Domestic Animals Act 1994, council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the annual report.

Food Act

In accordance with section 7E of the Food Act 1984, council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report. No such Ministerial Directions were received by council during the financial year.

Freedom of information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the Freedom of Information Act 1982, council is required to publish certain statements in their annual report or separately such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately however provides the following summary of the application and operation of the Freedom of Information Act 1982.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the Freedom of Information Act 1982 and in summary as follows:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email.

Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges).

Council received 13 freedom of information requests in 2018-2019.

Further information regarding FOI can be found at www.ovic.vic.gov.au and on the Warrnambool City council website.

Protected Disclosure Act

Protected disclosure procedures

In accordance with Section 69 of the Protected Disclosure Act 2012 a council must include in their annual report information about how to access the procedures established by the council under Part 9 of that Act. It is also required to provide certain information about the number and types of protected disclosures complaints investigated during the financial year.

The Protected Disclosure Act 2012 aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on council's website. During the 2018-19 year no disclosures were notified to council officers appointed to receive disclosures under the Act, or to IBAC.

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Road Management Act

Road Management Act Ministerial direction

In accordance with section 22 of the Road Management Act 2004, a council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by council during the financial year.

Planning and Environment Act

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the Planning and Environment Act 1987, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a council's annual report.

Information about infrastructure and development contributions is disclosed in the following tables.

Developer contributions

No developer contributions were received by Council in 2018-2019.

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Performance statement**The Warrnambool municipality**

Warrnambool City Council is a municipality covering 120sqkm in south-west Victoria. It contains the city of Warrnambool, which has a population of 35,000, and the small towns of Allansford, Woodford and Bushfield.

Significant natural features include the estuaries of the Merri and Hopkins rivers and the expansive Lady Bay which in winter and spring is a nursery for southern right whales.

Warrnambool is a major regional employment base with significant dairy and meat processing factories along with a range of industries which service agricultural enterprises.

Warrnambool generates a gross regional product of about \$2.3 billion which accounts for over 20 per cent of the Great South Coast region's economic output despite the municipality covering less than one per cent of the region's total area.

It has 2,730 registered businesses and significant employment sectors include health and social assistance (19.7 per cent of those employed), retail (14.2 per cent), manufacturing (5.8 per cent), education and training (10 per cent), construction (7.75 per cent), accommodation and food services (9.2 per cent).

Tourism is another major driver of the city's economy with the city positioned within the Great Ocean Road region and home to the award-winning Flagstaff Hill Maritime Village. Each year more than 700,000 people visit Warrnambool.

Tertiary education providers Deakin University and South West TAFE have campuses in Warrnambool which, along with bringing students to the city, provide local people with opportunities to pursue education and vocational training without having to leave the region.

Warrnambool City Council is also a major employer and provides a range of community services and also owns and manages community assets including the aquatic centre AquaZone, Warrnambool Art Gallery, Warrnambool Stadium, the Lighthouse Theatre, Surfside Holiday Park and major tourist attraction Flagstaff Hill Maritime Village.

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Sustainable Capacity Indicators for the year ended 30 June 2019

Indicator/measure	2016	2017	2018	2019	Material variations and comments
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,979.91	\$2,060.83	\$2,107.83	\$2,154.41	
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$14,440.73	\$14,960.03	\$14,259.21	\$13,443.32	
Population density per length of road [Municipal population / Kilometres of local roads]	99.24	102.11	104.25	104.31	
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,534.42	\$1,474.72	\$1,554.39	\$1,629.60	
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$349.10	\$462.56	\$391.95	\$394.38	
Relative Socio-Economic Disadvantage Index of Relative Socio-Economic Disadvantage by decile]	5.00	5.00	5.00	5.00	

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Definitions

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above "infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants) "relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number

2033.0.55.001) of SEIFA. "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website "unrestricted cash" means all cash and cash equivalents other than restricted cash.

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Service Performance Indicators for the year ended 30 June 2019

Service/indicator/measure	2016	2017	2018	2019	Material Variations and Comments
Aquatic Facilities					
Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	7.14	6.86	6.94	6.85	
Animal Management					
Health and safety Animal management prosecutions [Number of successful animal management prosecutions]	0.00	0.00	0.00	0.00	Nil prosecutions for the reporting period
Food Safety					
Health and safety Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	95.35%	100.00%	84.21%	In 2017-2018 critical and non-compliances were identified and follow up actions completed within the reporting period. In 2018-2019 notifications were only identified weeks before the period end, with follow up actions completed in the 2019-2020 reporting period.
Governance					
Satisfaction Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	51.00	51.00	46.00	48.00	

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Service Performance Indicators for the year ended 30 June 2019

Service Performance Indicators	Results				Material Variations and Comments
	2016	2017	2018	2019	
Home and Community Care (HACC)					
Participation Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100	34.28%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Participation Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	12.99%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
Libraries					
Participation Active library members [Number of active library members / Municipal population] x100	15.83%	15.56%	14.37%	13.77%	
Maternal and Child Health (MCH)					
Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	74.65%	75.25%	73.63%	76.99%	
Participation Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	60.00%	63.75%	61.33%	73.24%	Emphasis on encouraging participation in the service.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Service Performance Indicators for the year ended 30 June 2019

Service Performance Indicators	Results				Material Variations and Comments
	2016	2017	2018	2019	
Roads					
Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	49.00	49.00	53.00	58.00	Greater community awareness of which roads are Council-owned versus VicRoads network.
Statutory Planning					
Decision making Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	50.00%	50.00%	100%	50.00%	Two cases relating to farming zones, one upheld, one overturned.
Waste Collection					
Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	38.30%	38.09%	37.73%	47.78%	The increase in waste diversion is directly related to the introduction of the kerbside FOGO service

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Service Performance Indicators for the year ended 30 June 2019**Definitions**

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the Food Act 1984

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Financial Performance Indicators for the year ended 30 June 2019

Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments
	2016	2017	2018	2019	2020	2021	2022	2023	
Efficiency									
Revenue level Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,723.89	\$1,758.78	\$1,772.36	\$1,920.58	\$2,029.09	\$2120.40	\$2,173.41	\$2,227.74	
Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$4,016.54	\$4,161.19	\$4,313.65	\$4,319.97	\$4,197.78	\$4,401.48	\$4,437.47	\$4,435.47	
Workforce turnover Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	10.82%	13.22%	10.57%	10.02%	10.00%	10.00%	10.00%	10.00%	
Liquidity									
Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	125.35%	144.19%	124.89%	171.63%	115.87%	120.98%	116.80%	118.40%	Council's cash balance increased due to a number of government grants received in 2018-2019 for projects which will commence in 2019-2020. The Victorian Grants Commission also paid 50% of the 2019-2020 allocation in June 2019.
Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	60.52%	53.62%	34.02%	66.21%	74.15%	78.97%	74.51%	76.88%	Council's cash balance increased due to a number of government grants received in 2018-2019 for projects which will commence in 2019-2020. The Victorian Grants Commission also paid 50% of the 2019-2020 allocation in June 2019.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Financial Performance Indicators for the year ended 30 June 2019

Financial Performance Indicators Dimension/ <i>indicator/measure</i>	Results				Forecasts				Material Variations and Comments
	2016	2017	2018	2019	2020	2021	2022	2023	
Obligations									
Asset renewal Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100	79.38%	121.86%	107.15%	110.26%	109.12%	90.88%	94.68%	78.78%	
Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	29.91%	23.06%	16.93%	26.23%	32.50%	26.39%	23.87%	19.72%	Council borrowed \$5.5m to fund the final stage of the Simpson Street drainage upgrade project. This was in-line with Councils budget and borrowing strategy.
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	5.32%	5.79%	5.11%	4.84%	5.31%	5.56%	4.75%	4.15%	
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	16.61%	14.95%	10.72%	16.79%	21.64%	17.97%	16.67%	13.72%	Council borrowed \$5.5m to fund the final stage of the Simpson Street drainage upgrade project. This was in-line with Councils budget and borrowing strategy.

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Financial Performance Indicators for the year ended 30 June 2019

Financial Performance Indicators Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments
	2016	2017	2018	2019	2020	2021	2022	2023	
Operation position									
Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	-3.21%	-2.32%	-4.12%	-1.03%	0.60%	-2.34%	-1.68%	0.21%	The underlying surplus varies from year to year and Council's objective is to have a breakeven position. The main driver for the variations are the levels of capital expenditure on non-council assets such as the Port of Warrnambool, Telstra assets and Street Trees which are treated as operating expenditure even though they may have been funded through a Capital Grant.
Stability									
Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	51.70%	50.43%	51.34%	51.47%	55.29%	56.37%	56.74%	56.89%	
Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.55%	0.56%	0.57%	0.57%	0.58%	0.60%	0.60%	0.61%	

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Definitions

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and
(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above "adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability "current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities "non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants "population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Other Information**For the year ended 30 June 2019****1. Basis of preparation**

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 24 June 2019 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

**Certification of the performance statement
For the year ended 30 June 2019**

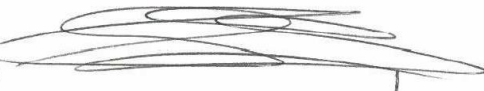
In my opinion, the accompanying performance statement has been prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.



David Harrington, Chartered Accountant
Principal Accounting Officer
September 23, 2019

In our opinion, the accompanying performance statement of the (council name) for the year ended 30 June 2019 presents fairly the results of council's performance in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014. The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity. At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate. We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.

Cr. Susan Cassidy
September 23, 2019



Cr. Michael Neoh
September 23, 2019



Peter B. Schneider
Chief Executive Officer
September 23, 2019

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019



Independent Auditor's Report

To the Councillors of Warrnambool City Council

Opinion	<p>I have audited the accompanying performance statement of Warrnambool City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2019 • sustainable capacity indicators for the year ended 30 June 2019 • service performance indicators for the year ended 30 June 2019 • financial performance indicators for the year ended 30 June 2019 • other information for the year ended 30 June 2019 (basis of preparation) • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Performance Statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance</p>

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019


Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether the performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
26 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria



WARRNAMBOOL
CITY COUNCIL


Warrnambool City Council Financial Report

For the year ended June 30, 2019

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the Local Government Act 1989, the Local Government (Planning and Reporting) Regulations 2014, Australian Accounting Standards and other mandatory professional reporting requirements.



David Harrington CA
Principal Accounting Officer
September 23, 2019
Warrnambool

In our opinion the accompanying financial statements present fairly the financial transactions of Warrnambool City Council for the year ended 30 June 2019 and the financial position of the Council as at that date.

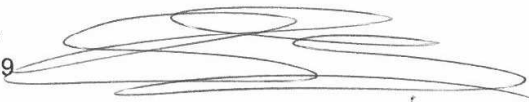
As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify the financial statements in their final form.

Cr Michael Neoh
September 23, 2019
Warrnambool



Cr Susan Cassidy
September 23, 2019
Warrnambool



Peter B. Schneider
Chief Executive Officer
September 23, 2019
Warrnambool

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019



Independent Auditor's Report


To the Councillors of Warrnambool City Council

Opinion	<p>I have audited the financial report of Warrnambool City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2019 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Auditor's responsibilities for the audit of the financial report	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.</p> <p>As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:</p> <ul style="list-style-type: none"> • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors • conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. <p>I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.</p>
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MELBOURNE
26 September 2019


 Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Comprehensive income statement for the year ended June 30, 2019

	Note	2019	2018
		\$'000	\$'000
Income			
Rates and charges	3.1	38,264	35,917
Statutory fees and fines	3.2	1,854	1,618
User fees	3.3	15,666	15,390
Grants - operating	3.4(a)	16,264	14,555
Grants - capital	3.4(b)	6,669	6,897
Contributions - monetary	3.5(a)	1,739	1,545
Contributions - non monetary	3.5(a)	4,629	1,460
Found assets	3.5(b)	2,956	691
Share of net profits (or loss) of associates and joint ventures	6.3(a)	54	22
Other income	3.7	973	765
Total income		89,068	78,860
Expenses			
Employee costs	4.1	(33,194)	(31,886)
Materials and services	4.2	(27,566)	(26,554)
Depreciation	4.3	(11,750)	(12,265)
Bad and doubtful debts	4.4	(332)	(129)
Borrowing costs	4.5	(310)	(411)
Other expenses	4.6	(789)	(781)
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(1,166)	(810)
Total expenses		(75,107)	(72,836)
Surplus for the year		13,961	6,024
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	(34,982)	(19,530)
Share of other comprehensive income of associates and joint ventures	6.3	10	(5)
Total comprehensive result		(21,011)	(13,511)

The comprehensive income statement above should be read in conjunction with the accompanying notes.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Balance Sheet as at June 30, 2019

	Note	2019	2018
		\$'000	\$'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	6,696	3,570
Trade and other receivables	5.1(c)	3,320	2,865
Other financial assets	5.1(b)	12,000	8,000
Inventories	5.2(a)	177	175
Non-current assets classified as held for sale	6.1	-	184
Other assets	5.2(b)	1,255	1,261
Total current assets		23,448	16,055
Non-current assets			
Trade and other receivables	5.1(c)	10	24
Other financial assets	5.1(b)	2	-
Investments in associates, joint arrangements and subsidiaries	6.3	633	569
Property, infrastructure, plant and equipment	6.2	630,609	654,333
Total non-current assets		631,254	654,926
Total assets		654,702	670,981
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	4,255	3,801
Trust funds and deposits	5.3(b)	1,101	761
Provisions	5.5	6,571	6,604
Interest-bearing liabilities	5.4	1,735	1,542
Total current liabilities		13,662	12,708
Non-current liabilities			
Provisions	5.5	1,235	1,221
Interest-bearing liabilities	5.4	8,301	4,537
Total non-current liabilities		9,536	5,758
Total liabilities		23,198	18,466
Net assets		631,504	652,515
Equity			
Accumulated surplus		232,679	219,111
Reserves	9.1	398,825	433,404
Total Equity		631,504	652,515

The balance sheet above should be read in conjunction with the accompanying notes.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Statement of changes in equity for the year ended June 30, 2019

	Note	Accumulated		Asset	Other
		Total	Surplus	Revaluation	Reserves
2019		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		652,515	219,111	427,467	5,937
Surplus/(deficit) for the year		13,961	13,961	-	-
Other comprehensive income from investment in associates	6.3	10	10	-	-
Net asset revaluation increment/(decrement)	9.1(a)	(34,982)	-	(34,982)	-
Transfers to other reserves	9.1(b)	-	(901)	-	901
Transfers from other reserves	9.1(b)	-	498	-	(498)
Balance at end of the financial year		631,504	232,679	392,485	6,340
2018		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		666,026	212,930	446,997	6,099
Surplus/(deficit) for the year		6,024	6,024	-	-
Other comprehensive income from investment in associates	6.3	(5)	(5)	-	-
Net asset revaluation increment/(decrement)	9.1(a)	(19,530)	-	(19,530)	-
Transfers to other reserves	9.1(b)	-	(626)	-	626
Transfers from other reserves	9.1(b)	-	788	-	(788)
Balance at end of the financial year		652,515	219,111	427,467	5,937

The statement of changes in equity above should be read in conjunction with the accompanying notes.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Statement of cash flows for the year ended June 30, 2019

		2019	2018
		Inflows/(outflows)	Inflows/(outflows)
	Note	\$'000	\$'000
Cash flows from operating activities			
Rates and charges		38,378	35,917
Statutory fees and fines		1,468	1,618
User fees		15,768	16,608
Grants - operating		16,480	14,555
Grants - capital		6,264	6,897
Contributions - monetary		1,739	1,545
Interest received		245	261
Trust funds and deposits taken		1,724	1,331
Other receipts		775	523
Net GST refund/(payment)		(162)	120
Employee costs		(33,182)	(31,490)
Materials and services		(26,191)	(26,189)
Trust funds and deposits repaid		(1,384)	(1,218)
Interest paid		(310)	(411)
Other payments		(789)	(781)
Net cash provided by/(used in) operating activities	9.2	20,823	19,286
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(17,934)	(19,750)
Proceeds from sale of property, infrastructure, plant and equipment		280	305
Payments for investments		(13,000)	(8,000)
Proceeds from sale of investments		9,000	12,000
Net cash provided by/(used in) investing activities		(21,654)	(15,445)
Cash flows from financing activities			
Proceeds from borrowings		5,500	-
Repayment of borrowings		(1,543)	(1,835)
Net cash provided by/(used in) financing activities		3,957	(1,835)
Net increase (decrease) in cash and cash equivalents		3,126	2,006
Cash and cash equivalents at the beginning of the financial year		3,570	1,564
Cash and cash equivalents at the end of the financial year	5.1(a)	6,696	3,570
Financing arrangements		5.6	
Restrictions on cash assets		5.1	

The statement of cash flows above should be read in conjunction with the accompanying notes

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Statement of capital works for the year ended June 30, 2019

	Note	2019	2018
		\$'000	\$'000
Property			
Land improvements		-	99
Total land		-	99
Buildings specialised		1,937	1,156
Buildings non-specialised		28	-
Building improvements		8	118
Total buildings		1,973	1,274
Total property		1,973	1,373
Plant and equipment			
Plant, machinery and equipment		1,344	1,019
Fixtures, fittings and furniture		23	26
Computers and telecommunications		232	444
Paintings and exhibits		36	83
Total plant and equipment		1,635	1,572
Infrastructure			
Roads		4,857	3,365
Bridges		129	13
Footpaths and cycleways		2,095	2,790
Drainage		4,882	297
Recreational, leisure and community facilities		176	1,066
Waste Management		606	-
Parks, open space and streetscapes		1,381	8,948
Aerodromes		-	53
Off street car parks		-	179
Other infrastructure		15	94
Total infrastructure		14,141	16,805
Total capital works expenditure	6.2	17,749	19,750
Represented by:			
New asset expenditure		1,469	2,776
Asset renewal expenditure		12,955	13,143
Asset expansion expenditure		131	152
Asset upgrade expenditure		3,194	3,679
Total capital works expenditure	6.2	17,749	19,750

The statement of capital works above should be read in conjunction with the accompanying notes

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

OVERVIEW**Introduction**

The Warrnambool City Council was established by an Order of the Governor in Council on 20 September 1994 and is a body corporate.

The Council's main office is located at 25 Liebig Street, Warrnambool.

Statement of compliance

These financial statements are a general-purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general-purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements**Note 1 Performance against budget**

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold of the greater of 10 percent and at least \$500,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 25 June 2018. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements

Note 1 cont' Performance against budget

1.1	Income and expenditure	Budget	Actual	Variance	Variance	
		2019	2019	2019	2019	
		\$'000	\$'000	\$'000	%	Ref
	Income					
	Rates and charges	37,999	38,264	265	1%	
	Statutory fees and fines	1,517	1,854	337	22%	
	User fees	14,757	15,666	909	6%	
	Grants - operating	13,729	16,264	2,535	18%	1
	Grants - capital	3,963	6,669	2,706	68%	2
	Contributions - monetary	655	1,739	1,084	165%	3
	Contributions - non monetary	4,000	4,629	629	16%	4
	Found assets	-	2,956	2,956	100%	5
	Interest	343	233	(110)	(32%)	
	Share of net profits/(losses) of associates and joint ventures	-	54	54	100%	
	Other income	452	740	288	64%	
	Total income	77,415	89,068	11,653	15%	
	Expenses					
	Employee costs	33,228	33,194	34	0%	
	Materials and services	22,883	27,566	(4,683)	(20%)	6
	Bad and doubtful debts	112	332	(220)	(196%)	
	Depreciation	12,000	11,750	250	2%	
	Borrowing costs	387	310	77	20%	
	Other expenses	846	789	57	7%	
	Net loss on disposal of property, infrastructure, plant and equipment	899	1,166	(267)	(30%)	
	Total expenses	70,355	75,107	(4,752)	(7%)	
	Surplus/(deficit) for the year	7,060	13,961	6,901	98%	

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements

Note 1 cont' Explanation of material variations

Variance Ref	Item	Explanation
1	Grants - operating	Additional operating grants were successfully applied for and received during the 2018/19 financial year. These include the Great South Coast Food & Fibre project, LaunchVic Unearthed project, Welcome to Warrnambool project, a range of sustainable/environmental projects and a number of Pre-School related projects.
2	Grants - capital	Council was successful in a number of grant applications with the funds provided by the State Government for work to be completed in future financial years. These include projects relating to the Reid Oval redevelopment, the Port of Warrnambool and the Victorian Fixing Country Roads Program. Council also delivered the Boiling Down Road upgrade with State Government funding received in the 2018/19 financial year.
3	Contributions - monetary	Additional contribution from a sporting club to an upgrade at the Dennington Recreation Reserve, contributions received for various projects that Council provides an auspice role and a reimbursement from a utility company for works delivered as part of the City Centre renewal.
4	Contributions - non monetary	Road assets transferred from VicRoads to Council responsibility has increased the level of non-monetary above the expected level.
5	Found Assets	As part of the Lake Pertobe Masterplan update, it was discovered that part of the drainage assets within Lake Pertobe were not on Councils asset register. The State Government confirmed that these assets were not included on their asset register and should therefore be recognised by Council.
6	Materials and services	During the year Council expensed \$3.3m of capital works including drainage works on non-Council owned assets, upgrade/maintenance at the Port of Warrnambool, installation of street trees and property connection works in the CBD as part of City Renewal project.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements

Note 1 cont' Performance against budget

1.2	Capital works	Budget	Actual	Variance	Variance	
		2019	2019	2019	2019	
		\$'000	\$'000	\$'000	%	Ref
	Property					
	Land non specialised	-	-	-	0%	
	Land improvements	-	-	-	0%	
	Total Land	-	-	-	0%	
	Buildings	2,063	1,965	98	5%	
	Building improvements	-	8	(8)	(100%)	
	Total Buildings	2,063	1,973	90	4%	
	Total Property	2,063	1,973	90	4%	
	Plant and Equipment					
	Plant, machinery and equipment	1,324	1,344	(20)	(2%)	
	Fixtures, fittings and furniture	-	23	(23)	100%	
	Computers and telecommunications	311	232	79	25%	
	Paintings and exhibits	15	36	(21)	(140%)	
	Total Plant and Equipment	1,650	1,635	15	1%	
	Infrastructure					
	Roads	6,216	4,857	1,359	22%	1
	Bridges	203	129	74	37%	
	Footpaths and cycleways	3,096	2,095	1,001	32%	2
	Drainage	3,925	4,882	(957)	(24%)	3
	Recreational, leisure and community facilities	865	176	689	80%	4
	Waste Management	-	606	(606)	(100%)	5
	Parks, open space and streetscapes	408	1,381	(973)	(238%)	6
	Aerodromes	30	-	30	100%	
	Off street car parks	158	-	158	100%	
	Other infrastructure	219	15	204	93%	
	Total Infrastructure	15,121	14,141	980	6%	
	Total Capital Works Expenditure	18,834	17,749	1,085	6%	
	Represented by:					
	New asset expenditure	852	1,469	(617)	(72%)	7
	Asset renewal expenditure	14,984	12,955	2,029	14%	7
	Asset expansion expenditure	-	131	(131)	(100%)	
	Asset upgrade expenditure	2,998	3,194	(196)	(7%)	
	Total Capital Works Expenditure	18,834	17,749	1,085	6%	

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements**Note 1 cont' Performance against budget**

(i) Explanation of material variations		
Variance Ref	Item	Explanation
1	Roads	The value of works capitalised in the CBD was lower than forecast with some works carrying over into 2019/20.
2	Footpaths and cycleways	The value of works capitalised in the CBD was lower than forecast, works have been deferred to match the grant for the Lake Pertobe commencing in 2019/20.
3	Drainage	The Simpson Street Drainage project was originally planned to be completed over 2 financial years, however Council was able to gain efficiencies by scheduling the works to be completed in the 2018/19 financial year.
4	Recreational, leisure and community facilities	Deferral of the water treatment upgrade to be in line with other construction work at Aquazone, which minimises the aquatic facilities closure impact.
5	Waste Management	Purchase of the FOGO bins as part of the rollout of the new service.
6	Parks, open space and streetscapes	Works as part of the City Centre renewal that were budgeted in a prior year and upgrades to street/sports lighting.
7	Asset Categories	The increase in new asset expenditure mainly relates to the purchase of new bins for the FOGO service. Asset renewal has decreased which is mainly due to the expensing of capital works for expenditure on non-Council assets or to maintenance.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements**Note 2.1 Analysis of Council results by program**

Council delivers its functions and activities through the following programs.

2.1(a) Program summary**Corporate Strategies**

The Corporate Strategies directorate is responsible for financial services, procurement, revenue, property and land management, leasing and legal issues, city assist (customer service), organisational development (human resources, occupational health and safety, learning and development), business improvement, information technology and records, communication services and the South-West Victorian Livestock Exchange. The directorate is largely responsible for servicing the administrative and legislative needs of other directorates with back-of-house systems and other support.

City Infrastructure

The City Infrastructure directorate provides infrastructure, capital works, asset management, waste management, environmental management, local laws, health and services to the Port of Warrnambool and the Warrnambool Regional Airport. The directorate provides engineering services including investigation, design, project management and engineering supervision of key infrastructure projects, strategy and policy advice to council, technical services and advice to the community, manages contract management for projects in the capital works program and serves the community by managing the city's road, drainage and footpath network, parks, recreational and sporting facilities and vehicle fleet. It is also responsible for local law enforcement, traffic and animal control and administration of school crossing supervision and is active in promoting and protecting the health of all residents and visitors through food safety monitoring, law enforcement of the Health Act, immunisation and public health education programs.

Community Development

The Community Development directorate plans for and provides a broad range of social, cultural, community, recreational and educational services and facilities to support residents of all ages and stages of life. The directorate receives funding from sources including State and Federal government departments to subsidise and support the services provided. The directorate works in partnership with government departments, and strategic partners and sectors to plan for and achieve the community's strategic goals and aspirations. Services in the directorate include: community policy and planning, baby makes 3+, early years learning and development, maternal and child health, family and children's services, preschools, family day care, outside school hours care, Warrnambool Library, AquaZone, multi-purpose stadium, gymnastics stadium, general recreation and planning, Warrnambool Art Gallery, Lighthouse Theatre, youth services, Archie Graham Community Centre, volunteer services, home and community care, meals on wheels, home maintenance, respite care, and rural access.

City Growth

The City Growth Directorate is required to plan, facilitate and deliver growth of population, jobs and investment but with the added responsibility of maintaining the liveability of Warrnambool for residents and visitors. City Growth has a key role in engaging business, all tiers of government and supporting regional growth in business and tourism. The directorate provides services including tourism development, visitor information centre, holiday parks, Flagstaff Hill Maritime Village, economic development and investment, business support, events, regional skilled migration (including the recently announced Designated Area Migration Agreement), city statutory planning and development, strategic planning to cater for new residential and commercial/industrial growth, building services, environment and sustainability services, open space planning and graphical information support. The directorate also plays a major role in supporting and adding value to the city's international relationships with Miura (Japan), Changchun (China), Knoxville (USA) and Mariestad (Sweden).

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements

Note 2.1 Analysis of Council results by program (cont'd)

2.1 (b)	Summary of revenues, expenses, assets and capital expenses by program					
		Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total property, infrastructure, plant and equipment
		\$'000	\$'000	\$'000	\$'000	\$'000
	Corporate Strategies	53,619	23,625	29,994	4,558	4,924
	City Infrastructure	7,846	20,624	(12,778)	3,765	610,538
	Community Development	20,192	21,622	(1,430)	12,284	2,128
	City Growth	7,411	9,236	(1,825)	2,326	13,019
		89,068	75,107	13,961	22,933	630,609
		Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total property, infrastructure, plant and equipment
		\$'000	\$'000	\$'000	\$'000	\$'000
	Corporate Strategies	46,450	25,987	20,463	4,298	5,224
	City Infrastructure	5,453	19,552	(14,099)	2,131	635,204
	Community Development	17,320	20,850	(3,530)	9,266	2,206
	City Growth	9,637	6,447	3,190	5,757	11,699
		78,860	72,836	6,024	21,452	654,333

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements

Note 3 Funding for the delivery of our services

		2019	2018
3.1	Rates and charges	\$'000	\$'000
	Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its imputed market value. The valuation base used to calculate general rates for 2018-2019 was \$6.553 billion (2017-2018 \$6.262 billion).		
	Residential Rates	19,921	19,077
	Municipal charge	4,498	4,356
	Waste management charge	5,963	4,747
	Commercial rates	4,655	4,608
	Vacant Land rates	965	920
	Industrial rates	1,702	1,658
	Urban farm rates	410	400
	Cultural and recreational land rates	71	65
	Interest on rates and charges	79	86
	Total rates and charges	38,264	35,917
	The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2018, and the valuation was first applied in the rating year commencing 1 July 2018.		
	Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.		
3.2	Statutory fees and fines		
	Parking fines	641	443
	Animal control	513	358
	Town planning and building	404	438
	Health and Local Laws	162	141
	Permits and certificates	134	238
	Total statutory fees and fines	1,854	1,618
	Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.		

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements

Note 3 cont' Funding for the delivery of our services

3.3	User fees	2019	2018
		\$'000	\$'000
	Property management	774	735
	Indoor aquatic centre	2,103	2,261
	Children's services	1,774	1,976
	Multi-Purpose Sports Stadium	1,156	1,139
	Cultural centres	1,557	1,316
	Regulatory control	1,840	1,588
	Tourism and promotion	1,155	1,400
	Foreshore holiday parks	3,066	2,870
	Livestock exchange	1,147	1,000
	Aged services fees	768	774
	Other fees and charges	326	331
	Total user fees	15,666	15,390
	User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.		
3.4	Funding from other levels of government		
	Grants were received in respect of the following :		
	Summary of grants		
	Commonwealth funded grants	7,158	8,171
	State funded grants	15,775	13,281
	Total grants received	22,933	21,452
	(a) Operating Grants		
	Recurrent - Commonwealth Government		
	Victoria Grants Commission - Financial Assistance Grant	3,191	3,022
	Victoria Grants Commission - local roads	655	629
	Aged Services	1,885	1,710
	Other	86	85
	Recurrent - State Government		
	Port operations	93	91
	Employment initiatives	-	2
	Economic development	23	31
	Family and children	5,414	4,857
	Aged services	727	831
	Cultural centres	345	344
	Rural access	301	293
	Infrastructure services	-	151
	Environment initiatives	68	45
	School crossing supervision	193	164
	Pension rebate	676	638
	Other	92	5
	Total recurrent operating grants	13,749	12,898

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements

Note 3 cont' - Funding for the delivery of our services

3.4		2019	2018
		\$'000	\$'000
	Non-recurrent - Commonwealth Government		
	Aged Services	-	79
	Economic development	91	-
	Non-recurrent - State Government		
	Economic development	679	202
	Family and children	817	341
	Aged services	241	412
	Recreation	-	90
	Cultural centres	235	109
	Environment initiatives	209	244
	Infrastructure Services	127	139
	Other	116	41
	Total non-recurrent operating grants	2,515	1,657
	Total operating grants	16,264	14,555
	(b) Capital Grants		
	Recurrent - Commonwealth Government		
	Roads to recovery	-	646
	Total recurrent capital grants	-	646
	Non-recurrent - Commonwealth Government		
	Infrastructure services	1,250	2,000
	Non-recurrent - State Government		
	Infrastructure services	1,947	3,661
	Recreation	2,247	140
	Port operations	937	-
	Environment initiatives	288	-
	Economic development	-	450
	Total non-recurrent capital grants	6,669	6,251
	Total capital grants	6,669	6,897
	(c) Unspent grants received on condition that they be spent in a specific manner		
	Balance at start of year	2,091	1,459
	Received during the financial year and remained unspent at balance date	5,163	1,735
	Received in prior years and spent during the financial year	(1,441)	(1,103)
	Balance at year end	5,813	2,091
	Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.		

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements**Note 3 cont' Funding for the delivery of our services**

3.5(a)	Contributions	2019	2018
		\$'000	\$'000
	Monetary	1,739	1,545
	Non-monetary	4,629	1,460
	Total contributions	6,368	3,005
	<i>Contributions of non-monetary assets were received in relation to the following asset classes.</i>		
	Land	-	112
	Roads	2,473	569
	Drainage	738	372
	Footpaths and cycleways	992	255
	Land under roads	298	112
	Paintings and exhibits	128	40
	Total non-monetary contributions	4,629	1,460
	Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		
3.5(b)	Found assets		
	Found assets were received in relation to the following asset classes		
	Bridges	97	-
	Roads	14	106
	Drainage	2,673	498
	Footpaths and cycleways	36	87
	Paintings and exhibits	136	-
	Total found assets	2,956	691
	Found assets are recorded if they are discovered when Council completes its maintenance program. This mainly occurs with assets that are underground such as drainage and drainage pits.		
3.6	Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
	Proceeds of sale	280	305
	Impairment gain/(loss)	-	111
	Written down value of assets disposed		
	Plant and equipment	(255)	(108)
	Infrastructure	(1,191)	(1,118)
	Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,166)	(810)
	The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.		

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements**Note 3 cont' Funding for the delivery of our services**

3.7	Other income	2019	2018
		\$'000	\$'000
	Interest	233	242
	Infrastructure services	206	46
	Recreation and cultural programs	1	33
	Family and community	8	13
	Reimbursements	305	270
	Other Income	220	161
	Total other income	973	765
	Interest is recognised as it is earned.		
	Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.		

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements**Note 4 The cost of delivering services**

		2019	2018
		\$'000	\$'000
4.1	(a) Employee costs		
	Wages and salaries	29,371	28,318
	WorkCover	796	722
	Superannuation	2,731	2,569
	Fringe benefits tax	296	277
	Total employee costs	33,194	31,886
	(b) Superannuation		
	Council made contributions to the following funds:		
	Defined benefit fund		
	Employer contributions to Local Authorities Superannuation Fund (Vision Super)	247	247
		247	247
	Employer contributions payable at reporting date.	-	-
	Accumulation funds		
	Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,470	2,311
	Employer contributions - other funds	14	11
		2,484	2,322
	Employer contributions payable at reporting date.	193	-
	Refer to note 9.3 for further information relating to Council's superannuation obligations.		
4.2	Materials and services		
	Infrastructure services	7,968	8,277
	Waste management	3,550	2,602
	Recreation and cultural services	4,080	4,135
	Children's services	803	983
	Family day care	263	393
	Corporate services	4,544	4,438
	Tourism and promotion	2,328	2,265
	Aged services	821	991
	Foreshore caravan parks	978	772
	Livestock Exchange	449	376
	Health and local laws	1,129	858
	Other	653	464
	Total materials and services	27,566	26,554

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements**Note 4 The cost of delivering services**

4.3	Depreciation	2019	2018
		\$'000	\$'000
	Property	2,001	1,986
	Plant and equipment	1,786	1,808
	Infrastructure	7,963	8,471
	Total depreciation	11,750	12,265
	<i>Refer to note 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.</i>		
4.4	Bad and doubtful debts		
	Local Laws debtors	277	97
	Other debtors	55	32
	Total bad and doubtful debts	332	129
	Movement in provisions for doubtful debts		
	Balance at the beginning of the year	225	125
	New Provisions recognised during the year	277	100
	Amounts already provided for and written off as uncollectible	-	-
	Balance at end of year	502	225
	Provision for doubtful debts is recognised based on an expected credit loss model. This model considers both historic and forward-looking information in determining the level of impairment.		
4.5	Borrowing costs		
	Interest - Borrowings	310	411
	Total borrowing costs	310	411
	Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.		
4.6	Other expenses		
	Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals.	43	26
	Auditors' remuneration - Internal	78	66
	Councillor Allowances	266	265
	Operating lease rentals	402	424
	Total other expenses	789	781

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements

Note 5 Our financial position

		2019	2018
5.1	Financial assets	\$'000	\$'000
	(a) Cash and cash equivalents		
	Cash on hand	28	28
	Cash at bank	6,668	3,542
	Total cash and cash equivalents	6,696	3,570
	(b) Other financial assets		
	Current		
	Term deposits - current	12,000	8,000
	Non-current		
	Unlisted shares in corporations	2	-
	Total other financial assets	12,002	8,000
	Total financial assets	18,698	11,570
	Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
	- Resort and recreation reserve (Note 9.1(b))	292	414
	- Trust funds and deposits (Note 5.3(b))	1,101	761
	Total restricted funds	1,393	1,175
	Total unrestricted cash and cash equivalents	5,303	2,395
	Intended allocations		
	Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
	- Cash held to fund carried forward capital works	8,257	3,981
	Total funds subject to intended allocations	8,257	3,981
	Cash and cash equivalents include cash on hand, deposits at call, and other liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.		
	Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.		

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements

Note 5 cont' Our financial position

	2019	2018
(c) Trade and other receivables	\$'000	\$'000
Current		
Statutory receivables		
Rates debtors	646	760
Infringement debtors	658	327
Provision for doubtful debts	(473)	(190)
GST receivable	730	363
Non statutory receivables		
Development and buildings	130	177
Animals	68	32
Child care	80	47
TAFE	63	63
Fire Service Levy	6	5
Other debtors	1,417	1,260
Provision for doubtful debts	(29)	(35)
Loans and advances to community organisations	24	56
Total current trade and other receivables	3,320	2,865
Non-current		
Non statutory receivables		
Loans and advances to community organisations	10	24
Total non-current trade and other receivables	10	24
Total trade and other receivables	3,330	2,889
Short-term receivables are carried at invoice amount. A provision for doubtful debts is recognised based on an expected credit loss model. This model considers both historic and forward-looking information in determining the level of impairment. Long-term receivables are carried at amortised cost using the effective interest rate method.		
Ageing of Receivables		
The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	1,387	1,073
Past due by up to 30 days	128	165
Past due between 31 and 180 days	139	145
Past due between 181 and 365 days	36	115
Past due by more than 1 year	79	131
Total trade and other receivables	1,769	1,629

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements**Note 5 cont' Our financial position**

5.2	Non-financial assets	2019	2018
	(a) Inventories	\$'000	\$'000
	Inventories held for distribution	67	71
	Inventories held for sale	110	104
	Total inventories	177	175
	Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.		
	(b) Other assets		
	Prepayments	1,006	906
	Accrued income	249	355
	Total other assets	1,255	1,261
5.3	Payables		
	(a) Trade and other payables		
	Trade payables	1,195	924
	GST payable	293	88
	Accrued expenses	2,689	2,696
	Fire service levy liability	78	93
	Total trade and other payables	4,255	3,801
	(b) Trust funds and deposits		
	Refundable developer deposits	910	570
	Contract retention amounts	10	20
	Other refundable deposits	181	171
	Total trust funds and deposits	1,101	761

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements**Note 5 cont' Our financial position**

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements
Note 5 cont' Our financial position

		2019	2018
5.4	Interest-bearing liabilities	\$'000	\$'000
	Current		
	Borrowings - secured (1)	1,735	1,542
		1,735	1,542
	Non-current		
	Borrowings - secured (1)	8,301	4,537
		8,301	4,537
	Total	10,036	6,079
	(1) Borrowings are secured by Council rates		
	(a) The maturity profile for Council's borrowings is:		
	Not later than one year	1,735	1,542
	Later than one year and not later than five years	7,183	4,537
	Later than five years	1,118	-
		10,036	6,079
	<p>Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.</p> <p>The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.</p>		

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements
Note 5 cont' Our financial position

5.5	Provisions			
		Employee	Landfill restoration	Total
	2019	\$ '000	\$ '000	\$ '000
	Balance at beginning of the financial year	7,021	804	7,825
	Additional provisions	2,551	-	2,551
	Amounts used	(2,577)	(80)	(2,657)
	Change in the discounted amount arising because of time and the effect of any change in the discount rate	23	64	87
	Balance at the end of the financial year	7,018	788	7,806
		Employee	Landfill restoration	Total
	2018	\$ '000	\$ '000	\$ '000
	Balance at beginning of the financial year	6,631	864	7,495
	Additional provisions	575	-	575
	Amounts used	(804)	(80)	(884)
	Change in the discounted amount arising because of time and the effect of any change in the discount rate	619	20	639
	Balance at the end of the financial year	7,021	804	7,825

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements**Note 5 cont' Our financial position**

	2019	2018
(a) Employee provisions	\$'000	\$'000
Current provisions expected to be wholly settled within 12 months		
Annual leave	1,994	1,797
Long service leave	420	456
	2,414	2,252
Current provisions expected to be wholly settled after 12 months		
Annual leave	316	506
Long service leave	3,761	3,765
	4,077	4,272
Total current employee provisions	6,491	6,524
Non-current		
Long service leave	527	497
Total non-current employee provisions	527	497
Aggregate carrying amount of employee provisions:		
Current	6,491	6,524
Non-current	527	497
Total aggregate carrying amount of employee provisions	7,018	7,021
The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.		
Wages and salaries and annual leave		
Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.		
Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.		
Long service leave		
Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.		

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statements

Note 5 cont' Our financial position

	Key assumptions:	2019	2018
	- on-cost rate	11.270%	11.270%
	- wage inflation rate	4.313%	3.875%
	- discount rate	1.324%	2.647%
		2019	2018
	(b) Landfill rehabilitation provision	\$'000	\$'000
	Current	80	80
	Non-current	708	724
		788	804
	Council is obligated to rehabilitate Watson Street landfill to a particular standard. The forecast life of the site is based on current requirements to monitor and provide after-care rehabilitation of the site. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to rehabilitate and monitor the site to a particular standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.		
	Key assumptions:	2019	2018
	- rehabilitation years	30	30
	- remaining rehabilitated years	10	11
	- inflation rate	2.0%	2.0%
5.6	Financing arrangements		
	The Council has the following funding arrangements in place as at 30 June 2019		
	Bank overdraft	200	200
	Credit card facilities	150	150
	Total facilities	350	350
	Used facilities	71	84
	Unused facilities	279	266

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Notes on the financial statements**5.7 Commitments**

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet and are disclosed at their nominal value and presented inclusive of the GST payable.						
2019	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating						
Recycling collection	623	647	2,090	1,528	4,888	
Waste collection	774	803	2,596	1,897	6,070	
Food and organics collection	821	852	2,755	2,013	6,441	
Transactional banking	90	8	-	-	98	
Cleaning services	361	43	-	-	404	
Security Services	146	148	-	-	294	
Parking Services	93	47	-	-	140	
Animal Services	144	-	-	-	144	
Internal Audit	71	73	37	-	181	
Meals for delivery	198	-	-	-	198	
Total	3,321	2,621	7,478	5,438	18,858	
Capital						
Information Technology	121	11	34	-	166	
Infrastructure	896	-	-	-	896	
Drainage	322	-	-	-	322	
Total	1,339	11	34	-	1,384	

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Notes on the financial statements**Note 5.7 cont' Commitments**

	2018	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
		\$'000	\$'000	\$'000	\$'000	\$'000
Operating						
Recycling collection		402	-	-	-	402
Waste collection		830	-	-	-	830
Transactional banking		88	90	15	-	194
Cleaning services		333	71	18	-	422
Security services		128	-	-	-	128
Parking services		83	85	43	-	211
Animal services		110	-	-	-	110
Internal audit		51	-	-	-	51
Meals for delivery		134	-	-	-	134
Total		2,160	246	77	-	2,482
Capital						
Information technology		50	-	-	-	50
Infrastructure		185	-	-	-	185
Roads and paths		1,947	-	-	-	1,947
Drainage		1,379	-	-	-	1,379
Total		3,561	-	-	-	3,561

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Notes on the financial statements**Note 5.7 cont' Commitments**

Operating lease commitments	2019	2018
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):	\$'000	\$'000
Not later than one year	294	332
Later than one year and not later than five years	263	672
Later than five years	2	-
	559	1,004
Lease payments for operating leases are required by the accounting standard to be recognised on a straight-line basis, rather than expensed in the years in which they are incurred.		

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statement**Note 6 Assets we manage**

6.1	Noncurrent assets classified as held for sale	2019	2018
		\$'000	\$'000
	Parking meters at written down value	-	184
	Total noncurrent assets classified as held for sale	-	184
<p>Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.</p>			

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statement**Note 6 cont' Assets we manage****6.2 Summary of property, infrastructure, plant and equipment**

	At Fair Value 30 June 2018	Additions	Contributions	Found Assets	Revaluation	Depreciation	Disposal	Write-off	Transfers	At Fair Value 30 June 2019
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	161,790	-	298	-	-	(25)	(115)	-	-	161,948
Buildings	133,450	1,365	-	-	-	(1,976)	(53)	-	284	133,070
Plant and equipment	21,391	1,574	128	136	1,055	(1,786)	(256)	-	211	22,453
Infrastructure	329,656	10,716	4,203	2,820	(36,037)	(7,963)	(839)	-	6,347	308,903
Work in progress	8,046	4,094	-	-	-	-	-	(1,063)	(6,842)	4,235
Total	654,333	17,749	4,629	2,956	(34,982)	(11,750)	(1,263)	(1,063)	-	630,609

Summary of Work in Progress	Opening WIP	Additions	Write-off	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings	432	608	(48)	(292)	700
Plant and equipment	-	61	-	-	61
Infrastructure	7,613	3,426	(1,015)	(6,550)	3,474
Total	8,045	4,095	(1,063)	(6,842)	4,235

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Notes on the financial statement**Note 6 cont' Assets we manage**

(a) Land and Buildings										
	Land - specialised	Land - non specialised	Land improvements	Total Land & Land Improvements	Buildings - specialised	Buildings - non specialised	Building improvements	Total Buildings	Work In Progress	Total Land and Buildings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018	158,428	2,726	995	162,149	149,819	3,065	903	153,787	432	316,368
Accumulated depreciation at 1 July 2018	-	-	(359)	(359)	(20,033)	(78)	(226)	(20,337)	-	(20,696)
	158,428	2,726	636	161,790	129,786	2,987	677	133,450	432	295,672
Movements in fair value										
Additions	-	-	-	-	1,329	28	8	1,365	608	1,973
Non-cash contributed assets	298	-	-	298	-	-	-	-	-	298
Found Assets	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-
Disposal	(115)	-	-	(115)	(90)	-	-	(90)	-	(205)
Transfers	-	-	-	-	284	-	-	284	(292)	(8)
Work in progress expensed through operating result	-	-	-	-	-	-	-	-	(48)	(48)
	183	-	-	183	1,523	28	8	1,559	268	2,010
Movements in accumulated depreciation										
Depreciation and amortisation	-	-	(25)	(25)	(1,920)	(39)	(17)	(1,976)	-	(2,001)
Accumulated depreciation of disposals	-	-	-	-	37	-	-	37	-	37
Transfers	-	-	-	-	-	-	-	-	-	-
	-	-	(25)	(25)	(1,883)	(39)	(17)	(1,939)	-	(1,964)
At fair value 30 June 2019	158,611	2,726	995	162,332	151,342	3,093	911	155,346	700	318,378
Accumulated depreciation at 30 June 2019	-	-	(384)	(384)	(21,916)	(117)	(243)	(22,276)	-	(22,660)
	158,611	2,726	611	161,948	129,426	2,976	668	133,070	700	295,718

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Notes on the financial statement**Note 6 cont' Assets we manage**

(b) Plant and Equipment						
	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Paintings and exhibits	Work in Progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018	9,129	5,656	6,364	11,699	-	32,848
Accumulated depreciation at 1 July 2018	(4,661)	(4,579)	(2,217)	-	-	(11,457)
	4,468	1,077	4,147	11,699	-	21,391
Movements in fair value						
Additions	1,344	23	171	36	61	1,635
Non-cash contributed assets	-	-	-	128	-	128
Found Assets	-	-	-	136	-	136
Revaluation	-	-	-	1,055	-	1,055
Disposal	(873)	-	(360)	(35)	-	(1,268)
Transfers	-	-	211	-	-	211
	471	23	22	1,320	61	1,897
Movements in accumulated depreciation						
Depreciation and amortisation	(1,037)	(101)	(648)	-	-	(1,786)
Accumulated depreciation of disposals	669	-	343	-	-	1,012
Transfers	-	-	-	-	-	-
	(368)	(101)	(305)	-	-	(774)
At fair value 30 June 2019	9,600	5,679	6,386	13,019	61	34,745
Accumulated depreciation at 30 June 2019	(5,029)	(4,680)	(2,522)	-	-	(12,231)
	4,571	999	3,864	13,019	61	22,514

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Notes on the financial statement
Note 6 cont' Assets we manage

(c) Infrastructure												
	Roads	Bridges	Foot-paths and cycle-ways	Drainage	Recreational, leisure and community	Parks open spaces and street-scapes	Aero-dromes	Off street car parks	Waste Management	Other Infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018	246,244	32,519	51,454	81,391	6,406	12,872	10,012	13,781	-	7,711	7,614	470,004
Accumulated depreciation at 1 July 2018	(59,848)	(10,214)	(21,838)	(22,397)	(4,200)	(5,509)	(1,586)	(3,064)	-	(4,078)	-	(132,734)
	186,396	22,305	29,616	58,994	2,206	7,363	8,426	10,717	-	3,633	7,614	337,270
Movements in fair value												
Additions	4,406	-	2,025	2,301	176	1,187	-	-	606	15	3,425	14,141
Non-cash contributed assets	2,577	-	992	738	-	-	-	-	-	-	-	4,307
Found Assets	14	97	36	2,673	-	-	-	-	-	-	-	2,820
Revaluation increment / (decrement)	(312)	-	-	-	-	-	38	44	-	-	-	(230)
Disposal	(1,306)	-	(64)	(77)	-	(1,039)	-	(11)	-	-	-	(2,497)
Transfers	320	-	144	2,356	-	3,527	-	-	-	-	(6,550)	(203)
Work in progress expensed through operating result	-	-	-	-	-	-	-	-	-	-	(1,015)	(1,015)
	5,699	97	3,133	7,991	176	3,675	38	33	606	15	(4,140)	17,323

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial statement

Note 6 cont' Assets we manage

(c) Infrastructure cont'												
	Roads	Bridges	Foot-paths and cycle-ways	Drainage	Recreational, leisure and community	Parks open spaces and street-scapes	Aerodromes	Off street car parks	Waste Management	Other Infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Movements in accumulated depreciation												
Depreciation and amortisation	(3,974)	(351)	(1,174)	(898)	(204)	(540)	(237)	(403)	(7)	(175)	-	(7,963)
Accumulated depreciation of disposals	658	-	39	22	-	929	-	10	-	-	-	1,658
Non-cash contributed assets	(104)	-	-	-	-	-	-	-	-	-	-	(104)
Revaluation increment / (decrement)	(34,089)	-	-	-	(50)	-	200	(1,868)	-	-	-	(35,807)
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
	(37,509)	(351)	(1,135)	(876)	(254)	389	(37)	(2,261)	(7)	(175)	-	(42,216)
At fair value 30 June 2019	251,943	32,616	54,587	89,382	6,582	16,547	10,050	13,814	606	7,726	3,474	487,327
Accumulated depreciation at 30 June 2019	(97,357)	(10,565)	(22,973)	(23,273)	(4,454)	(5,120)	(1,623)	(5,325)	(7)	(4,253)	-	(174,950)
	154,586	22,051	31,614	66,109	2,128	11,427	8,427	8,489	599	3,473	3,474	312,377

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Notes on the financial statement**Note 6 cont'**

Acquisition				
The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.				
Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads. In accordance with Council's policy, the threshold limits have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.				
			Depreciation Period	Threshold Limit
Asset recognition thresholds and depreciation periods				\$'000
Land & land improvements				
land			n/a	0
land improvements			20 - 200 years	5
Buildings				
buildings			30 - 100 years	5
building improvements			25 - 60 years	1
leasehold improvements			10 - 20 years	1
Plant and Equipment				
plant, machinery and equipment			3 - 40 years	1
fixtures, fittings and furniture			2 - 25 years	5
computers and telecommunications			5 - 20 years	2
paintings and exhibitions			n/a	0
Infrastructure				
roads			16 - 200 years	5
bridges			30 - 200 years	5
footpaths and cycleways			15 - 65 years	5
drainage			20 - 200 years	1
recreational, leisure and community facilities			20 - 80 years	1
parks, open spaces and streetscapes			15 - 80 years	5
off street car parks			16 - 200 years	5
aerodromes			16 - 100 years	1
other infrastructure			20 - 60 years	5

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Notes on the financial statements**Note 6 cont'****Land under roads**

Council recognises land under roads it controls at fair value from 1 January 2008.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Land and Artworks are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

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Notes on the financial statement**Note 6.2 cont'**

Valuation of land and buildings				
<p>Valuation of land and buildings were undertaken by a qualified independent valuer SPM Consultants, in consultation with Mr John Finnerty Adv.Dip.Man, Coordinator Strategic Asset Management with Warrnambool City Council. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.</p> <p>Non-specialised buildings were professionally valued in 2016; a review of this value in 2018 indicated no material change in value. The current valuation of specialised buildings is based on a component level condition assessment and depreciated replacement cost, based on information by SPM Consultants who were engaged by Warrnambool City Council.</p> <p>Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.</p> <p>The date of the current valuation is detailed in the following table.</p> <p>Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:</p>				
	Level 1	Level 2	Level 3	Date of Valuation
	\$'000	\$'000	\$'000	
Land - non specialised	-	2,726	-	30/06/2016
Land - specialised	-	-	158,611	30/06/2015
Land Improvements	-	-	611	30/06/2015
Buildings - non specialised	-	2,976	-	30/06/2016
Buildings - specialised	-	-	129,426	30/06/2018
Building improvements	-	-	668	30/06/2018
Total	-	5,702	289,316	

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Notes on the financial statement**Note 6.2 cont'**

Valuation of infrastructure				
Valuation of infrastructure assets was performed by Mr Scott Cavanagh RPEng Civil MGT, Director City Infrastructure with Warrnambool City Council.				
The date of the current valuation is detailed in the following table.				
The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.				
Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2019 are as follows:				
	Level 1	Level 2	Level 3	Date of Valuation
	\$'000	\$'000	\$'000	
Roads	-	-	154,586	30/06/2019
Bridges	-	-	22,051	30/06/2018
Footpaths and cycleways	-	-	31,614	30/06/2018
Drainage	-	-	66,109	30/06/2018
Recreational, leisure and community facilities	-	-	2,128	30/06/2018
Parks, open space and streetscapes	-	-	11,427	30/06/2018
Aerodromes	-	-	8,427	30/06/2019
Off street car parks	-	-	8,489	30/06/2019
Waste management	-	-	599	30/06/2019
Other infrastructure	-	-	3,473	30/06/2018
Total	-	-	308,903	

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Notes on the financial statement**Note 6.2 cont'**

Description of significant unobservable inputs into level 3 valuations				
<p>Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 70% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.12 and \$939 per square metre.</p>				
<p>Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement cost is calculated on a square metre basis and ranges from \$258 to \$3,905 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 0 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.</p>				
<p>Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 0 years to 200 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.</p>				
			2019	2018
Reconciliation of specialised land			\$'000	\$'000
Land under roads			3,783	3,486
Crown land			75,144	75,144
Council freehold land			79,684	79,798
Total specialised land			158,611	158,428

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Notes on the financial statement**Note 6.3 Investments in associates**

		2019	2018
6.3	Investments in associates	\$'000	\$'000
	(a) Investments in associates		
	Investments in associates accounted for by the equity method are:		
	- Corangamite Regional Library Corporation	633	569
	Corangamite Regional Library Corporation		
Background	Warrnambool City Council in conjunction with Colac Otway Shire, Corangamite Shire and Moyne Shire have an interest in the Corangamite Regional Library Corporation. The Library Corporation services much of the population of the South West Victoria and Warrnambool City Council currently has a 39.00% equity interest (38.91% in 2017/18).		
	Fair value of Council's investment in Corangamite Regional Library Corporation	633	569
	Council's share of accumulated surplus/(deficit)		
	Council's share of accumulated surplus/(deficit) at start of year	424	422
	Reported surplus/(deficit) for year	54	22
	Transfers (to) / from reserves	120	(15)
	Movement in equity share	10	(5)
	Council's share of accumulated surplus/(deficit) at end of year	608	424
	Council's share of reserves		
	Council's share of reserves at start of year	145	130
	Transfers to / (from) reserves	(120)	15
	Council's share of reserves at end of year	25	145
	Movement in carrying value of specific investment		
	Carrying value of investment at start of year	569	552
	Share of surplus(deficit) for year	54	22
	Movement in equity share	10	(5)
	Carrying value of investment at end of year	633	569
	Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.		

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Notes on the financial statement**Note 6.3 cont' Investments in associates**

(b) Committees of management			
Port of Warrnambool			
The Council is the Committee of Management for the Port of Warrnambool. The financial transactions have been included in Council's financial statements and are summarised below:			
		2019	2018
		\$'000	\$'000
Income			
Grants - operating		93	91
User fees		8	5
Grants - capital		937	307
Total Income		1,038	403
Expenditure			
Materials and Services		101	90
Capital expenditure		88	170
Total Expenditure		189	260
Profit / (Loss)		849	143
The operation of the Port of Warrnambool is by an agreement between Warrnambool City Council and the Department of Transport. Any assets are returnable on cessation of the agreement.			

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Notes on the financial report**Note 7 People and relationships**

7.1	Council and key management remuneration		
	(a) Related Parties		
	Parent entity Warrnambool City Council is the parent entity. Subsidiaries and Associates Interests in associates are detailed in Note 6.3.		
	(b) Key Management Personnel		
	Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
	Councillors	Councillor Tony Herbert (Mayor from 29 October 2018 to 30 June 2019)	
		Councillor Robert Anderson (Mayor from 1 July 2018 to 29 October 2018)	
		Councillor Sue Cassidy	
		Councillor Kylie Gaston	
		Councillor Peter Hulin	
		Councillor Michael Neoh	
		Councillor David Owen	
	Chief Executive Officer	Mr Bruce Anson (1 July 2018 to 3 January 2019)	
		Ms Vikki King (interim, 4 January 2019 - 10 February 2019)	
		Mr Peter Schneider (11 February 2019 - 30 June 2019)	
	Key Management Personnel	Ms Vikki King - Director Community Development	
		Mr Scott Cavanagh - Director City Infrastructure	
		Mr Peter Utri - Director Corporate Strategies	
		Mr Andrew Paton - Director City Growth	
		2019	2018
		No.	No.
	Total Number of Councillors	7	7
	Chief Executive Officer and other Key Management Personnel	6	5
	Total Key Management Personnel	13	12

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Notes on the financial report**Note 7 cont' People and relationships**

(c) Remuneration of Key Management Personnel	2019	2018
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,277	1,269
Long-term benefits	24	24
Post-employment benefits	95	94
Total	1,396	1,387
A restatement of the 2017/18 remuneration amounts has occurred due to guidance provided by VAGO and includes annual accrued leave benefits (previously total leave entitlements).		
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:	2019	2018
	No.	No.
\$20,000 - \$29,999	5	5
\$40,000 - \$49,999	1	1
\$60,000 - \$69,999	1	1
\$120,000 - \$129,999	1	-
\$180,000 - \$189,999	1	1
\$200,000 - \$209,999	3	2
\$210,000 - \$219,999	-	1
\$220,000 - \$229,999	1	-
\$320,000 - \$329,999	-	1
Total number	13	12
A restatement of the 2017/18 remuneration bandings has occurred due to guidance provided by VAGO and includes annual accrued leave benefits (previously total leave entitlements).		

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Notes on the financial report**Note 7 cont' People and relationships**

A Senior Officer is an officer of Council, other than Key Management Personnel, who: a) has management responsibilities and reports directly to the Chief Executive; or b) whose total annual remuneration exceeds \$148,000 The number of Senior Officers are shown below in their relevant income bands:			
		2019	2018
	Income Range:	No.	No.
	<\$148,000*	1	2
	\$150,000 - \$159,999	1	1
	\$160,000 - \$169,999	2	-
	Total number	4	3
* <i>Snr Officer commenced employment March 2018</i>			
		2019	2018
		\$'000	\$'000
	Total Remuneration for the reporting year for Senior Officers included above, amounted to	\$630	\$349

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Notes on the financial report**7.2 Related party disclosure**

(a) Transactions with related parties					
During the period, Council entered into the following transactions at arms length and normal operating terms with related parties.					
Councillor	Related Party	Nature of relationship	Terms and Conditions	Nature of Transactions	Aggregate Total \$'000
Cr Neoh	South West Sport	Executive Officer	Commercial	Training workshops and contributions to community clubs	1
Cr Neoh	South West Sport	Executive Officer	Commercial	Rental of venues	(3)
Cr Cassidy	The Cassign Trust trading as Cassign	Spouse Controlled Entity	Commercial	Supply and installation of signage	24
Cr Cassidy	The Tyre Factory	Family Member Controlled Entity	Commercial	Automotive tyre repair and replacement	1
Cr Herbert	Motang Park Pty Ltd	Director	Commercial	Developer contribution payment	(20)

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Notes on the financial report**7.2 Related party disclosure cont'**

(b) Outstanding balances with related parties						
The following balances are outstanding at the end of the reporting period in relation to transactions at arms length and normal operating terms with related parties						
Councillor	Related Party	Nature of relationship	Terms and Conditions	Nature of Transaction	2019 \$'000	2018 \$'000
Cr Herbert	Bellagio Properties Pty Ltd	Director	Commercial	Developer contribution payments	0	(49)
Cr Neoh	South West Sport	Executive Officer	Commercial	Rental of venues	(1)	(2)
					2019	2018
(c) Loans to/from related parties					\$'000	\$'000
The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:					0	0
					2019	2018
(d) Commitments to/from related parties					\$'000	\$'000
The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:					0	0

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Notes on the financial report**Note 8 Managing uncertainties**

8.1	Contingent assets and liabilities		
	Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.		
	(a) Contingent assets		
	<p>Construction of infrastructure assets by developers in the course of creating new subdivisions results in the infrastructure assets being vested in Council when Council issues a Statement of Compliance. At reporting date, developers had commenced construction of assets that will eventually be transferred to Council contingent upon Council issuing a Statement of Compliance. Due to the nature of the arrangements in place and the assets involved, a contingent asset amount cannot be reliably measured prior to completion.</p>		
	(b) Contingent liabilities		
	Superannuation		
	Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme; matters relating to this potential obligation are outlined below. Because of the volatility in financial markets, the likelihood of making such contributions in future periods exists.		
	Insurance Claim		
	Council was required to relocate one of their childcare centres due to building maintenance issues, which is covered under insurance, upon which a claim has been accepted. At reporting date, the quantum of the insurance claim is unknown.		
	(c) Guarantees for loans to other entities		
	<p>The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee. Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised. The Council acts as guarantor in respect of bank loans provided to the following clubs and community groups:</p>		
		Balance of borrowings	
	Entity and Institution	Original Loan	2019
		\$'000	\$'000
		2018	\$'000
	City Memorials Bowls Club - Commonwealth Bank	2,000	3
	Warrnambool Returned Services Club - Commonwealth Bank	3,351	2,822
	Warrnambool Football Netball Club - Commonwealth Bank	800	722
	Old Collegians Football Netball Club - NAB	82	82
	Dennington Football Netball Club - Bendigo Bank	49	48
	Dennington Bowls Club - Bendigo Bank	100	21

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Notes on the financial report**Note 8 Managing uncertainties cont'**

8.2	<p>Change in accounting standards</p> <p>The following new AAS's have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.</p> <p><i>Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)</i></p> <p>The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however, it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income. The impact is non-material.</p> <p><i>Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)</i></p> <p>This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.</p> <p>Leases (AASB 16) (applies 2019/20)</p> <p>The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.</p> <p>Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non-low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$159,000 in lease related assets and an equivalent liability.</p> <p>Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)</p> <p>This standard is expected to apply to certain transactions currently accounted for under <i>AASB 1004 Contributions</i> and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives. The impact is non-material.</p>
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WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial report**Note 8 Managing uncertainties cont'**

8.3	<p>Financial instruments</p> <p>(a) Objectives and policies</p> <p>The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Senior management under policies approved by the Council carries out risk management. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.</p> <p>(b) Market risk</p> <p>Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.</p> <p>Interest rate risk</p> <p>Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long-term loans and borrowings at fixed rates, which exposes council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.</p> <p>Investment of surplus funds is made with approved financial institutions under the <i>Local Government Act 1989</i>. Council manages interest rate risk by adopting an investment policy that ensures:</p> <ul style="list-style-type: none"> - diversification of investment product; - monitoring of return on investment; and - benchmarking of returns and comparison with budget. <p>There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period. Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year-end result.</p> <p>(c) Credit risk</p> <p>Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:</p> <ul style="list-style-type: none"> - council may require collateral where appropriate; and - council only invests surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy. <p>Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.</p> <p>There are no material financial assets which are individually determined to be impaired.</p> <p>Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).</p> <p>The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.</p>
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WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial report**Note 8 Managing uncertainties cont'**

8.3 cont'	<p>(d) Liquidity risk</p> <p>Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.</p> <p>To help reduce these risks Council:</p> <ul style="list-style-type: none"> - have readily accessible standby facilities and other funding arrangements in place; - have a liquidity portfolio structure that requires surplus funds to be invested within various liquid instruments, such as term deposits and at call accounts; - monitor budget to actual performance on a regular basis; and - set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue. <p>The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.</p> <p>There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.</p> <p>With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.</p> <p>Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.</p>
	<p>(e) Sensitivity disclosure analysis</p> <p>Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:</p> <ul style="list-style-type: none"> - A parallel shift of + 1% and -1% in market interest rates (AUD) from year-end rates of 1.25% (further reduced to 1.00% in July 2019). <p>These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.</p>
8.4	<p>Fair value measurement</p> <p><i>Fair value hierarchy</i></p> <p>Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy. Council's financial assets and liabilities are measured at amortised cost.</p> <p>Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.</p> <p>AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.</p> <p>All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:</p> <ul style="list-style-type: none"> Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable. <p>For the purpose of fair value disclosures, Council has determined classes of assets and liabilities based on the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.</p> <p>In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.</p>

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial report**Note 8 Managing uncertainties cont'**

8.4 cont'	<p>Revaluation</p> <p>Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.</p> <p>Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 4 years. The valuation is performed either by experienced council officers or independent experts.</p> <p>Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.</p>
	<p>Impairment of assets</p> <p>At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.</p>
8.5	<p>Events occurring after balance date</p> <p>No matters have occurred after balance date that require disclosure in the financial report.</p>

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial report**Note 9 Other matters**

9.1	Reserves	Balance at beginning of reporting period	Increment / (decrement)	Balance at end of reporting period
	(a) Asset revaluation reserves	\$'000	\$'000	\$'000
	2019			
	Property			
	Land	124,063	-	124,063
	Buildings	99,206	-	99,206
		223,269	-	223,269
	Infrastructure			
	Roads	135,625	(36,275)	99,350
	Bridges	15,346	-	15,346
	Footpaths and cycleways	677	-	677
	Drainage	21,218	-	21,218
	Corangamite Regional Library Corporation	706	-	706
	Aerodrome	-	238	238
	Artworks	1,585	1,055	2,640
	Other infrastructure	29,041	-	29,041
		204,198	(34,982)	169,216
	Total asset revaluation reserves	427,467	(34,982)	392,485

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial report**Note 9 Other matters cont'**

9.1		Balance at beginning of reporting period \$'000	Increment / (decrement) \$'000	Balance at end of reporting period \$'000
	2018			
	Property			
	Land	124,063	-	124,063
	Buildings	99,181	25	99,206
		223,244	25	223,269
	Infrastructure			
	Roads	155,467	(19,842)	135,625
	Bridges	15,346	-	15,346
	Footpaths and cycleways	390	287	677
	Drainage	21,218	-	21,218
	Corangamite Regional Library Corporation	706	-	706
	Artworks	1,585	-	1,585
	Other infrastructure	29,041	-	29,041
		223,753	(19,555)	204,198
	Total asset revaluation reserves	446,997	(19,530)	427,467
	The asset revaluation reserve is used to record the increased (net) value of Council's assets over time. The Corangamite Regional Library Corporation recognises the fair value of revalued assets in their books.			

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial report**Note 9 Other matters cont'**

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
(b) Other reserves				
2019				
Main drainage fund	63	891	-	954
Committed reserve	4,077	-	270	3,807
Heritage restoration fund	45	-	-	45
Insurance claims reserve	90	-	-	90
Information technology reserve	131	-	-	131
Art gallery reserve	46	1	-	47
Resort and recreation reserve	414	-	122	292
Car park fund	21	-	-	21
North of the Merri developer contribution reserve	382	9	-	391
Hopkins Point Road developer contribution reserve	13	-	-	13
Northeast DCP	655	-	106	549
Total other reserves	5,937	901	498	6,340

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Notes on the financial report**Note 9 Other matters cont'**

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2018				
Main drainage fund	67	-	4	63
Committed reserve	3,479	598	-	4,077
Heritage restoration fund	44	1	-	45
Insurance claims reserve	90	-	-	90
Information technology reserve	131	-	-	131
Art gallery reserve	45	1	-	46
Resort and recreation reserve	422	-	8	414
Car park fund	723	-	702	21
North of the Merri developer contribution reserve	372	10	-	382
Hopkins Point Road developer contribution reserve	87	-	74	13
Northeast DCP	639	16	-	655
Total other reserves	6,099	626	788	5,937

Main Drainage Fund is maintained specifically for future major drainage works.

Committed Reserve is specifically for future works and Council's small infrastructure fund.

Heritage Restoration Fund is maintained specifically for grant loans for heritage works.

Insurance Claims Reserve is maintained specifically for Council's self-insurance.

Information Technology Reserve is maintained specifically for major information technology upgrades.

Art Gallery Reserve is maintained specifically for the purchase of art pieces.

Resort and Recreation Reserve is maintained specifically for public open space works.

Car Park Fund is maintained specifically for future major car park works.

North of the Merri Developer Contributions Reserve is maintained specifically for contributions held in this growth area.

Hopkins Point Road Developer Contributions Reserve is maintained specifically for contributions held in this growth area.

Northeast DCP Developer Contributions Reserve is maintained specifically for contributions held for the growth areas of Dales Road and Aberline Road.

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Notes on the financial report**Note 9.2**

9.2	Reconciliation of cash flows from operating activities to surplus/(deficit)	2019	2018
		\$'000	\$'000
	Surplus/(deficit) for the year	13,961	6,024
	Add / (deduct) non-cash items:		
	Depreciation	11,750	12,265
	Bad and doubtful debts expense	332	129
	Profit/(loss) on disposal of property, infrastructure, plant and equipment	1,166	810
	Contributions - Non-monetary assets	(4,629)	(1,460)
	Found assets	(2,956)	(691)
	Share of net (profits) or loss of associates	(54)	(22)
	Prior year WIP written off	1,063	1,568
	Change in assets and liabilities:		
	(Increase)/decrease in trade and other receivables	(406)	1,158
	(Increase)/decrease in prepayments	(100)	(602)
	(Increase)/decrease in accrued income	106	79
	(Increase)/decrease in inventories	(2)	5
	Increase/(decrease) in trust deposits	340	113
	Increase/(decrease) in trade and other payables	254	(44)
	Increase/(decrease) in provisions	(19)	329
	Increase/(decrease) in accrued expenses	179	(495)
	Increase/(decrease) in net GST	(162)	120
	Net cash provided by/(used in) operating activities	20,823	19,286

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Notes on the financial report**Note 9.3 Superannuation****Superannuation**

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2019, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2018, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106.0%. The financial assumptions used to calculate the VBIs were:

- Net investment returns 6.0% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.0% pa.

Vision Super has advised that the estimated VBI at 30 June 2019 was 107.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

WARRNAMBOOL CITY COUNCIL – ANNUAL REPORT 2018-2019

Notes on the financial report**Note 9.3 cont'****Employer Contributions****Regular contributions**

Based on the results of the 2018 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018). This rate will increase in line with any increases in the SG contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding Calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2018 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Warrnambool City Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2018 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Warrnambool City Council is a contributing employer:

	2018	2017
	\$m	\$m
A VBI surplus	\$131.9	\$69.8
A total service liability surplus of \$193.5 million.	\$218.3	\$193.5
A discounted accrued benefits surplus of \$228.8 million.	\$249.1	\$228.8

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Notes on the financial report**Note 9.3 cont'**

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2018.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2018.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2018.

Council was notified of the 30 June 2018 VBI during August 2018 (2017: August 2017).

The 2019 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2019 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2019.

5.2. SOUTH WEST VICTORIAN LIVESTOCK EXCHANGE - PROPOSAL FOR ROOF CONSTRUCTION

PURPOSE:

For Council to consider a proposal from Bolden Construction to proceed with the detailed design elements of the sale yards roof as a separable component of the works.

EXECUTIVE SUMMARY

Officers are continuing to seek further funding opportunities for the Sale yards roof. At a preliminary meeting with Bolden to inform them of the preferred tender status and outline to them situation in relation to the funding of the project and possible timing. Mr Leigh Dufty a director of Bolden in attendance at the meeting put forward a suggestion to separate out the design element of the contract to enable the project to remain on track in relation to timing of the construction, should funding be resolved.

MOVED: CR. ROBERT ANDERSON

SECONDED: CR. MICHAEL NEOH

That Council accepts the letting of a separable portion of *Tender No. 2019041* for the amount \$72,079.70 exc. GST for the preparation of detailed design documents for the construction of a Sale yards roof as outlined in the Bolden Construction response to *Tender No. 2019041*.

CARRIED 7:0

BACKGROUND

At the 5 August 2019 Ordinary Council Meeting, Council resolved to;

- 1. Award 'preferred tenderer' status to Bolden Constructions Pty Ltd in relation to Tender No. 2019041 - Detailed design and construction of a roof shelter system over a section of the dirt pens at the South West Victorian Livestock Exchange (SWVLX), 81 Caramut Rd Warrnambool Victoria 3280.***
- 2. Authorise the Director Corporate Strategies to negotiate terms and conditions in relation to the tender offer.***
- 3. At the conclusion of negotiations and consideration of funding options Council make a further determination on the tender.***

ISSUES

If Council were to resolve to accept a separable proportion of the works to be completed ie: the design component, it would enable the project to remain ostensibly on track for completion this financial year and in time for the facility to be in place prior to the 2020 winter rains.

1. The proposal submitted from Bolden Constructions Pty Ltd provides an achievable option to commence the design within the current budget limits and with no cost penalty.
2. The agreement with Bolden Constructions be amended to award Separable Portion 1: Design with a clear hold point that Separable Portion 2: Construction shall not be undertaken without further written approval.
3. Confirmation of the status of Separable Portion 1: Design award is not an award of Separable Portion 2: Construction and should not be interpreted as inferring such, nor does it confer any contractual commitment by Council. Council reserves the right to terminate all

proceeding works at the completion of Separable Portion 1: Design without compensation for Separable Portion 2 Construction.

4. That the status of preferred tenderer remains in place for Separable Portion 2: Construction until Council provides further determination.

FINANCIAL IMPACT

There is no additional cost of this course of action to the tendered price. The detailed design and documentation component have been separated from the initial price. The acceptance of the separable portion means Council could still meet the initial time frame and not be subject to the CPI rise that was built into the pricing if Council were to defer the construction start date.

The design component is covered in the current budgeted funding allocations to the project.

LEGISLATION/POLICY/COUNCIL PLAN CONTEXT

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

3.3 Build Infrastructure that best meets current and future community needs.

3.4 Maintain and enhance existing Council infrastructure

4 Develop a smarter economy with diverse and sustainable employment

4.1 Grow the Cities population through local economic growth

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

5.3 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk

TIMING

Proceeding with the separable portion would enable the project to still be completed this financial year when the residual funding considerations are resolved. The timing of the completion would coincide with the 50th anniversary of the opening of the sale yards at this location.

COMMUNITY IMPACT/CONSULTATION

A heightened level of activism amongst the local sale agents has become evident in and around the delivery of this project this year.

Council has continued to publicly voice its support for the continued operation of the Sale yards

2020 marks the 50th Anniversary of the opening of the Sale yards at their current location

LEGAL RISK/IMPACT

Council is able to decide upon proceeding with a separable portion of the tender if it wishes to resolve so.

The risk associated with this course of action is that Council has not resolved to construct the roof as it is working through the funding shortfall question and is awaiting advice from officers on the following 4 scenarios:

1. the outcomes of a submission to RDV for funding

2. alternately a path forward through funding of the program via a review of councils own current capital program
3. It may choose to defer the project to consider the shortfall in a future year's budgets
4. It may choose not to proceed with the project

Acceptance of proceeding with the separable portion and then not proceeding with the construction project (scenario 4 above) could mean that the \$72,079.70 was spent on a design that Council would not proceed with.

Councils intentions in advertising for tenders for the construction of this project and in the clearly articulated public support from all Councilors for the continuing operation of the yards is indicative of the low level of risk of this project not continuing. There is a highly indicative probability a solution would be more likely found within the first three scenarios outlined and the utilisation of the design would be incorporated into the project.

OFFICERS' DECLARATION OF INTEREST

No conflict of interest

CONCLUSION

ATTACHMENTS

Nil

5.3. PLANNING SCHEME AMENDMENT C103 - EASTERN ACTIVITY PRECINCT STRUCTURE PLAN IMPLEMENTATION

PURPOSE:

This report recommends that Council refer the submissions to the amendment to a Planning Panel, appointed by the Minister for Planning.

EXECUTIVE SUMMARY

- Planning Scheme Amendment C103warr proposes to implement the policy direction of the Eastern Activity Precinct Structure Plan, adopted by Council in September 2016.
- The Amendment was placed on public exhibition and 6 submissions have been received.
- It is appropriate to refer the submissions to an independent planning panel, appointed by the Minister for Planning
- The Structure Plan creates a framework to guide future land use, development, urban design, vehicle and pedestrian movement, in the Eastern Activity Precinct.
- Key aspects of this Amendment are to make changes to the Local Planning Policy Framework to reflect the strategic directions within the Structure Plan.
- The Amendment does not include rezoning at this stage but sets the framework for future rezonings in accordance with the Structure Plan.
- A shared infrastructure plan will ensure that appropriate development contributions are paid at the time land is developed or subdivided.

MOVED: CR. MICHAEL NEOH
SECONDED: CR. SUE CASSIDY

That Council:

- 1. Receives and considers the submissions made to Amendment C103 to the Warrnambool Planning Scheme, in accordance with Attachment 2.**
- 2. Pursuant to Section 23(1)(b) of the *Planning and Environment Act 1987*, requests the Minister for Planning to appoint an Independent Panel under Section 153 of the Act to review the submissions received to Amendment C103.**
- 3. Refers all submissions to the Planning Panel to be appointed by the Minister for Planning.**
- 4. Endorses the response to issues raised by submission outlined in Attachment 2, as the basis for Council's submission to the Planning Panel.**
- 5. Writes to all submitters to inform them of Council's decision to proceed to the Planning Panel stage.**

CARRIED - 7:0

BACKGROUND

Council resolved to seek authorisation from the Minister for Planning to prepare (and then exhibit) the Amendment on 1 April 2019. Amendment C103warr proposes to implement the policy direction of the Warrnambool Eastern Activity Centre Structure Plan (Structure Plan) into the Warrnambool Planning Scheme.

Council requested authorisation from the Minister on 15 April 2019, and received authorisation to prepare the amendment on 21 May 2019.

Following preparation of the amendment, formal exhibition of the Amendment commenced on 11 July 2019 and closed on 16 August 2019. Exhibition of the Amendment was undertaken in accordance with Section 19 of the Planning and Environment Act 1987, which included notice of the Amendment appearing in the Warrnambool Standard, on the Council website, direct notice being sent to landowners and occupiers within the Activity Precinct, as well as government agencies.

Council received a total of six (6) submissions in response to the exhibition of the Amendment. Of the 6 submissions, four (4) are from government agencies (Wannon Water, EPA, Department of Transport, and the Department of Environment Land Water and Planning) and two (2) are from landowners (Gateway Plaza and Homemaker Centre). Copies of the submissions are attached (**see Attachment 1**).

Of the 6 submissions, one (1) submission (Department of Environment Land Water and Planning) advised of no concerns with the Amendment, one (1) submission (EPA) made observations for consideration, three (3) submissions (Wannon Water, Department of Transport and Gateway Plaza) supported the Amendment subject to requested changes, and one (1) submission (Homemaker Centre) objected to the Amendment.

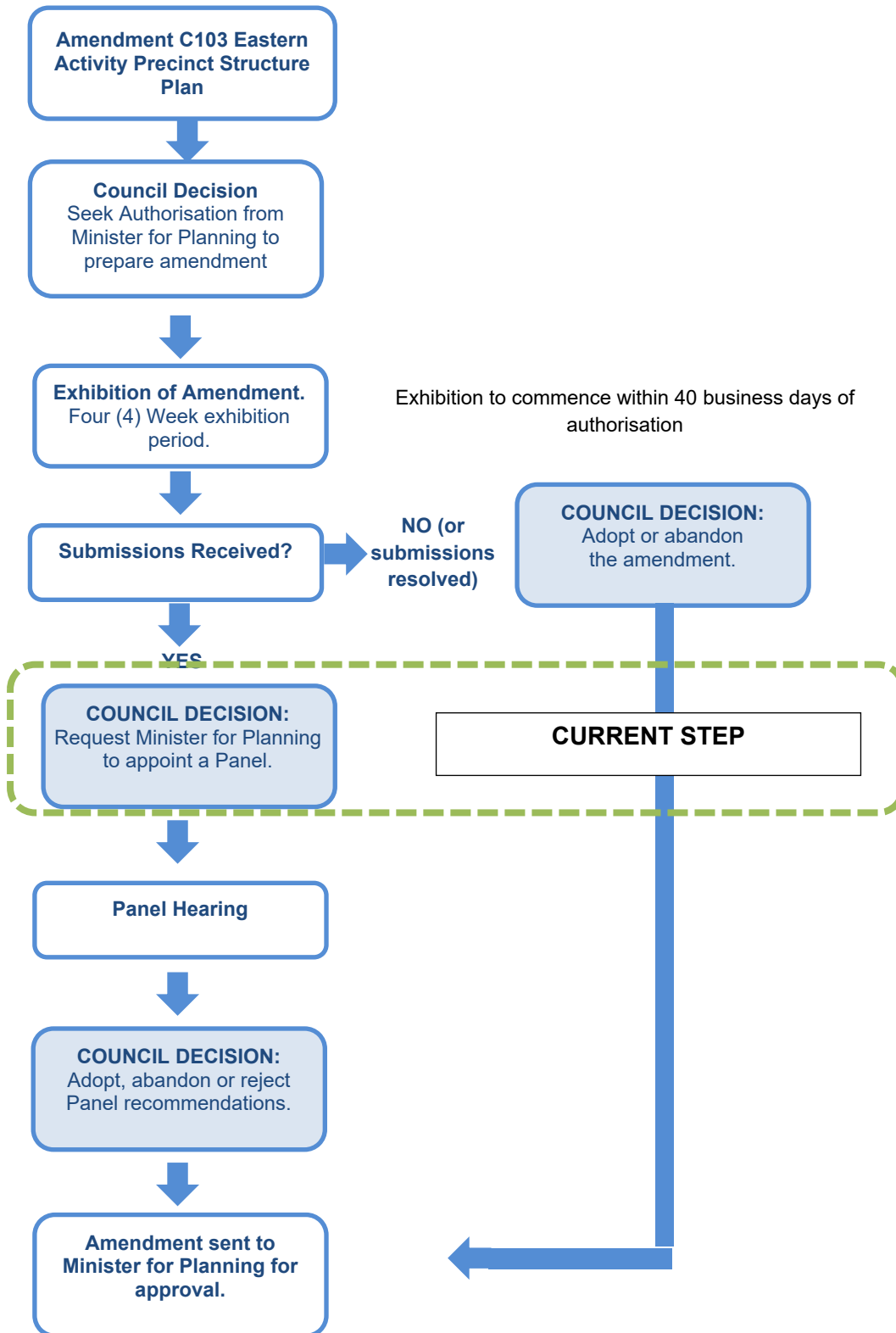
Where submissions have been received to an amendment, Council has three options under Section 23 of the Planning and Environment Act 1987 to either:

- change the Amendment in the manner requested by the submitters; or
- refer the submissions to a Planning Panel; or
- abandon the Amendment.

The current step in the amendment process is identified in Figure 1.

The following process applies to the Amendment:

PLANNING SCHEME AMENDMENT FLOWCHART (AMENDMENT C103)



ISSUES

Each of the 6 submissions received have been reviewed and assessed . See **Attachment 2** for the assessment of submissions and response.

Given the submissions present a wide range of issues, it is considered that it is not possible for Council to fully resolve the Amendment. Council must therefore refer the Amendment to a Planning Panel or abandon it.

Having regard to the options available, it is recommended that all submissions be referred to a Planning Panel and the officer response to issues raised by submissions outlined in **Attachment 1**, form the basis for Council's submission to the Planning Panel.

If the Amendment is referred to the Planning Panel, all submitters would be given the opportunity to present their submission to the Planning Panel who would make recommendations in a report to Council.

In accordance with Ministerial Direction 15, Council has 40 business days from the finish of exhibition to consider submissions and either resolve to refer the submissions to a Planning Panel, or to abandon the Amendment. In accordance with this timeline, Council will be required to resolve on this matter at the Council meeting on 7 October 2019.

Ministerial Direction 15 also directs that before notice of an amendment is given, and in agreement with Planning Panels Victoria, pre-set Planning Panel dates must be set.

The pre-set Panel dates are:

- a) Directions hearing – Week commencing Monday 4 November 2019
- b) Panel Hearing – Week commencing Monday 9 December 2019

FINANCIAL IMPACT

The amendment and subsequent Panel Hearing has been provided for within the City Strategy and Development Budget 2019/20.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

2 Foster a healthy welcoming City that is socially and culturally rich

2.2 Increase participation, connection, equity, access and inclusion

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

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

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

3.3 Build Infrastructure that best meets current and future community needs.

3.5 Advocate for better regional connections

4 Develop a smarter economy with diverse and sustainable employment

4.1 Grow the Cities population through local economic growth

4.2 Encourage more sustainable local business.

4.3 Enhance the visitor experience.

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

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

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

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

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

TIMING

In accordance with the requirements of the Planning and Environment Act 1987.

COMMUNITY IMPACT / CONSULTATION

In accordance with the requirements of the Planning and Environment Act 1987.

LEGAL RISK / IMPACT

The amendment is being processed in accordance with the requirements of the Planning and Environment Act 1997.

OFFICERS' DECLARATION OF INTEREST

None

CONCLUSION

Exhibition and consideration of submissions received to Planning Scheme Amendment C103warr has been undertaken in accordance with the statutory provisions of the Planning and Environment Act. Accordingly, it is recommended to proceed with the next step in the process, which is to request the Minister for Planning to appoint an Independent Panel to consider the submissions received.

ATTACHMENTS

1. Att 1 - C 103 submission - DELWP [5.3.1 - 1 page]
2. Att 1 - C 103 submission - Department of Transport [5.3.2 - 2 pages]
3. Att 1 - C 103 submission - EPA [5.3.3 - 2 pages]
4. Att 1 - C 103 submission - Moelis obo Gateway Plaza [5.3.4 - 2 pages]
5. Att 1 - C 103 submission - Planning Property Partners obo Norway [5.3.5 - 2 pages]
6. Att 1 - C 103 submission - Wannon Water [5.3.6 - 2 pages]
7. Att 2 - Summary of submissions [5.3.7 - 4 pages]



Department of Environment, Land, Water & Planning

Our ref: SP468667

Your ref: C103warr

6 September 2019

Ms Julie Glass
Coordinator City Strategy
Warrnambool City Council

planning@warrnambool.vic.gov.au

State Government Offices
Cnr Fenwick & Little Malop Streets
PO BOX 103 GEELONG VIC 3220
bsw.planning@delwp.vic.gov.au
Tel: (03) 5226 4667
DX 216048

Dear Ms Glass

PLANNING SCHEME AMENDMENT: C103warr
PROPOSAL: Implement the key findings of the Warrnambool Eastern
Activity Centre Structure Plan 2016
ADDRESS: Eastern Activity Centre WARRNAMBOOL VIC 3280

Thank you for your correspondence dated 8 July 2019 and received on 11 July 2019, in respect of the above-described Planning Scheme Amendment. I apologise for the delay in this response.

The Department of Environment, Land, Water and Planning (DELWP) has assessed the proposal and has no comments to provide at this stage. DELWP is available to review the proposal as it progresses, i.e. the subsequent planning scheme amendment for the rezoning of the subject area and provide comment.

If you have any queries regarding this matter, please contact Sarah Hall on telephone (03) 5226 4971.

Yours sincerely

Scott Elliott
Planning Approvals Program Officer
Barwon South West Region

Privacy Statement

Any personal information about you or a third party in your correspondence will be protected under the provisions of the Privacy and Data Protection Act 2014. It will only be used or disclosed to appropriate Ministerial, Statutory Authority, or departmental staff in regard to the purpose for which it was provided, unless required or authorised by law. Enquiries about access to information about you held by the Department should be directed to the Privacy Coordinator, Department of Environment, Land, Water and Planning, PO Box 500, East Melbourne, Victoria 8002





Department of Transport

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Geelong, VIC 3220 Australia
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Ref: DOC/19/316508

Ms Julie Glass
Coordinator City Strategy
Warrnambool City Council
PO Box 198
WARRNAMBOOL VIC 3280

WARRNAMBOOL CITY COUNCIL PLANNING SCHEME AMENDMENT C103WARR EASTERN ACTIVITY CENTRE STRUCTURE PLAN

Thank you for the opportunity to submit to this Planning Scheme Amendment. The Department of Transport (DoT) understands that this amendment proposes to incorporate the EACSP into the Warrnambool Planning Scheme as a Reference Document.

This submission builds on the comments provided on the EACSP by Public Transport Victoria on 22 April 2016 which is now part of DoT and provides further comments on the interface of the EASCP with Princess Highway including management of access to the precinct, the proposed "Gateway Treatment" east of Horne Road, and the provision of a Strategic Cycling Corridor network.

DoT supports implementation of the EASCP as part of Planning Scheme Amendment C103WARR, subject to the following amendments in the EASCP to the satisfaction of DoT;

1. Access to the precinct from Princes Highway West.
 - DoT does not object to the proposed signalised intersection with Glenbeauty Street however any additional median openings are not supported.
 - Other local road access points should be via left-in left-out arrangements, directed to a frontage road.
 - Any direct property access should be via frontage road where possible.
2. Potential Eastern Warrnambool Gateway
 - While there is no objection in-principle to the concept of a gateway treatment, the design presented would require extensive land acquisition to widen the highway including a realignment of the northern carriageway to accommodate a wider median.
 - The concept presented in the structure plan creates maintenance implications on this section of the highway which need to be understood in detail prior to DoT providing approval to this proposal. This includes the potential for tree planting to have a detrimental impact on the road pavement due to root intrusion and impact on water levels in the ground soil.
 - The detrimental impact of tree plantings is evident along other existing sections of the highway within Warrnambool.

- DoT would seek Council agreement to maintain any plantings.
 - A detailed review would be required to ensure the number and placement of trees does not increase the road safety risk particularly, collisions with trees or restricted visibility to intersections.
 - The design shown raises a number of concerns, some of which could be addressed but are likely to come at an increased installation and/or maintenance cost.
3. Any capital and maintenance costs arising from the implementation of the EASCP on the Princes Highway West need to be borne by others.

DoT is currently in the process of developing Strategic Cycling Corridors in consultation with the City of Warrnambool, consistent with the aims of the Victorian Cycling Strategy 2018-2028. The proposed eastern SCC corridor has an interface with the southern boundary of the EACSP and runs parallel to the railway line.

If you require further information, please do not hesitate to contact Mr Nikit Nain on 5225 2574 or at nikit.nain@ecodev.vic.gov.au.

Yours sincerely



Jozef Vass

Regional Transport Planning Manager
Barwon South West Region

16 / 08 / 2019

EPA Reference: 5009823

14/08/2019

Julie Glass
Coordinator City Strategy
Warrnambool City Council
PO Box 198
WARRNAMBOOL VIC 3280

Dear Ms Glass,

Planning Scheme Amendment C103 - Warrnambool Eastern Activity Centre Structure Plan 2016

EPA Victoria refers to the current public exhibition of planning scheme amendment C103.

In assessing this proposed planning scheme amendment C103, EPA has reviewed the Warrnambool Eastern Activity Centre (EAC) Structure Plan 2016, in addition to the proposed Design and Development Overlay which will be applied to existing commercial areas and the proposed Development Plan Overlay (DPO) which will be applied to existing residential land within the structure plan area.

Planning reform context

EPA has embarked on a five-year reform program to provide the people of Victoria with a strong, agile and modern environmental regulator. We want to ensure we can meet both the environmental and human health challenges of the future, and the expectations of the community. Our purpose is to prevent harm to the environment and people by preventing and reducing harm from pollution and waste.

Our organisational strategy, *Our environment, Our health* sets out our vision and identifies five goals that will guide our work:

- Prevent harm
- Equip community and business
- Be an influential authority
- Respond to harm
- Organisational excellence

It is in this context that EPA provides the comments below.

- EPA notes that portion of the subject area is currently located in the Farming Zone (FZ). The information submitted to EPA does not appear to give consideration to the current zoning and the risk of potential contamination from previous land uses. Farming Zone land, used for a range of agricultural activities, carries risk of potential contamination, albeit low risk.



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2

- We remind Council of the need to satisfy themselves that the subject land is suitable for the intended use which includes residential (sensitive) uses.
- Reference is made to the Wannon Water infrastructure to the north of the subject area. Council should ensure that all future development and land uses are appropriate to ensure no contamination or impacts to the waterbody.
- EPA notes that the Structure Plan boundary has an interface with existing residential areas. Council should ensure that all proposed land uses that abut these sensitive uses are appropriate and wont cause any unreasonable amenity impacts to the nearby residents.
- EPA understands that a portion of the structure plan area is set to be used for office/commercial land uses, as well as another portion to be allocated for mixed use. Given the possibility of land use conflicts, Council should give consideration to the need to manage offsite impacts which may affect amenity for sensitive uses.

Having regards to Ministerial Direction 19, where by a planning authority (in this case the City of Warrnambool) is required to seek the written views of the EPA at the time of preparing a planning scheme amendment that may result in impacts on the environment, amenity and human health. If our preliminary assessment is not aligned with your view of the environmental risk, or if the proposal is subsequently amended, please contact Trisha Brice, Team Leader – Strategic Planning on (03) 9194 5404.

Yours sincerely,



Trisha Brice
Team Leader – Strategic Planning
Major Projects and Planning Unit
EPA Victoria



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16 August 2019

Julie Glass
Coordinator City Strategy
Warrnambool City Council
PO Box 198
WARRNAMBOOL VIC 3280

Email: planning@warrnambool.vic.gov.au

Dear Julie,

AMENDMENT C103 WARRNAMBOOL PLANNING SCHEME, EASTERN ACTIVITY CENTRE

I write as Vice President, Portfolio Manager, Real Estate Asset Management of Moelis Australia, representative of the owners of Gateway Plaza Shopping Centre at 154, Raglan Parade, Warrnambool, in relation to Amendment C103.

Some support is provided to Amendment C103 on the basis that it seeks to update the planning policy and framework for the Eastern Activity Centre as recommended by previous Independent Panels appointed by the Minister for Planning and as identified as necessary in the Warrnambool Planning Scheme. Secondly, it continues to provide policy that discourages the development of bulky goods centres within the Centre as core retail areas. Retaining the differentiation of the retail core from the bulky goods areas is considered important in order to avoid spreading the core retail activities and potentially decreasing its economic viability and vitality of retailing and the Eastern Activity Centre. Also supported is the identification of land for residential and mixed use activities to the east.

A number of the details of Amendment C103 however are of concern. These primarily relate to the content of the *Warrnambool Eastern Activity Centre Structure Plan August 2016* (the Structure Plan) and the associated inclusion of this document as a Reference Document in the Warrnambool Planning Scheme.

Previously expressed concerns submitted during the consultation for the Structure Plan remain an issue. These are:

- That future expansion of the centre does not illustrate the eastern most section of the building approved under Planning Permit PP2011-0129. This should be depicted in the Structure Plan and represented in the Eastern Activity Centre Framework Plan at Clause 21.11-2 Eastern Activity Centre.
- The private road/car park circulation illustrates a path that would cut through the approved east-west section of building approved under the existing Planning Permit PP2011-0129. This route should be realigned to extend across the northern boundary of the Gateway Plaza land and extend north-south along the eastern boundary of the land, proximate to the public open space in the north-east corner. This correction should also be depicted in the Structure Plan and represented in the *Eastern Activity Centre Framework Plan* at Clause 21.11-2 Eastern Activity Centre.
- A "Key Local Road" or public road is illustrated through the south east corner of the land which will dictate the creation of an isolated lot in the south east corner separated from the balance of the lot by the proposed road. While this access layout and transfer to Council is contemplated in the existing Planning Permit PP2011-0129, there is currently more flexibility in location. It is the owner's preference to deliver the road along the southern boundary and then the eastern boundary of the Gateway Plaza land to avoid dissecting the land. This location for the key local road would better align with the existing east west car park connection through the site from Gateway Road, avoiding the need for a significant dog leg centrally within the Gateway Plaza land.

In addition, Amendment C103 does not update Plan 1b at page 6 of Clause 21.02 to align the boundary of the "Retail Core Area" to the area identified as "Activity Centre" in the reference Structure Plan. This should be rectified to ensure consistency and clarity that the long term retail use of all Gateway Plaza land is as part of the retail core.

Furthermore, the provisions of DDO18 limit development to a maximum of two or three storey development with taller elements recessed. This does not facilitate typical commercial uses within the activity centre, in particular offices. Additionally, the DDO18 content does not distinguish a different height for landmark sites, including that identified in the south-east corner of the Gateway Plaza land. It is considered that within the Activity Centre it should be appropriate to encourage and support higher built form. It is submitted that the height provisions should be reviewed to accommodate more significant commercial development.

We would appreciate your consideration and review of the Amendment C103 content, including the Structure Plan, in relation to the issues identified above. Future participation in the amendment process is also requested, including a Panel Hearing, if required. Can you please provide updates on the process to the address above.

Please contact me if you would like to clarify this submission.

Yours sincerely



Jeff Pickthall
Vice President, Portfolio Manager
Real Estate Asset Management
Moelis Australia

By email

22 August 2019

Warrnambool City Council
PO Box 198
WARRNAMBOOL VIC 3280

Attention: Julie Glass, Coordinator City Strategy

Dear Sir / Madam,

**RE: Proposed Planning Scheme Amendment C103 to the Warrnambool Planning Scheme
– Eastern Activity Centre Warrnambool**

We act on behalf of Norway Pty Ltd, owner of the Warrnambool Homemaker Centre (WHC) located at 1-49 Raglan Parade, Warrnambool, situated at the eastern end of the Eastern Activity Centre (EAC).

On behalf of our client we are instructed to lodge the following objecting submission to proposed Planning Scheme Amendment C103 to the Warrnambool Planning Scheme (the Amendment).

Our client holds a number of concerns in relation to the Amendment, including:

1. The Amendment seeks to set the framework for future rezonings within the EAC. Proposed changes to clause 21.11-2 of the Planning Scheme in respect to the EAC include, under the heading 'Future strategic work', 'Review the Commercial 1 Zone (C1Z) at 1-49 and 51 Raglan Parade as part of the Retail Strategy Review'.

As Council is aware, the WHC is currently zoned Commercial 1 Zone, and is referenced in the schedule to the C1Z. The WHC contains a mix of tenancies with a variety of floor sizes including restricted retail premises and shop uses in accordance with the C1Z.

Our client objects to the Amendment identifying the WHC as in need of review in respect to its current C1Z zoning.

2. The Amendment proposes to introduce policy support for the implementation of shared funding arrangements for the delivery of higher order infrastructure items across the EAC.

On the one hand, clause 21.08-2 references the need for future strategic work to prepare a development contributions plan for the Eastern Industrial Precinct, where as for the EAC there is reference in the exhibited EAC Structure Plan to a public infrastructure plan being funded by way of individual agreements being negotiated with landholders on a case by case basis.

Our client has concerns in relation to the ad-hoc nature of the proposed funding arrangement identified in the EAC Structure Plan. To the extent that the Structure Plan provides some description of higher order infrastructure items, this is broad and general and without sufficient detail.

3. The Amendment seeks to introduce a Design and Development Overlay (DDO18), including in respect to the WHC. It is unclear what background work, if any, has informed the preparation of the design objectives, building design and decision guidelines set out in the exhibited DDO18. Many of the design criteria are very broad in nature. Our client questions the utility of the DDO18 given the broad nature of the design criteria included therein.
4. Exhibited schedule 14 to the Development Plan Overlay includes reference to the need for appropriate transition to commercial areas. Additional guidance is needed within the schedule to identify the form of the transition and the outcomes sought to be addressed.

Should you require any clarification of the matters set out in this submission please contact the undersigned on 8626-9030 or taylor@pppartners.com.au.

Yours faithfully,



Chris Taylor
Planning & Property Partners Pty Ltd



In reply please quote: FC2019/07278

5 August 2019

Julie Glass
Coordinator City Strategy
Warrnambool City Council
25 Liebig Street
Warrnambool 3280

Dear Julie

**RE: WARRNAMBOOL PLANNING SCHEME AMENDMENT C103warr - EASTERN
ACTIVITY CENTRE STRUCTURE PLAN**

Thank you for the opportunity to provide Council with a submission on C103warr Planning Scheme Amendment. Wannon Water generally supports the amendments made to the MSS by council however we would like to provide the following comments to the changes and more generally to the development of the activity centre.

Integrated Water Management Opportunities

Wannon Water believes that there are a number of Integrated Water Management (IWM) opportunities available within this growth precinct. We understand that this opportunity may have been missed in earlier renditions of the Eastern Activity Centre Structure Plan and Planning Scheme amendments, however Wannon Water believe this is too great of an opportunity to ignore. The Eastern Activity is a large growth area within Warrnambool which is planned to have mixed uses throughout the precinct which increases the value of IWM projects. Roof Water Harvesting is highly suited to the activity centre due to the number of large area roofs and the precinct close proximately to the Wannon Water's largest raw water basin Dales Rd Reservoir. Roof Water Harvesting has been successfully implemented across the North Eastern growth area of Warrnambool, with further expansion planned. Applying similar principles to the Eastern Activity precinct would be a great opportunity for the sustainability credentials of the City. However IWM projects within the precinct are not just limited to Roof Water Harvesting, and Wannon Water would like to work with all stakeholders including the Warrnambool City Council on exploring and realising these opportunities.

Please incorporate a section in the structure plan on integrated water management to highlight its importance and need to action such planning.

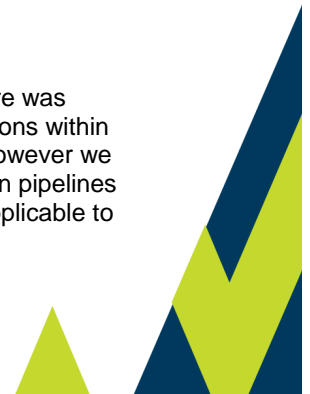
Major Water and Sewerage Infrastructure

In previous amendments of the structure plan for the eastern activity centre, there was documentation and discussions around the design and upgrade of key intersections within the development. We note that this amendment does not cover these details, however we would just like to reiterate that it is vital that the location of our major transmission pipelines be accounted for in future road and intersection locations and design. This is applicable to

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new intersections proposed along Princes Hwy and the major upgrade works planned for Dales Road. Wannon Water has very large diameter water mains and sewerage pipelines located within the road reserves that are vital to Warrnambool's water supply and sewerage servicing.

An inclusion made in the section 21.11-2 of the Warrnambool Planning Scheme, discussed the proposal minimising of visual prominence of car parking along the major transport routes including Raglan Parade, Horne Road, and Gateway Road as well as other connector roads. As discussed Wannon Water has major infrastructure located along this roads and we would like to understand more how Council plans to achieve this. The Structure Plan showed sections of the Princes Hwy at the Flying Horse Hoteling utilising trees as a screen of the car parks. Is the plan to extend this style of screening further along Raglan Parade and roads? Although Wannon Water supports the uses of trees to provide visual amenity for the community, Wannon Water is concerned about the planting of trees close to where major water and sewerage assets are located. Trees and their associated root system cause major damage to Wannon Water underground infrastructure as well as making it difficult and expensive to undertake future maintenance. Wannon Water doesn't support the provision of planting trees in locations where our infrastructure is located, including the section of road near the Flying Horse Hotel. Please ensure the existence of this major infrastructure is made clear in the structure plan and vegetation screening will need to be designed and located to accommodate Wannon Water requirements.

Also section 21.11-2 discussed a planned shared bike path between Deakin University and the CBD. This may be an opportunity for Wannon Water to place future infrastructure within this corridor to minimise disruption to current major transport routes and the community. Wannon Water would like to understand more regarding this transport route as details are firmed up.

In summary Wannon Water supports the amendments however it is imperative that Wannon Water is continued to be consulted on the designs and details of works that are planned to be within the vicinity of major water and sewerage infrastructure, and we don't support the planting of trees close to this infrastructure. We would also like to work with Council and other key stakeholders on IWM opportunities within the precinct.

Thank you again for giving Wannon Water with the opportunity to provide comment on this amendment and look forward to working with the Warrnambool City Council on the Eastern Activity Centre. If you have any questions please don't hesitate to contact me.

Yours sincerely

Ian Barnes
Asset Planning Engineer

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Amendment C103warr - Assessment of submissions

Sub No	Submitter	Summary of submission	Response	Recommendation
1	Wannon Water Authority	<ul style="list-style-type: none"> Requests Council update the Structure Plan to identify Wannon Water's major water and sewerage infrastructure so as to assist in future road and intersection location and design. 	<ul style="list-style-type: none"> The Structure Plan already includes reference to Wannon Water's major water supply and sewerage infrastructure (Figure 28 – Wannon Water Infrastructure Plan, page 61 of Structure Plan), and acknowledges the need for future coordination and consultation with Wannon Water in future road and intersection location and design. 	<p>It is recommended that the submission be referred to an Independent Panel.</p> <p>No change recommended.</p>
		<ul style="list-style-type: none"> Requests Council update the Structure Plan to include Integrated Water Management (IWM) opportunities, more specifically a roof water harvesting scheme across the Activity Centre. 	<ul style="list-style-type: none"> On a voluntary basis negotiated between developers and Wannon Water, roof water harvesting has been implemented in parts of Warrnambool. Without the underpinning strategic basis of this issue being supported in the structure plan, mandating roof water harvesting is unable to be supported. Wannon Water did not refer to or request this to be addressed in their submission that was lodged during the development of the Structure Plan in 2016. Therefore there is no strategic analysis, net community benefit assessment, or clarity around associated infrastructure (including capital costs) to support their request. It is also not equitable or fair to landowners for Council to make this change at this time. It is important to note that subsequent to the adoption of the Structure Plan in September 2016, IWM is now embedded in Clause 19.03-3S of the Planning Policy Framework of the Warrnambool Planning Scheme. This will require the consideration of IWM to be included in future planning applications. 	<p>No change recommended.</p>
		<ul style="list-style-type: none"> Expresses concern the Structure Plan seeks landscaping treatments to improve amenity along major transport routes, which may impact on Wannon Water's major water and sewerage infrastructure. 	<ul style="list-style-type: none"> Further detailed design to articulate a landscape vision for the Activity Centre is a key recommendation of the Structure Plan. This Amendment proposes to update the Municipal Strategic Statement to identify that future strategic work is required to address this issue. 	<p>No change recommended.</p>
		<ul style="list-style-type: none"> Seeks opportunity to place infrastructure in the planned shared bike path corridor between Deakin University and CBD. 	<ul style="list-style-type: none"> As further detailed design will be undertaken for the shared bike path corridor, Wannon Water will have the opportunity to be involved and consulted in this process. 	<p>Noted.</p>

Sub No	Submitter	Summary of submission	Response	Recommendation
2	EPA	<ul style="list-style-type: none"> Requests Council to ensure land in the Farming Zone is not contaminated as a result of agricultural activities and suitable for its intended use, specifically residential. 	<ul style="list-style-type: none"> The Amendment does not propose rezoning of land in the Farming Zone at this stage. When Council considers the request to rezone Farming Zone land in the structure plan area, Council will consider whether contamination is an issue, and any remedial actions, through the planning scheme amendment process in accordance with Ministerial Direction 19. 	<p>It is recommended that the submission be referred to an Independent Panel</p> <p>Noted.</p>
		<ul style="list-style-type: none"> Requests Council to ensure the raw water basin located to the north (owned by Wannon Water) will not be contaminated by use and development. 	<ul style="list-style-type: none"> The Wannon Water raw water basin is located to the north of the Activity Centre and is separated from the Structure Plan area by Dales Road. The Structure Plan identifies that residential development will interface with the basin from the south side of Dales Road. Wannon Water was consulted during the development of the Structure Plan and did not raise concern with this residential interface or the need for a buffer to protect the basin from contamination. 	<p>Noted.</p>
		<ul style="list-style-type: none"> Requests Council to ensure no land use conflicts between commercial and residential precincts. 	<ul style="list-style-type: none"> The Structure Plan identifies the key commercial and residential interfaces that have influenced the design guidelines and that require a specific design response so as to avoid land use conflicts. 	<p>Noted.</p>

Sub No	Submitter	Summary of submission	Response	Recommendation
3	Moelis Australia on behalf of landowner of Gateway Plaza	<ul style="list-style-type: none"> Requests Council updates Structure Plan to identify and respond to active but not commenced planning permit PP2011-0129. 	<ul style="list-style-type: none"> Planning permit PP2011-0129 was issued on 2 April 2013 and authorises an extension to the existing shopping centre. The timeframe to start the development has been extended twice by Council since its original approval, with development now to commence by 2 April 2022. There are currently no endorsed plans approved under planning permit PP2011-0129, therefore unable to include at this time. 	<p>It is recommended that the submission be referred to an Independent Panel.</p> <p>No change recommended.</p>
		<ul style="list-style-type: none"> Requests Council relocate a proposed public road illustrated through the south east corner of the land which will result in the creation of an isolated lot separated from the balance lot. While this layout and transfer to Council is contemplated in planning permit PP2011-0129, it is requested that the road be provided along the southern boundary to avoid dissecting the land. 	<ul style="list-style-type: none"> The endorsed plan for Stage 1 of the Gateway Plaza expansion has endorsed the future east west road link which has been resolved through Planning Panel hearing for Amendment C70 and planning permit 2011-0129. The Structure Plan further endorses the location of the east west link road. The request for its relocation as part of this Amendment is not supported. 	<p>No change recommended</p>
		<ul style="list-style-type: none"> Raises concern that the Plan 1b at Clause 21.02 has not been updated to match Structure Plan 	<ul style="list-style-type: none"> It is noted that a revised Plan 1b at Clause 21.02 to match the Structure Plan was to form part of the Amendment but has been omitted. 	<p>Support and recommend change.</p>
		<ul style="list-style-type: none"> Raises concern that the proposed Design and Development Overlay – Schedule 18 limits development height to a maximum of two or three storey with taller elements recessed, which does not facilitate commercial uses. 	<ul style="list-style-type: none"> Through the Design and Development Overlay and local policy, the Amendment aims to encourage commercial and office development at a maximum of two and three storey height with taller elements recessed. It is not a mandatory requirement but should be considered for future permit applications under the proposed provisions. The Design and Development Overlay implements the Design Guidelines of the Structure Plan, which is a Council adopted document. 	<p>No change recommended</p>
		<ul style="list-style-type: none"> Recommends the Design and Development Overlay should encourage and support higher built form at landmark sites, specifically land at the south east corner of Gateway Plaza. 	<ul style="list-style-type: none"> A key objective for landmark sites outlined in the Structure Plan is for development of these sites to make a positive contribution to the overall attractiveness of the Activity Centre. High quality development (rather than higher built form) is the preferred method to achieve this objective. The proposed Design and Development Overlay seeks to implement this desired outcome. 	<p>No change recommended</p>

Sub No	Submitter	Summary of submission	Response	Recommendation
4	Department of Transport	<ul style="list-style-type: none"> Raises concern that the road layout concept presented in the Structure Plan would require extensive land acquisition to widen the highway. 	<ul style="list-style-type: none"> As rezoning occurs, land acquisition and road widening will be considered through that process. 	<p>It is recommended that the submission be referred to an Independent Panel.</p> <p>Noted</p>
		<ul style="list-style-type: none"> Raises concern that the landscape concept presented in the structure plan will create maintenance implications, specifically tree planting. 	<ul style="list-style-type: none"> Further detailed design to articulate a landscape vision for the Activity Centre is a key recommendation of the Structure Plan. This Amendment proposes to update the Municipal Strategic Statement to identify that future strategic work is required to address this issue 	<p>No change recommended.</p>
		<ul style="list-style-type: none"> Objects to any additional median openings along the highway. 	<ul style="list-style-type: none"> As future development occurs, future access requirements will be referred to the Department of Transport 	<p>Noted.</p>
5	Planning & Property Partners on behalf of Norway Pty Ltd (land owner of Warrnambool Homemaker Centre)	<ul style="list-style-type: none"> Objects to the Amendment updating the Municipal Strategic Statement (Clause 21.11-2) to identify the need for further strategic work to review the Commercial 1 Zone that applies to the Homemaker Centre land as part of the Retail Strategy Review. 	<ul style="list-style-type: none"> The Structure Plan identifies the need to review the Commercial 1 Zone as part of the retail strategy review. The zone review will be undertaken as part of the Retail Strategy review, which is dependent on funding availability. It is important to ensure that the correct zoning is in place to support the planning policy framework and Council's activity centre hierarchy. 	<p>It is recommended that the submission be referred to an Independent Panel.</p> <p>No change recommended.</p>
		<ul style="list-style-type: none"> Raises concerns with the nature of the proposed funding arrangement identified in the Structure Plan as being inconsistent with the Development Contributions Plan approach. 	<ul style="list-style-type: none"> The Shared Infrastructure Plan is one way that developers can deliver their infrastructure contributions. The finer details would be negotiated at the time a development proposal is considered. 	<p>No change recommended.</p>
		<ul style="list-style-type: none"> Lack of information to justify the Design and Development Overlay – Schedule 18. 	<ul style="list-style-type: none"> The Design and Development Overlay implements the Design Guidelines from the Structure Plan that apply to commercial areas. The structure plan is a Council adopted document, and was consulted with all land owners throughout its development. 	<p>No change recommended.</p>
		<ul style="list-style-type: none"> Requests Council provide additional guidance in the Development Plan Overlay - Schedule 14 on how to achieve an appropriate transition to commercial areas. 	<ul style="list-style-type: none"> These issues will be addressed at the time a Development Plan is submitted for approval. 	<p>No change recommended.</p>
		<ul style="list-style-type: none"> Advises Council that it has assessed the Amendment and has no comments to provide at this stage. 	<ul style="list-style-type: none"> Noted. 	<p>It is recommended that the submission be noted and referred to an Independent Panel.</p>

5.4. ENERGY PROCUREMENT 2020

PURPOSE:

For Council to appoint Procurement Australia as its sole agent.

EXECUTIVE SUMMARY

- Council currently receives its retail electricity, natural gas and associated services through a committed volume tender, administered by Procurement Australia.
- Councils current Procurement Australia energy contract will expire on 30 June 2020.
- Procurement Australia are undertaking an Expression of Interest (EOI) process for electricity and natural gas commencing 1 July 2020.
- Participation requires Council to commit to appoint Procurement Australia as its sole agent.
- Commitment to the EOI is by signing a letter of commitment to participate for the duration of a further 3-year contract.

MOVED: CR. SUE CASSIDY
SECONDED: CR. KYLIE GASTON

That Council

- agree to appoint Procurement Australia to act as the sole agent for Warrnambool City Council to a committed volume tender for Councils electricity and natural gas and resultant contract for all sites.**
- note that this is a binding commitment and that it is obligated to enter into the resultant contract with the successful energy retailer.**
- note that we are selecting the three-year contract option.**
- authorises the CEO to sign and seal any tender, EOI or contract related documents.**

CARRIED - 5:2

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

Crs. Huliin and Owen voting against the motion.

BACKGROUND

Council's current retail electricity, natural gas and street lighting contract was procured through a committed volume tender, administered by Procurement Australia and awarded to AGL (Large Sites) and Origin (Small Sites) for the period 1 April 2016 and expiring 30 June 2018.

ISSUES

Councils current energy contract expires on 30 June 2020.

Procurement Australia have invited Warrnambool City Council to participate in a new energy tender for retail energy. A signed letter of commitment is required to participate by 8 October 2019.

Council in appointing Procurement Australia as its tendering agent for this tender process and resultant contract, is doing so with the firm intention to execute Energy Supply Agreements with the successful energy retailer or retailers following the conclusion of the tender stage. That is, this is effectively a binding commitment to enter into a contract if Procurement Australia award the contract.

The Green Monitor Energy Reporting system developed in 2018 by the City Sustainability team and Financial Services provides the capacity to monitor and report on Councils energy usage and identify efficiencies.

A number of efficiencies have been identified since the development of The Green Monitor and this has resulted in energy and cost savings to Council.

Council has the option of selecting a 2- or 3-year contract period. The 3-year option has been selected as previous tender have seen longer term options achieve savings in later years.

FINANCIAL IMPACT

There are a number of agents offering bulk purchasing tenders, the two largest being utilised by Local Government are Procurement Australia and MAV. Procurement Australia produced a competitive result in the previous tender.

There is a risk that the EOI will not yield a competitive outcome for Council due to the forward market trend being subject to rapid daily fluctuation.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report responds to the following Council Plan initiatives:

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

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

TIMING

The Procurement Australia expression of interest process will commence from 20 September 2019 for commencement on 1 July 2020.

COMMUNITY IMPACT / CONSULTATION

Throughout the tender process, consultation will occur with internal stakeholders and the Executive Management Team.

LEGAL RISK / IMPACT

The Manager Financial Services for Warrnambool City Council supports a fixed price contract in-lieu of other procurement models due to uncertainty when presenting the annual budget.

OFFICERS' DECLARATION OF INTEREST

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

CONCLUSION

The Procurement Australia energy tender for retail energy contracts, commencing on 1 July 2020 provides financial certainty via the buying power of the group over the duration of the 3-year contract ending July 2023.

ATTACHMENTS

Nil

5.5. ASSET MANAGEMENT POLICY 2019

PURPOSE:

To introduce and endorse a key document relating to asset management within Council, being the draft Asset Management Policy 2019.

EXECUTIVE SUMMARY

- Council's Asset Management Policy has been reviewed and is now ready to be circulated for public comment prior to being adopted.
- This policy provides a framework and guiding principles for the processes involved in managing Council assets.
- It also provides clarity on what is expected from those areas of Council involved in planning, creating, maintaining/operating and reviewing Council's Assets.
- Certainty of the key principles that underpin asset management and supports Council's strategic objectives through the development and implementation of a corporate asset management framework.

MOVED: CR. SUE CASSIDY
SECONDED: CR. MICHAEL NEOH

That Council;

- 1. Authorises the draft Asset Management Policy 2019 to be released for public consultation, for a minimum period of 28 days.**
- 2. Consider any submissions on the draft Asset Management Policy at a future Ordinary Council Meeting prior to the adoption of the revised policy.**

CARRIED - 7:0

BACKGROUND

The Asset Management Policy was first adopted by Council on 1 December 2014 and is due for review.

This policy has been revised in accordance with current best practice principles and provides the framework and guiding principles for the processes involved in managing Council assets. The policy provides clarity on what is expected from those areas of Council involved in planning, creating, maintaining/operating and reviewing Council's Assets.

Council recognises that the very nature of asset management requires input and interaction between all facets of the organisation, including units that do not have specific responsibility for managing assets but use Council assets in the delivery of services.

With a whole of Council approach to asset management, Council will establish the platform required for the sustainable and responsible management of Council's assets.

ISSUES

Council is exposed to considerable political, managerial and financial risks due to its scale of investment in infrastructure assets. Council is better able to manage these risks and obtain better value for money in the delivery of services to the community by applying a strategic approach to asset management.

The benefits of a strategic approach to establishing an Asset Management Policy include:

- Better allocation of limited council resources,
- Improved alignment of assets with services and community expectations,
- Reduced demand for new council assets through better integration of service planning and asset planning,
- More effective use and maintenance of existing council assets,
- Improved processes and accountability for capital and recurrent works, and
- Increased use of sustainable development solutions.

Responsibility for implementation rests with many service units and asset managers within Council. Ultimately this will require the refinement of responsibilities, establishment of systems for asset planning, delivery, management and review.

The Asset Management Policy attempts to provide clarity on the expectations of various units within Council that have a reliance of sound management of assets for the delivery of services.

The establishment of systems and procedures will enable asset managers and other staff to have a clear understanding of how compliance with the principles of the Asset Management Policy may be achieved.

FINANCIAL IMPACT

There will be no immediate impact on Council's budget, implementation of some elements of the policy will have resource implications for some areas of Council.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report supports the following Council Plan initiatives:

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

3.3 Build Infrastructure that best meets current and future community needs.

3.4 Maintain and enhance existing Council infrastructure

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

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

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

5.3 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk

TIMING

The Policy will come into effect upon adoption by Council.

COMMUNITY IMPACT / CONSULTATION

This report is proposing that the draft Asset Management Policy be released for public comment for a period of at least 28 days

Any feedback will be recorded, considered and if required the Policy can be amended as appropriate before being presented to Council for adoption.

Seeking community feedback is the best way to ensure that the Policy documents cover all required aspects and often results in amendments to policies which improves outcomes.

LEGAL RISK / IMPACT

Council should review the Asset Management Policy every four (4) years, and it is recommended to undertake this review during the development of the Council Plan to ensure its relevance in terms of community needs and expectations, Council goals and targets and statutory requirements.

OFFICERS' DECLARATION OF INTEREST

No officer involved in the preparation of the policy has declared any conflict.

CONCLUSION

Council should release the draft Asset Management Policy for public comment.

ATTACHMENTS

1. Asset Management Policy Draft 2019 [5.5.1 - 7 pages]



WARRNAMBOOL
CITY COUNCIL

Asset Management Policy

DRAFT - FOR REVIEW

POLICY TYPE: COUNCIL

APPROVAL DATE: TBA

REVIEW DATE: TBA

ASSET MANAGEMENT POLICY



DOCUMENT CONTROL

Document Title:	<i>Asset Management Policy</i>
Policy Type:	<i>Council</i>
Responsible Branch:	<i>Infrastructure Services</i>
Responsible Officer:	<i>Manager Infrastructure Services</i>
Document Status:	<i>Draft</i>
Approved By:	<i>Council</i>
Adopted Date:	<i>1 December 2014</i>
Review Date:	<i>TBA</i>

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ASSET MANAGEMENT POLICY



1. INTRODUCTION

1.1. Purpose

This Asset Management Policy defines the key principles that underpin asset management and supports Council's strategic objectives through the development and implementation of a corporate asset management framework. The framework is designed to ensure appropriate management of Council's assets to support the delivery of services that meet current and future community needs.

1.2. Scope

This policy applies to all Councillors, Council officers, Committees of Management, consultants responsible for asset management undertaken for or on behalf of Council. This can and will include persons involved in the creation, operation, maintenance, renewal, upgrade, expansion and disposal of Council assets.

Council recognises that the very nature of asset management required input and interaction between all facets of the organisation, including units that do not have specific responsibility for managing assets but require Council assets in the delivery of services.

With a whole of Council approach to asset management, Council will establish the platform required for the sustainable and responsible management of Council's assets, based on services provided.

1.3. Intended Outcomes

This policy and the documents that support it will ensure;

- Understanding of the services Council delivers and the assets required to meet these services.
- All Council assets are adequately documented.
- Service and asset related risks are identified and managed appropriately.
- Sustainable management of assets.
- Roles and responsibilities of Council and its staff are defined.
- Compliance with legislation and regulatory requirements.
- Consideration is given to environmental impacts including climate change.

2. POLICY

Council is committed to meeting the expectations of present and future residents for the delivery of quality services that are reliant on assets, at the lowest long-term economic and environmental cost, through the development and implementation of best appropriate asset management practices.

It is recognised that the key principles and requirements of Council meeting its commitment to Asset Management include a range of commitments and goals which are outlined as follows:

- Asset management will be service driven and will align with the strategic priorities and directions of the Council.

ASSET MANAGEMENT POLICY



- To achieve and sustain a high level of asset management maturity.
- To achieve certification with ISO 55000, International Standards for Asset Management.
- Asset management will be integrated into corporate governance including enterprise planning, reporting and risk management frameworks and practices.
- In accordance with the Council Plan, Long Term Financial Plan, Strategic Resource Plan and Annual Budgets, provide quality infrastructure assets that support services that are appropriate, accessible, responsive, affordable and sustainable to the community.
- Manage the performance, risk and expenditure on infrastructure assets in an optimal and sustainable manner throughout their lifecycle, covering planning, design, development, operation, maintenance and disposal.
- Through sustainable asset management, Council will ensure that its infrastructure assets are fit for purpose, safe, reliable, and sustainable and remain available for the benefit of current and future generations.
- Maximise the value of Council's capital, operations and maintenance expenditures within current revenues, to optimise agreed levels of service, service delivery potential and manage related risks and costs over the entire life of infrastructure assets.
- Commit to undertake effective preventive maintenance programs and maintaining infrastructure assets in good condition as identified by the agreed level of service.
- Decommission and dispose of assets that are under-utilised and no longer economically, socially or sustainably viable.
- Involve and consult with the community and key stakeholders on determining service standards
- Service delivery assets will be created, acquired, maintained and rehabilitated to enable the organisation to meet its strategic service delivery goals efficiently and effectively.
- Service/Asset Management Strategies and Plans will include processes which provide accountability to the community
- Infrastructure investment decisions shall be made using a structured, transparent and consistent approach.
- Allocate appropriate resources to ensure Asset Management practices can be undertaken and the timely maintenance and renewal of those assets so that 'life cycle' costs are optimised.
- Continue to seek opportunities for multiple use infrastructure assets.
- Continue to pursue external funding to support and maintain infrastructure assets to minimise the financial impact to the community.
- Accurately report on all aspects of Council's assets in terms of Operations, Maintenance, Renewal, Upgrade, Expansion and New.
- Ensure that the roles and responsibilities of all asset owners, managers and users are well defined and understood. Reinforce and support asset management roles and responsibilities across the organisation at a functional level. The various key roles, responsibilities and delegations associated with service delivery and asset management is documented in the Asset Management Strategy.
- Invest in appropriate and timely asset management training and development program for staff and Councillors as required.

ASSET MANAGEMENT POLICY



- Council will support the implementation of the Asset Management Strategy and foster a strong asset management culture across Council through a cross functional Asset Management Steering Committee.

3. GOVERNANCE

3.1. Review

The Policy shall be formally reviewed and adopted by Council when developing its Council Plan, and within 12 months following Council elections.

The Policy will otherwise be monitored regularly to ensure its relevance in terms of community needs and expectations, Council goals and targets and statutory requirements. The Chief Executive Officer and Executive Management Team shall review compliance with this policy on a regular basis and report to Council accordingly.

The policy and associated asset management processes and systems will be independently audited at intervals not greater than 4 years.

3.2. Reporting

The Asset Management Steering Committee will report to Council annually through the State of the Assets Report, the report will include the following;

- Current status of assets across the organisation.
- Status of the renewal gap, and trend analysis.
- Summary of asset condition change over previous 12 month period.
- Recommended expenditure and works program for next 12 month period.
- Summary of progress with Asset Management maturity and progression of certification with ISO 55000.

The Asset Management Steering Committee will report to EMT quarterly. The report will include the following;

- Minutes of the Asset Management Steering Committee meeting held since previous report.
- Current status of actions from the Asset Management Strategy.
- Summary of each of the Asset Plans, including trends, opportunities and risks.
- List any Council controlled infrastructure assets that are not identified as directly supporting an adopted Council Service Plan.

3.3. Compliance Responsibility

Council recognises that the nature of asset management requires input from, and interaction between, all facets of the organisation including areas that do not have specific responsibility for asset management but make use of Council owned or managed assets in the delivery of services.

The responsibilities and relationships associated with Asset Management within Council are:

ASSET MANAGEMENT POLICY



3.3.1. Council

- To act as overall stewards for infrastructure assets that are owned or controlled by Council.
- To provide sustainable assets for the community by recognising and considering the full cost of Council acquiring, maintaining, renewing and operating assets throughout their lifecycle.
- To provide assets that deliver sustainable services to benefit the community to a level of service that justifies the costs of owning and operating these assets.
- To make decisions regarding assets that are made in accordance with the Council Plan 2017-2021 (revised 2019).
- To review and adopt the Asset Management Policy.
- To review and adopt the Asset Management Strategy.
- To approve appropriate resources for asset management activities in the Long Term Financial Plan and the annual budget.

3.3.2. Executive Management Team (Chief Executive and Directors)

- To foster and support the cross-functional Asset Management Steering Committee.
- To ensure that accurate and reliable information is presented to Council for decision-making.
- To ensure that adequate resources are provided to implement the approved Asset Management Strategy and Asset Plans.
- To continually promote Asset Management across the organisation and Council.
- To ensure that Asset Management Strategies and Asset Plans align and support the Council Plan objectives.
- To ensure alignment/compliance with Council's legislative responsibilities.

3.3.3. Asset Management Steering Committee

- To represent the key asset management functions e.g. Infrastructure Planning, Maintenance and Delivery, Finance, Community Engagement and direct service provision such as Recreation & Culture, Aged & Disability and Community Services.
- To monitor the development, implementation and review of the Asset Management Policy, Asset Management Strategy and Asset Plans.
- Ensure efficient and effective use of Council funds and optimising "life cycle" cost of all assets.
- Promote and raise awareness of asset management to the Council, staff, key stakeholders and the community.

ASSET MANAGEMENT POLICY



- Provide feedback on draft recommendations and actions that are identified in various reviews including but not limited to internal and external audit reports.
- Implement adopted recommendations and actions that are identified in various reviews including but not limited to internal and external audit reports.

3.3.4. *All Employees*

- Council staff who are responsible for the management, acquisition (including gifted assets), upgrade or disposal of any asset must perform their duties in accordance with the principles and values of this Asset Management Policy.
- Undertake actions as assigned and provide progress reporting to the Asset Management Steering Committee.

3.4. Charter of Human Rights Compliance

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

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

3.5. References and Related Documents

- ISO 55000 – International ISO standards for Asset Management.
- Department of Environment, Land, Water and Planning- Better Practice Guide and Asset Planning and Accountability Framework for Local Government.
- Asset Genetics and Unlocking Hidden Capital – McKinsey Report Global Infrastructure Initiative 2016.
- Council Plan 2017-2021 (revised 2019)
- Road Management Act 2004
- Local Government Act 1989
- Asset Management Strategy
- Asset Management Plans (various)
- Risk Management Policy, Plans and Strategy
- Long Term Financial Plan
- Asset Accounting Policy
- Strategic Resource Plan
- Municipal Road Management Plan
- Annual Budgets and Business Plans
- Service Plans including Levels of Service

5.6. CONSIDERATION OF TENDER SUBMISSIONS FOR TENDER 2020007 - FOOTPATH RENEWAL PROGRAM

PURPOSE:

This report is to inform Council of the tenders that were received for Tender No 2020007 – Footpath Renewal Program.

EXECUTIVE SUMMARY

- The intent of this contract is to engage the services of a suitably qualified and experienced construction contractor for the renewal (removal and construction of new) of footpath across various locations in Warrnambool.
- The overall budget for this project is \$404,000, which has been funded via the Rate Cap Variation.
- Two tender submissions were received in response to the request for tender. One tender submission was subsequently withdrawn following a request for additional information which identified an inconsistency in the submission.
- The Tender Assessment Panel assessed the remaining tender against known rates and determined that it met a value for money proposition.

MOVED: CR. MICHAEL NEOH
SECONDED: CR. ROBERT ANDERSON

That Council:

- 1. Accept the tender submission from Brendan Simmons Concrete Constructions for Tender No. 2020007 – Footpath Renewal Program for the amount of \$340,375.50 exclusive of GST (\$374,413.05 inclusive of GST).**
- 2. Authorise the Director of City Infrastructure to allocate additional renewal works, provided that the additional works are within the project budget, and the rates for the additional works are in line with the rates nominated in the lump sum schedule.**
- 3. Authorise the CEO to sign and seal the contract documents.**

CARRIED - 7:0

BACKGROUND

Council is seeking the services of a suitably qualified and experienced concrete contractor to complete the replacement of existing footpath with new concrete footpath at various locations within the urban area of Warrnambool.

SCOPE OF WORKS

The construction works involve the replacement of existing concrete footpaths with new concrete footpath, ensuring construction works are performed in accordance with the IDM Standard Drawings and other relevant standards.

ISSUES

Legislative Powers

Legislative provisions to enter into contracts are contained under Section 186 of the Local Government Act 1989.

This report must be submitted to Council for a determination due to the recommended contract amount being above the delegated amount of \$300,000 set by Council to enable the Chief Executive to enter into a contract.

TENDERS RECEIVED

Close of tenders was 2:00pm Friday 23 August 2019. A total of 2 tender submissions were received in the tender box up until the close of tenders. No late tenders were received.

MOST ADVANTAGEOUS TENDER

The Tender Evaluation Panel ranked Brendan Simmons Concrete Constructions as the most advantageous tender. The tender submission included a works program, which showed the works completed within the Contract timeframes. Brendan Simmons Concrete Constructions have undertaken previous projects for VicRoads, Council's and private contractors previously therefore they are experienced in the delivery of these works.

FINANCIAL IMPACT

This project and these contract works are being funded from Council's annual budget which has been drawn from the Rate Cap Variation component of the annual budget.

The nominated budget for the footpath renewal program is \$404,000.

Tendered Costs

The expected cost of entering into this contract is \$340,375.50 excluding GST.

As the tendered price is below the renewal allocation provided for footpaths, Council will seek to vary the scope of works within the Contract to increase the amount of work carried out.

The Tender Assessment Panel assessed the remaining tender against known rates and determined that it met a value for money proposition.

LEGISLATION / POLICY / COUNCIL PLAN CONTEXT

This report supports the following Council Plan initiatives:

2 Foster a healthy welcoming City that is socially and culturally rich

- 2.1 Promote healthy lifestyles
- 2.2 Increase participation, connection, equity, access and inclusion
- 2.3 Increase community health and social connections.
- 2.4 Encourage and support participation in sport, recreation and physical activity.

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

- 3.3 Build Infrastructure that best meets current and future community needs.
- 3.4 Maintain and enhance existing Council infrastructure

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

5.3 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk

TIMING

The Contract will commence upon award and conclude on 31 March 2020.

LEGAL RISK / IMPACT

The tenderers were evaluated as to the potential risks associated with delivering the contract works.

The recommended tenderer has completed numerous projects for State and Local Government. Council undertook reference checks which confirmed Brendan Simmons Concrete Constructions have the experience to undertake the works under this contract.

OFFICERS' DECLARATION OF INTEREST

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

CONCLUSION

The evaluation panel formed the view that the tender from Brendan Simmons Concrete Constructions for Contract No. 2020007 – Footpath Renewal Program, should be accepted.

ATTACHMENTS

Nil

5.7. GLASS ONLY 2ND RECYCLING BIN TRIAL

PURPOSE:

To seek Council approval for a kerbside trial of a “glass only” waste collection in two collection areas.

EXECUTIVE SUMMARY

- Council has passed a series of resolutions regarding initiatives to investigate a separate glass only kerbside recycling collection. These Council resolutions include:
 - March 5th 2018, ‘*That Council support initiatives to identify new recycling processing options*’,
 - November 5th 2018, ‘*That Council agree to investigate the non-conforming tender submitted by Wheelie Waste Pty Ltd for a separate and additional kerbside glass collection service*,
 - April 1st 2019, ‘*That council agree to consult with the community on glass diversion or separation options*’.
- 4. The kerbside collection contract has provision for a separate glass collection option.
- 5. Council has consulted the community prior to taking up the glass option to test the community appetite for a fourth bin.
- 6. The survey results were strongly in favour of a fourth bin combined with a fortnightly garbage collection. The survey results and analysis are attached and are contained in **Attachments 1 and 2**.
- 7. This report recommends Council undertakes a glass collection trial in 2 collection areas and monitors the collection on a rolling 4 weekly basis to determine the future of the collection.
- 8. Should Council resolve to conduct the glass only collection trial, the fourth bin proposed will be the existing 80 litre garbage bin which will be fitted with purple stickers to denote it as a glass only bin.
- 9. Residents in the trial area will be supplied with a new 140 litre garbage bin which will be emptied on a fortnightly basis along with the remaining 3 bins (FOGO, glass only, and recycling) on a rotating fortnightly basis.
- 10. A further report will be presented to Council on the findings from the trial to inform and enable Council to determine the future of the glass collection service.

MOVED: CR. SUE CASSIDY
SECONDED: CR. DAVID OWEN

That Council:

- 1. Acknowledges the strong community support for a separate glass only kerbside collection with a fortnightly waste collection;**
- 2. Approves a glass only collection trial in 2 collection areas and monitors the progress of the trial;**
- 3. Receives a further report on the trial outcomes including recommendations for a broader rollout if applicable; and**
- 4. Notes that a recycling processing tender with options for glass processing has been prepared in readiness for advertising.**

CARRIED - 7:0

BACKGROUND

There has been a number of recent Council resolutions in relation to recycling and a potential glass only collection. These resolutions are summarised as follows:

On March 5th 2018 Council resolved:

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 5:0

On 5th November 2018 Council resolved:

MOVED: CR. HULIN SECONDED: CR. ANDERSON

That Council:

- (i) Award 'preferred tenderer' status to Wheelie Waste Pty Ltd in relation to tender 2019002.
- (ii) Agree to investigate the non-conforming tender submitted by Wheelie Waste Pty Ltd for a separate and additional kerbside glass collection service.

CARRIED 5:0

On 1st April 2019 Council resolved:

MOVED: CR. MICHAEL NEOH SECONDED: CR. DAVID OWEN

That Council:

1. Formally abandon the tender process for Tender 2018047 Receipt and Processing of Recycled Products and notify the preferred tenderer SKM industries of Councils decision.
2. Authorise officers to enter into an interim recycling processing arrangement.
3. Agree to consult with the community on glass diversion or separation options.

CARRIED – 6:0

ISSUES

Following a community consultation process the results of which are discussed in the 'Community Impact / Consultation' section of this report, there is community support for new waste management approaches which respond to the recent recyclables crisis.

The survey results were strongly in favour of a fourth bin and the move to a fortnightly garbage collection with a larger bin was also well supported.

The glass only collection trial will utilise the existing 80 litre garbage bin which was due to be phased out as part of the current contract's bin replacement provision. The existing bin will be fitted with purple stickers to denote the glass only bin. If the trial becomes a permanent fixture the cost to progressively upgrade these bins has been factored into the costing model.

Residents in the trial areas will be supplied with a new 140 litre garbage bin which will be emptied on a fortnightly basis. The proposed collection structure will see tenements have their FOGO and Waste bins collected one week, and their comingled recycling (no glass) and glass only bin collected in the alternative week.

A trial has been proposed as it allows the waste management team the opportunity to consider how to service high density developments and to understand the educational requirements in preparation for a broader roll out. The trial will also allow Council the opportunity to consider the success of the service before committing to a broader roll out.

The kerbside collection contract has provision for a separate glass option provided the option is taken up before February 2020.

Council has consulted the community prior to taking up the glass option to test the community appetite for a fourth bin using a survey with promotional video.

Glass only collection trials have been undertaken by Macedon Ranges Shire Council and the City of Yarra who have reported successful trials, the findings of which have been provided to Council through the MAV.

In addition to these trials:

- (i) the Surf Coast Council recently endorsed the introduction of an additional fourth bin which will most likely be for glass collection. Additionally, they also endorsed the pilot of an additional fifth bin for an urban community of approximately 2,000 properties within the municipality for the collection of paper and cardboard.
- (ii) Moyne Shire Council moving to a kerbside glass collection. We understand that the collection will include the supply of a 120L purple lidded wheelie bin for glass to each property which will be collected on a monthly basis.

FINANCIAL IMPACT

Council will advertise a public tender for recycling processing to obtain the best value for money to provide the service.

The cost of collection and acceptance of glass has been allowed for within the Waste Management Program.

LEGISLATION/POLICY/COUNCIL PLAN CONTEXT

This report supports the following Council Plan initiatives:

1 Sustain and enhance the natural environment

1.2 Commit to being a carbon neutral organisation by 2040.

1.5 Review options for managing waste.

TIMING

It is recommended the trial commence as soon as it can be arranged and be monitored every 4 weeks.

COMMUNITY IMPACT/CONSULTATION

Community consultation was undertaken in the form of a video which was posted on Councils website asking the community to complete a survey to rank 4 waste collection options including a status quo scenario. A summary of the consultation is provided in **Attachments 1 and 2**.

A total of 305 survey responses were received (5 from outside the Municipality) with the following results provided:

Option 1: Separate glass bin and fortnightly garbage collection 188 first choice votes
Option 2: Separate glass bin and weekly garbage collection 53 first choice votes
Option 3: No additional bin, establishment of glass bottle banks 48 first choice votes
Option 4: Do nothing 11 first choice votes.

It is clear from the survey results that there is an appetite for change from the vast majority of people completing the survey.

Comments and suggestions which were received from survey respondents have been grouped into themes and are summarised in **Attachment 2**. A response to these themes has been provided as part of the consideration.

A total of 17 comments received were not relevant to the subject, and a further 8 respondents raised questions which will be responded to on an individual basis.

Staff in the waste management team were invited to be a guest speaker on recycling at a community service club meeting. The presentation centered on the current recycling issues and the potential glass collection trial which was positively received. Radio interviews were also undertaken to discuss the glass collection trial.

Council has consulted with members of the recycling industry in consideration of a glass only collection.

LEGAL RISK/IMPACT

Council has tendered its waste management contracts with sufficient lead time to address any issues that may arise.

Although Council has undertaken consultation, there may be some members of the community who oppose the collection.

There is an inherent financial risk of potential price increases within the recycling industry which has seen ongoing uncertainty and price instability in recent years. Should Council adopt a permanent glass collection service, the price paid for recycling is likely to be less without glass hedging Councils financial risk exposure. This was evident in the recent tender which although abandoned, showed a lower price payable for recycling without glass.

The removal of glass from the comingled kerbside recycling stream provides a level of risk mitigation with the upcoming recyclables process tender as it increases the number of potential respondents.

OFFICERS' DECLARATION OF INTEREST

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

CONCLUSION

This report recommends Council approves the "glass only" collection trial in 2 collection areas and monitors the progress every 4 weeks to determine the future of the collection.

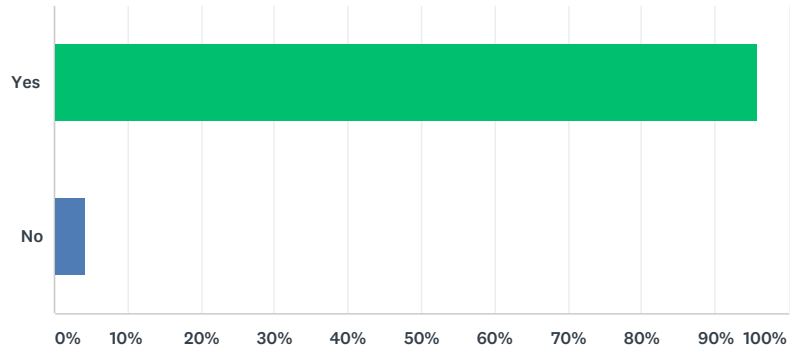
ATTACHMENTS

1. Attachment 1 Survey responses glass collection [5.7.1 - 4 pages]
2. Attachment 2 Glass collection survey comments assessment [5.7.2 - 3 pages]

Better recycling

Q1 Have you read the background document?

Answered: 291 Skipped: 15

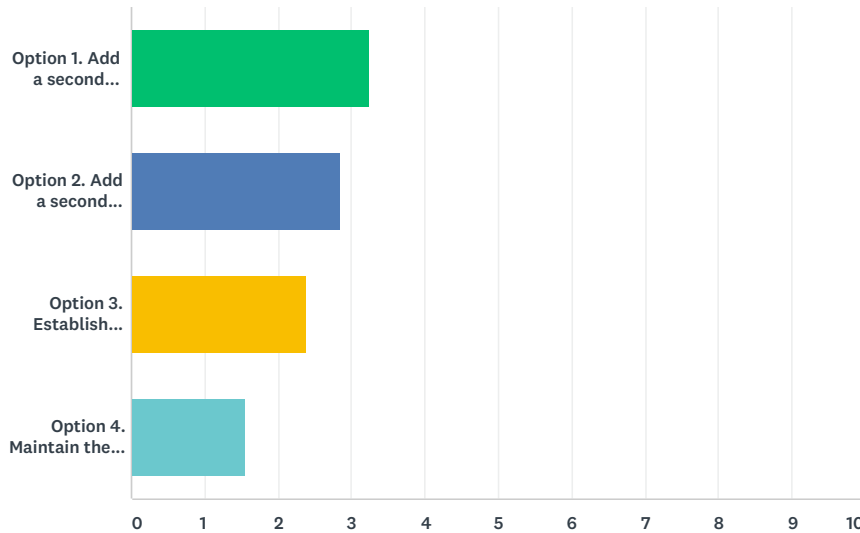


ANSWER CHOICES	RESPONSES	
Yes	95.88%	279
No	4.12%	12
TOTAL		291

Better recycling

Q2 Rank your preferred recycling options with one being most preferred and four being least preferred. Please read this document for details on each of the options.

Answered: 305 Skipped: 1



	1	2	3	4	TOTAL	SCORE
Option 1. Add a second recycling bin for glass and have fortnightly landfill (red lid) bin collections. Council's preferred option. Will have the greatest environmental benefit and reduce cost per property by up to \$15, per year.	63.30% 188	13.13% 39	9.09% 27	14.48% 43	297	3.25
Option 2. Add a second recycling bin for glass and maintain weekly landfill (red lid) bin collections. Extra collections means this is not as environmentally beneficial as Option 1. Could reduce costs per property up to \$10, per year.	18.15% 53	52.05% 152	26.03% 76	3.77% 11	292	2.85
Option 3. Establish bottle banks around the city for householders to deposit glass bottles and jars. Environmental benefit difficult to quantify due to voluntary nature of arrangement. Could save up \$10 per property, per year.	16.22% 48	22.97% 68	43.92% 130	16.89% 50	296	2.39
Option 4. Maintain the current waste and recycling collections. Due to FOGO benefit waste charges could fall by up to \$10 however recycling charges subject to market volatility.	3.75% 11	11.60% 34	20.14% 59	64.51% 189	293	1.55

Better recycling

Q3 Tell us how you think recycling could be improved. Consider potential benefits, costs, whether the onus is on householders to do more. Is it realistic? What resources might be required to make it happen?

Answered: 229 Skipped: 77

Better recycling

Q4 Please tell us where you live and if you'd like to receive the outcome of the survey, please provide an email address.

Answered: 242 Skipped: 64

ANSWER CHOICES	RESPONSES	
Name	90.50%	219
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	97.11%	235
State/Province	0.00%	0
Post code	96.69%	234
Country	0.00%	0
Email Address	77.27%	187
Phone Number	0.00%	0

Number	Suggestion	Number of comments	Assessment
1.	Increased education and information on recycling and waste	47 comments	Agreed. Education is a fundamental aspect of reducing contamination, and helping the community understand how best to manage and avoid household waste.
2.	Council should provide or advocate for a container deposit scheme	35 comments	Council has been a strong advocate for this and has written to government and parliamentary inquiries and will continue to advocate.
3.	The onus is on households to do more recycling in the home and to improve recycling practices	14 comments	Agreed. This is in the form of education in schools and the wider community which is regular and ongoing.
4.	Increased cooperation between Federal, State and local government and industry to resolve the recycling problem	14 comments	Council is actively involved to seek support and increased cooperation from government. Council has been successful in obtaining grant funding to speed up the city-wide rollout of FOGO.
5.	More recycling opportunities for soft plastics	13 comments	Agreed. Council will continue to pursue opportunities for increased recycling.
6.	The bottle banks are a good idea	11 comments	
7.	Introduce recycling centres	8 comments	Refer above. The current model of kerbside collection of recyclables is the most effective way to recover recyclables, however drop off centres can be considered in conjunction with this.
8.	The onus is on retailers and industry to reduce packaging	7 comments	Council will continue to advocate in this area.
9.	The bottle banks will not be used or hardly used	7 comments	Noted. It is agreed that there will be a limited take up of drop off points for glass. Further assessment is required to assess the effectiveness or otherwise of this concept.

10.	Increase FOGO and or recycling collections to weekly	7 comments	Weekly FOGO is possible however the merits will need to be further assessed as the cost of collection will increase.
11.	Provide more public place recycling bins	7 comments	Council is continually reviewing its current public place bins. There will be an increased cost to service and maintain additional bins.
12.	Increase enforcement of contaminated bins	7 comments	Agreed. Measures are being established through video footage in collection trucks and increased on ground inspections and education/ enforcement.
13.	Use technology to resolve the recycling problem	5 comments	Council is working with Deakin University, neighbouring councils and the base hospital, and business to investigate alternative technologies. These technologies are expensive and would require private investment or federal/ state funding to establish.
14.	Provide a hard rubbish collection	4 comments	Council can consider a hard rubbish collection which would result in increased charges. Community consultation would be required to assess support or otherwise.
15.	Provide divided recycling bins	4 comments	This has been done in other areas and later abandoned due to their lack of effectiveness and contamination.
16.	Bins should not be compulsory	4 comments	Residents can opt out of services or have smaller bins if required.
17.	Establish local/regional recycling processing	3 comments	Council will be advertising a recycling processing tender which is hoped local recycling acceptance and processing companies submit a tender. The evaluation criteria has a local content provision

18.	Council should procure more recycled products	3 comments	Agreed and noted. Council has increased procurement of recycled products in recent years however this will be increased further as more recycled products are made available. Council could look to set targets in this area through its Procurement Policy.
19.	Reduce bin sizes/ retain the 80 litre bin for garbage	3 comments	This is possible where residents require a smaller bin.
20.	Don't change anything	3 comments	Noted. Change is required if the recycling crisis is to be resolved.
21.	Increase the garbage bin size	2 comments	Council is rolling out new 140L bins. Smaller bins are available if residents require.
22.	Invest in waste to energy	2 comments	Refer to 13
23.	Increase the number of recycling bins	2 comments	Council is likely to trial a second recycling bin for glass only. Challenges exist in some areas over storage of multiple bins which would need to be overcome to be effective.
24.	Reduce tip fees	2 comments	Council does not operate a transfer station or landfill.
25.	Introduce financial incentives	2 comments	The fortnightly garbage collection and FOGO service are reducing the waste management costs for residents which is a financial incentive.
26.	Collect glass monthly	1 comment	Should Council undertake the trial of glass only collection, the frequency of collection will be tested.
27.	Smaller bin options should be available	1 comment	Smaller bins are available now.
28.	Waste collections should be daytime	1 comment	This has been considered many times over the years. The merits of safety and efficiency and OH and S has constantly outweighed the loss of amenity.

5.8. ACTIVE WARRNAMBOOL STRATEGY

PURPOSE

This report presents the Active Warrnambool Strategy 2019-30 final report to Council for adoption.

EXECUTIVE SUMMARY

- The Warrnambool Recreation Plan 2007-17 has concluded.
 - Council received funding from Sport and Recreation Victoria to undertake a new sport, recreation and physical activity strategy for Warrnambool.
 - The Strategy was developed by a combination of in-house work and consultants and overseen by a Project Control Group.
 - Development of the new Strategy, titled Active Warrnambool, was underpinned by a significant level of community engagement.
 - The third stage of consultation, the public comment period on the draft Strategy, occurred from 2 July to 9 August 2019. 19 submissions were received.
 - Majority of the responses are addressed by recommendation of the Strategy.
 - Five minor amendments to the final Strategy were made in response to the submissions.
 - The final report for the Strategy has been completed incorporating 23 objectives and 71 actions.
 - It is recommended that Council adopts the Active Warrnambool Strategy.
 - The first stage of implementation will involve the development of a detailed action plan including the objectives, actions, goals, prioritisation/timing, lead responsibility, partners and resourcing requirements, to be presented to Council in 2019/20.
-

MOVED: CR. ROBERT ANDERSON

SECONDED: CR. KYLIE GASTON

That Council adopts the Active Warrnambool Strategy 2019-30.

CARRIED - 7:0

BACKGROUND TO THE STRATEGY

Warrnambool Recreation Plan 2007-17

The Warrnambool Recreation Plan 2007-17 (WRP) was endorsed by Council in 2008. The WRP incorporated an Action Plan based around the following seven key themes:

- Planning for recreation
- Managing recreation
- Improving existing recreation infrastructure
- Reviewing or relocating existing recreation facilities
- Developing new and/or additional recreation facilities
- Supporting clubs and organisations
- Developing new or improving existing public open space.

WRPs implementation scorecard shows that of the 84 recommended actions:

- 62 were achieved.
- 17 were progressed over the life of the Plan.

- 5 were not undertaken.

Apart from implementation of recommendations, the WRP has also produced broader outputs:

5. Secured a significant level of funding from the State Government with 58 projects completed over the past nine years. Council's direct investment of \$2,994,071 has resulted in expenditure of \$9,124,442 on Plan recommendations, with \$6,130,371 leveraged from external sources (Government grants, club contributions and philanthropic trusts). This demonstrates that for every Council dollar invested, approximately two external dollars were leveraged for project implementation.
6. Strategic direction to guide the work of the Recreation Unit.

The WRP was a ten-year plan and concluded in 2017. With most recommendations and actions from the WRP either completed or progressed, it was time to develop a new Plan.

Rationale for a new Strategy

A range of changes and considerations that support the timing for the new Strategy included:

6. Development of strategic evidence-based data that provides information around benefits and outcomes that arise from participation in sport and active recreation.
7. Responding to health and wellbeing trends evident in State-wide data and through Council's Health and Wellbeing Plan.
8. Changes in local participation and demand.
9. Ensuring the best use of resources and managing increases and changes in demand.
10. Development of other internal and external strategies.
11. Council was successful in securing \$30,000 in funding from Sport and Recreation Victoria under its 2016/17 Community Sport Infrastructure Funding program to support developing a new Sport, Recreation and Physical Activity Strategy.

The aim behind the development of a new Strategy was to provide direction in response to changing sport, recreation and physical activity trends, and inform the service, infrastructure and programming needs for sport, recreation and physical activity in a growing regional city over the next ten years.

THE STRATEGY - ACTIVE WARRNAMBOOL

It was determined that the development of a new Strategy should occur in two parts:

- Part A – Background
- Part B – The new Strategy – engagement, issue and trend analysis, development of discussion papers and completion of the Strategy final report.

Project methodology – Part A

Part A was completed in 2017. The report from the first phase addressed the following project components:

- c) A demographic analysis for Warrnambool using data relevant to sport, recreation and physical activity provision.
- d) A literature review of current sport, recreation and physical activity participation trends, including present and future national and international sport, recreation and physical activity trends, and demonstrating how they will likely impact on provision in Warrnambool over the period of the new Strategy.

- e) A review of local government trends in relation to service provision in support of sport, recreation and physical activity provision, particularly in relation to Victorian regional cities.
- f) An audit of Councils historical (last ten years) and current delivery of sport, recreation and physical activity, including budget and resource provision, facilities, programs and supports provided.
- g) An audit of non-Council sport, recreation and physical activity providers in the city, outlining services provided and any overlapping issues or gaps in relation to Council provision.
- h) Identifying Council plans and policies that inform and/or impact on how and how well Council provides sport, recreation and physical activity.

Project Methodology – Part B

Part B of the project comprised the preparation of information and objectives and actions which constitute the Active Warrnambool Strategy. The development of the Strategy focused on investigating and responding to the following key questions:

- 8. What is successful? (Stage 2)** – assessing the current delivery of recreation opportunity against standards and benchmarks; considering user and stakeholder comment on the current opportunities available; and reviewing what has encouraged activity amongst the Warrnambool population.
- 9. What needs to be done (Stage 3)** – identifying gaps in current delivery and opportunities to build upon existing strengths to encourage greater activity amongst the Warrnambool community.
- 10. What are the key issues (Stage 4)** – identifying barriers to filling gaps and taking opportunities to provide enhanced access to sport, recreation and physical activity in Warrnambool to 2030.
- 11. How can this be done (Stage 5)** – identifying key objectives and actions, considering appropriate timing, staging and implementation of the actions.

The findings and response to Stages 2, 3 and 4 were summarised in the Active Warrnambool Strategy Issues and Opportunities Discussion Paper, presented to Council in April 2018.

An Implementation Report provided several considerations and directions that directly informed the development of the Strategy's objectives and actions and was presented to Council in November 2018. A draft recommendations report, provided to Council in February 2019, completed Stage 5 of the process.

The process chart below outlines the current status of the project (yellow) within the overall project stages.

Stage 1 Background report	2017
Stage 1 Community Engagement W2040	July 2017
Stage 2 Community Engagement Focus Groups	October 2017
Stage 2 - 4 Issues and Opportunities Report	April 2018
Stage 5 Implementation Report	October 2018
Stage 5 Draft Recommendations Report	February 2019
Stage 6 Community Engagement Focus Groups	March 2019
Stage 6 Draft Final Strategy	June 2019
Stage 6 Public Comment process	July/August 2019
Stage 6 Final Strategy adopted	October 2019

Project Governance

A Project Control Group has overseen the project:

- Cr Anderson (Chairperson)
- Cr Herbert
- Director Community Development
- Director City Infrastructure
- Manager Recreation and Culture
- Manager Community Planning and Policy
- Acting Recreation Service Manager
- Senior Recreation Planner
- Sport and Recreation Victoria Regional Manager.

An Internal Project Reference Group was established to provide advice about the project, with membership including:

- Manager Capacity Access and Inclusion
- Manager Facilities and Projects
- Manager Infrastructure Services
- Manager Financial Services
- Manager Economic Development and Investment
- Manager City Strategy and Development
- Manager Revenue and Property
- Service Manager Warrnambool Stadium
- Recreation Planner
- Youth Development Planner

- Open Space Planner.

An external Project Reference Group was established to enable direct engagement with a range of diverse key local stakeholder groups, agencies, clubs and organisations.

Professional Services

Following a Request for Quotation process, professional services were engaged for two components of the project – Land Design Partnership (Strategic advice and strategy development), and communityvibe (engagement and consultation).

Community Engagement

A number of community engagement processes informed development of the new Strategy. A summary of these inputs is outlined below.

W2040

In April 2017, Council commenced conversations with the community as part of the development of a new Community Plan, W2040. Extensive engagement informed W2040, but also provided opportunities for Council to engage the community on a range of other plans and strategies, including Active Warrnambool.

A community survey, titled Warrnambool Now and 2040, included a series of questions taken from the Australian Sports Commission's AusPlay survey and provided Council with data on how the community was participating in sport, recreation and physical activity.

Focus groups and stakeholder meetings

The second component of consultation was undertaken by communityvibe and involved five focus groups and key stakeholder meetings. Five written submissions were also received from the community. Selected community, staff and stakeholder representatives attended the focus group and stakeholder meetings and addressed the following topics:

- Policies, programs, systems and tools
- Participation
- Facilities
- Club sustainability.

Focus groups – draft objectives and actions

The third stage of consultation was also undertaken by communityvibe and involved four focus groups and a listening post. Selected community members, stakeholder representatives, and staff attended and provided feedback on the draft objectives and actions.

Draft Strategy public comment process

Final stage of consultation, the public comment period on the draft Strategy, occurred from 2 July to 9 August 2019. Promotion of the process included:

- Advertisement in the July edition of The Promenade publication.
- Advertisement on The Standard Council Noticeboard on 3 August.
- Direct emails to project mailing list (125 key project stakeholders and participants from the previous consultation phases).
- Council website and dedicated yoursay webpage.
- Boosted post through Council's Facebook page.

A summary of the responses to the public comment process is provided below:

- 19 submissions (14 through the yoursay survey and 5 emailed submissions)

- The yoursay survey asked respondents to rank the report. 64% rated the report 3 or 4 stars indicating their support for the Strategy but with some additional comments or suggestions. 30% rated the report 2 stars indicating that they had some concerns. Two submissions were not relevant to the project or provided no information.
- Engagement via social media reached a total of 5,990 people. The level of engagement (people liking, commenting or clicking on another part of the ad) was 257 or 4.3% of those reached. This level of engagement is considered high compared to other Council campaigns, and direct engagement between the Facebook post and the Active Warrnambool Strategy yoursay web page is considered significantly high, used 106 times or 41% of those engaged. It could therefore be assumed that almost 1 in 2 people who engaged with the Facebook post went on to yoursay to gain further information on the draft Strategy.

The submissions covered eleven key themes. A summary of themes and number of responses regarding them is outlined below:

2. Access and promotion of watersports including kayaking, fishing, dragon boating, water skiing and open water swimming - 6
3. Access and promotion of walking and or cycling – 4
4. Sport specific submissions (hockey, athletics, squash) – 3
5. Need for reference to the Lake Gilleear sporting precinct – 2
6. Sharing of facilities and review of usage agreements - 2
7. Support for emerging sport and recreation activities - 1
8. Facility condition and asset management – 1
9. Master planning and committee structure at Dennington Recreation Reserve – 1
10. Access to open space, nature play and indigenous vegetation- 1
11. Provision of exercise equipment – 1
12. Concern regarding lack of reference to all activities – 1
13. Not relevant or lack of information – 2

Majority of the responses are addressed by recommendations of the Strategy. A number of responses generally supported the recommendations including a response from Victoria Walks, a walking health promotion charity, managed by an independent board (refer **Attachment 1**), which provides its support for the Strategy in addition to the suggestions made to further support walking for recreation and physical activity. Its submission was endorsed by the Board and VicHealth.

The following amendments were made to draft Strategy:

2. Section 7 Current Provision on facilities provided through private or other facility management (including the Lake Gilleear sports precinct) and amendments to Figure 9 accordingly.
3. Objective 11, Action 7, the development of a water sports strategy includes open water swimming and other unstructured swimming activities.
4. Objective 11, Action 3, feasibility study for the expansion and upgrade of the Warrnambool Stadium includes reference to other compatible sports including squash and table tennis for consideration in the study.
5. Objective 9 – new action included - to undertake a needs assessment of recreational walking across the municipality.
6. Include the development of a master plan for the Dennington Recreation Reserve on the Active Warrnambool Strategy projects schedule.

The Strategy Final Report

The Strategy aims to deliver the following outcomes for sport, recreation and physical activity in Warrnambool:

3. Increased participation opportunities for everyone
4. Sustainable clubs and organisations
5. Increased participation by females, and other under-represented groups, in all aspects of sport, recreation and physical activity
6. Maximised and best use of facilities, places and spaces
7. Improved connectivity between facilities, places and spaces
8. Renewed and redeveloped existing facilities, places and spaces to maximise physical activity opportunities
9. Increased evidence base for decision making, investment and to maximise efficiencies (through the review and development of plans, policies and management practices/systems)
10. Adequate resources secured to effectively manage resources including staff, funds and assets.

The Strategy final report is in the following sections:

4. Executive Summary
5. Definitions
6. Introduction
7. Background
8. Benefits of Sport Recreation and Physical Activity
9. Warrnambool and its People
10. Strategic Context
11. Sport Recreation and Physical Activity Trends
12. Sport Recreation and Physical Activity – Current Provision
13. What needs to be done
14. A strategic framework for the Strategy
15. Objectives and Actions
16. Monitoring and Review
17. Appendices.

The final report presents a detailed set of objectives and actions for Council to consider as part of the Strategy. The actions are presented to reflect the three major themes that were identified throughout the development of the draft Strategy - of all the major elements that encompass the Strategy – Activity, Facilities and Spaces, and Council management and programming.

A copy of the final report is attached to this report as **Attachment 2**.

NEXT STEPS

Following adoption, the Strategy's objectives and actions will be further developed into a detailed action plan, including the following additional components – goals, prioritisation/timing; lead responsibility, partners and resources required to support implementation. A draft action plan will be presented to Council for consideration in 2019/20.

ATTACHMENTS

1. Victoria Walks submission [5.8.1 - 10 pages]
2. 2588 active warrnambool [5.8.2 - 47 pages]



Victoria Walks Inc.
 Level 7, 225 Bourke Street
 Melbourne VIC 3000
 P: 03 9662 3975
 E: info@victoriawalks.org.au
www.victoriawalks.org.au
 Registration No. A0052693U

9 August 2019

Warrnambool City Council
 Attention Kim White, Senior Recreation Planner

Submission to Active Warrnambool Strategy Draft June 2019

Introduction and summary

Victoria Walks supports the Active Warrnambool Strategy Draft (hereafter referred to as 'the Strategy'). We commend the Council on the comprehensive process and analysis undertaken to develop it.

The importance of walking to the Warrnambool community is implicitly and explicitly recognised in what people said they love most about Warrnambool in the W2040 consultation:

1. The beautiful natural assets including the beach, Lake Pertobe and open green spaces
2. The many walking and cycling tracks to explore the natural environment

This is reflected in the priorities of W2040, which include:

"Warrnambool will be one of Australia's great walking and cycling cities."

"Warrnambool will give top priority to walking by providing a connected, accessible and good-quality pedestrian and cycle network, supported by a pleasant and safe built environment."

The Strategy recognises the critical role of walking in the recreation and physical activity of Warrnambool. We support many aspects of the Strategy and consider it a leading example of best practice in recreation planning.

Particularly impressive aspects of the Strategy include:

- The clear recognition of the critical role of non-organised recreation, including its importance in encouraging exercise by inactive people
- Recognition of the role of active transport (walking and cycling) in promoting physical activity
- Including behaviour change and communication campaigns to promote recreation and physical activity, rather than relying exclusively on infrastructure provision
- Setting out clear mechanisms to fund implementation of the Strategy.

We congratulate the Council on its innovative yet practical approach.

There are various reasons why walking should be specifically acknowledged and supported, including:

- Walking is clearly the most popular form of sport or active recreation and has a high frequency of participation compared to other activities
- Walking is particularly popular amongst women, who are much less likely than men to participate in sport
- Warrnambool has a rapidly increasing aged population, and walking is particularly important for older people
- Walking is flexible, easy and attractive to people who are mostly inactive, unable or unwilling to participate in organised sport. There are very high levels of participation amongst people with a disability.

There are a number of areas where we see a need to refine the Strategy, detailed later in this submission. Most notable is to provide a clearer pathway for identifying and delivering new and improved walking routes.

We note that the Strategy also anticipates development of “a detailed implementation plan which identifies the priorities, proposed timing, and resources required.”

To discuss any aspect of this submission or for any further information relating to walking, please contact Duane Burt, Principal Policy Advisor on 9662 3975 or dburt@victoriawalks.org.au.

Recommendations

1. Include recognition in the Strategy of the importance of street trees as part of the broader open space network.
2. Include the following actions or similar:
 - a. Undertake a needs assessment for recreational walking routes, including attractive 30-90 minute walks for regular use, longer walks for more occasional use and dog-friendly walks, to identify improvement opportunities.
 - b. Link the recreational walking needs assessment to delivery through the capital works program.
 - c. Undertake an assessment of implementation options to secure high quality open space during the approval process for new subdivisions and growth areas and pursue any further actions arising from that assessment.
 - d. Undertake a program of street tree planting to improve street tree coverage, with particular focus on key walking routes identified by the Principal Pedestrian Network or through other strategic processes.
3. Amend Action 17 to read:
 - a. “Develop a promotional campaign to raise awareness in the community around the availability of sport, recreation and physical activity opportunities, including specific walking trails.”

The rationale for these recommendations is set out below.

The importance of walking for recreation and activity

There are very good reasons for singling out walking as an avenue to greater physical activity across the population (outlined further below). This has been recognised by VicHealth, as reflected in their Action Agenda:

“We will also continue to invest in one of the most effective strategies to increase physical activity across the whole population: making it easier and safer to walk for short trips and active recreation.”

In the recently released [AusPlay Survey](#), walking for exercise is easily the most popular form of sport or recreation in Australia, with 8.8 million Australians or 43.6% of the population participating (annual participation), followed by ‘fitness/gym’ at 6.9 million and swimming at 4.5 million. In addition to those walking for exercise, 1.2 million participate in bush walking, the 8th highest participation rate.

Participation in Victoria is even higher than the Australian average, at 45%.

Walking is clearly the most popular physical activity in Warrnambool. However, the Strategy notes :

“Lower rates of participation in non-organised physical activity as a whole in Warrnambool, and in walking and cycling, compared to other regions.”

This suggests there may be an opportunity to further facilitate walking in Warrnambool to increase participation.

Walking also has a very high frequency of participation compared to other activities. People who identify as walkers average more than 180 walking sessions per year, in all demographics. Young people and those over 65 average more than 220 times per year. By comparison, gym people go 120-180 times per year, and swimmers swim 50-100 times a year.

Health throughout life

On average, the role of walking changes throughout the life cycle, but is important at all stages and is particularly significant for younger and older people.

For young people, walking is an avenue to independent mobility and a way of getting around (AusPlay 2019; Garrard 2017), but appears to be particularly important for mental health. In a survey of more than 1,000 Victorians aged 15-20, the most common motivation for walking was “to relax and calm down when I am stressed, anxious or angry” – 84% of respondents (Garrard 2017).

It is well understood that Victoria has an ageing population, but the true magnitude of this phenomenon is not always appreciated. Because older people will be a larger proportion of a substantially increasing population, Government projections anticipate that the number of people aged 65+ will *triple* in the next 40 years (DELWP 2019). The number of Warrnambool residents aged 65+ is expected to increase by 52% between 2016 and 2036, much greater than the projected 35% increase in the total population (idcommunity 2019).

Walking is exceptionally important as a form of recreation and exercise for older people. While involvement in organised sport diminishes as people age, walking becomes increasingly important as a form of recreation and exercise, as illustrated in Figure 1.

We note in this context that Warrnambool has signed as an Age Friendly City. It is critical to provide high quality walking environments for walking for both transport and recreation.

In this context, Victoria Walks particularly supports the Strategy's emphasis on the need for seating and shade in open space areas.

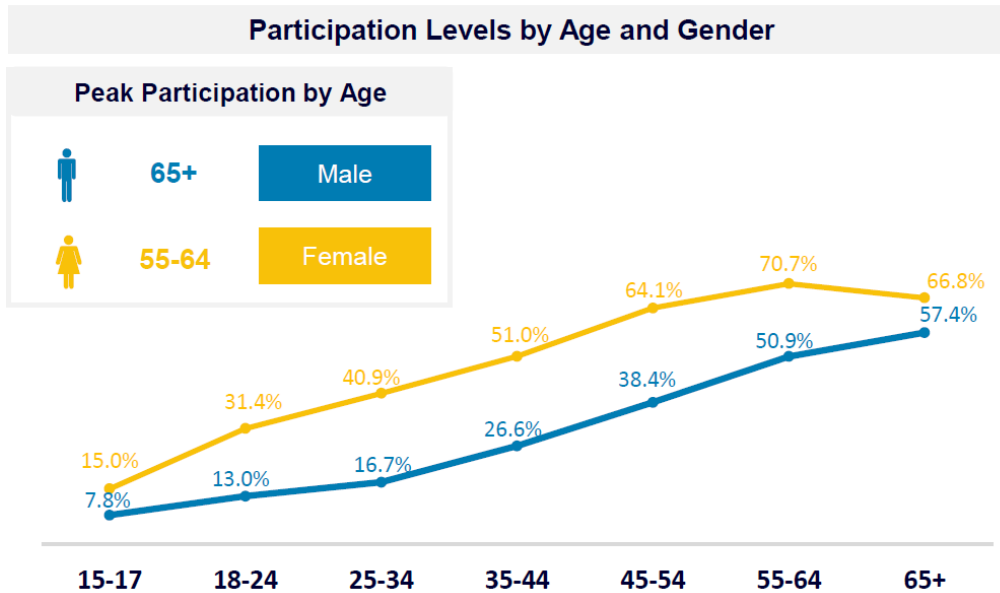


Figure 1: Participation in walking by age and gender (Sport Aus 2019)

Accessibility

Walking has considerable potential to meet the needs of people who do not participate in organised sport because of the cost, time commitments, exertion involved, or skills required. Walking is free, accessible any time during the day and almost anywhere. It does not need to be scheduled or co-ordinated with other people.

The Strategy notes, “affordability is a key consideration for residents” and “increasingly busy lifestyles highlights the need for flexible participation opportunities.” Walking can address both of these concerns.

An illustration of the health benefits of getting inactive people walking a little more is a study of people (55 years and over) from the University of Newcastle. It found a 9% reduction in hospital bed-days for every 1,000 step increase in daily step count (Medical Journal of Australia 2017). As the authors note:

“Previous investigation of the dose–response curves for various health indicators in older people has shown that the steepest part of the curve is at the lower end of activity. Moving from 3000 to 5000 steps per day is of greater benefit than moving from 8000 to 10 000 steps.”

The economic accessibility of walking is illustrated by the fact that Australian adults spend approximately \$23 million per year on walking participation, compared to more than \$3 billion each year on fitness and gym activities.

Exercise is typically strongly correlated with economic characteristics, with lower socio-economic groups getting substantially less physical activity. However walking, especially walking for transport, is comparatively equitable across all sectors of society (see Figure 2).

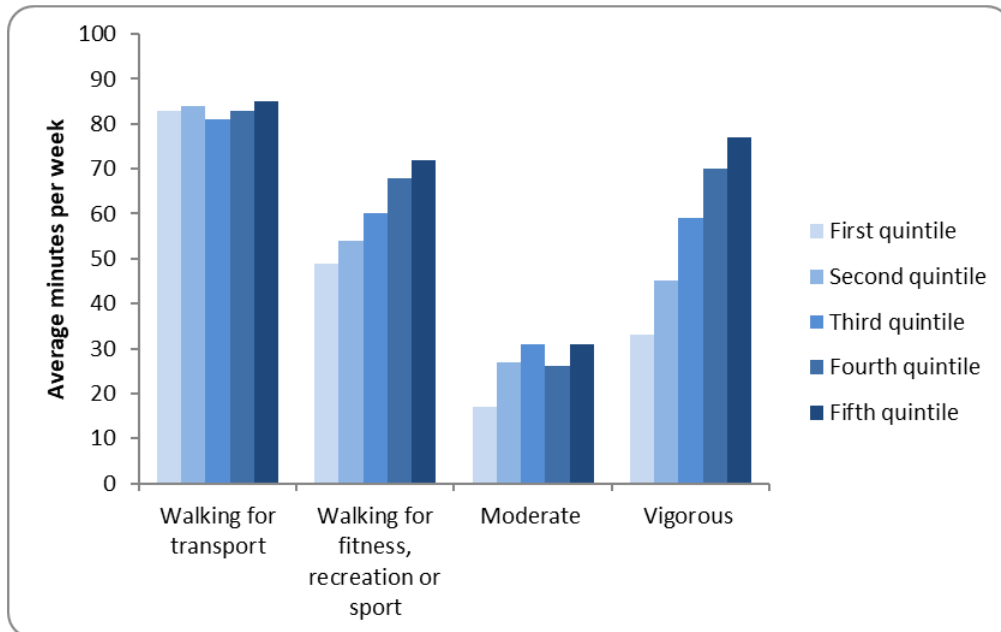


Figure 2 - Average minutes per week spent on physical activity, by SEIFA Index (Garrard 2013)

Walking is very unusual as sport or recreation in that participation is even higher for adults with disabilities (49.2%) compared to the overall population (43.6%). No other sport or recreation has a significantly higher participation rate amongst people with a disability.

Physical activity for women

Facilitating physical activity by women is a specific challenge because “twice as many men as women participate in sport” and “...boys have double the sport participation rate of girls” (DHHS 2016a). The Strategy also notes “lower levels of participation in physical activity amongst females” in Warrnambool (p23).

Women are more likely to participate in non-organised active recreation and walking is particularly important as a form of recreation and exercise for women. The *AusPlay* survey found that 53.7% of Australian women participate in recreational walking at least once a year compared to 33.2% of men.

Climate change

In addition to physical and mental health, walking has multiple benefits for society. This includes reduced greenhouse gas emissions, especially from walking for transport.

The proportion of Victoria’s greenhouse gas emissions from transport has grown from around 16% in 1990 to 20% in 2016, making it second only to electricity generation as a source of emissions. The vast majority of transport emissions come from road transport (DELWP 2018).

Walking has a significant potential to replace vehicle trips and thereby reduce transport emissions. If half of short private vehicle trips (0-0.9 km) in Melbourne were converted to walking, there would be 2.4 million more walking trips each week, with corresponding

benefits in terms of both reduced emissions and improved health for those doing the walking (Badawi, Maclean and Mason, 2018).

Value for money

Investment in walking generally provides excellent value for money.

A global review of the cost-benefit of active travel projects for the UK Department of Transport (Davis 2014) found they provide excellent value for money. The report assessed 16 British and international studies of the cost and benefits of walking and cycling programs or infrastructure. It found an average benefit cost ratio (BCR) of 5.95.

The report concludes:

"Consequently, environmental and other interventions to facilitate increased population physical activity through cycling and walking are likely to be amongst the 'best buys' across many areas of public policy i.e. public health benefits, cost savings for health services and for transport planning."

Other analysis has found the BCR for walking projects to be even higher, at 13:1 (Badawi, Maclean and Mason, 2018).

Specific comments on Draft Strategy

Support

Victoria Walks supports the Strategy and commends the Council on the comprehensive process and analysis undertaken to develop it.

In particular, Victoria Walks strongly supports:

- Action 21, setting out mechanisms to fund improvements
- The emphasis on providing neighbourhood parks and open space within walking distance of residential areas (eg I&O I)
- The emphasis on the provision of appropriate public access to waterways and coastal environments (I&O K)
- Recognition that "there will be a need for a focus on the provision of active recreation opportunities for older people, and opportunities suitable for inter-generational participation"
- The development of the Principal Pedestrian Network and Wayfinding Strategy
- Recognition of the need for more diverse use of council reserves to support "informal, social and non-competitive active recreational pursuits"
- Recognition of the role of walking in improving social connections (principle 4).

Planning for the needs of walking

Section 6 of the Strategy contains fairly detailed needs analysis for major sports, which suggests they are generally well-catered for already, at least in terms of provision of venues. However there is no equivalent analysis for walking. It is likely that the Principal Pedestrian Network process will be sufficient for walking for transport, but there is a need to take a similarly strategic approach to recreational walking.

The Strategy notes:

“Council has identified that there are limited opportunities for bushwalking in Warrnambool, with no National/State Parks present within the municipality. The Lake Gilleear, Belfast and Thunder Point Coastal Reserves, Tozer Reserve and Jellie Reserve Woodford provide opportunities for short trip experiences. Nearby, Tower Hill, along with The Grampians, Surf Coast and Otway Ranges National Parks, situated within two hours of Warrnambool, provide nationally and internationally renowned trail experiences. The Growing Adventure Tourism in the Barwon South West Region - Regional Trails Action Plan 2015-25 includes a range of actions to enhance and develop regionally significant trails.”

Warrnambool should aim to provide a range of different walking experiences, to cater for different needs and aspirations. This should include a variety of 30-90 minute walks in a largely natural or high-quality park setting, ideally loop walks with access to streams, lakes, reservoirs or the coast. Our experience suggests these are the key qualities for attractive walks that can meet people's daily exercise needs and support mental health. Some should be designed so that the majority of women feel comfortable walking the route alone during the day. To some extent these walks will already be available, but there is a need to verify that and identify opportunities to enhance and expand the existing options.

The value in providing this sort of opportunity can be seen in the popularity of the Foreshore Promenade shared pathway and the upgrade of Brierly Reserve.

In addition to the daily 30-90 minute walks, longer walk options should be available for more occasional walking experiences, but it is not so important that these are provided locally.

Our social media work also suggests there is a strong niche demand for dog walking opportunities. Council should consider opportunities to facilitate walks where dogs can be allowed off-lead for at least part of the walk, in addition to more conventional fence-enclosed dog parks.

Our understanding is that Council is working to secure opportunities to walk along waterways and we note Action 9 of the Strategy that seeks to improve access along the coast and waterways. However there is a need for a strategic assessment that is formalised and documented. To avoid compromising land acquisition, it may not be necessary or appropriate for that to be a public document. Such an assessment may be anticipated by Action 20(iv), but this is not entirely clear.

There is a need to not only strategically identify walking improvements but also ensure there is a pathway for these to be funded.

Recommendation

Include the following actions or similar:

- Undertake a needs assessment for recreational walking routes, including attractive 30-90 minute walks for regular use, longer walks for more occasional use and dog-friendly walks, and identify improvement opportunities.

- Link the recreational walking needs assessment to delivery through the capital works program.

Promoting walking

We support the suggestion in the Strategy that there is a need “to raise awareness of recreation opportunities through Council publications and programs.”

Victoria Walks strongly supports the first action of the Strategy (p41), particularly:

- “i. Develop a promotional campaign encouraging residents to be more active, more of the time.
- ii. Work with partners to promote a culture of walking and cycling for transport and recreation within the City
- iii. Collaborate with other regional agencies to identify key initiatives that aim to increase participation for residents who are less active.”

Action 17 similarly suggests:

“Develop a promotional campaign to raise awareness in the community around the availability of sport, recreation and physical activity opportunities.”

Walking is likely to be a key part of getting less active people moving more and promoting walking is a necessary part of facilitating it as recreation.

Often there are a good walking opportunities available, but people may not necessarily be aware of them. Victoria Walks established the [Walking Maps](#) website to highlight specific walks and inspire people to utilise them. There are a range of low or no cost options for councils to utilise that platform. Warrnambool City Council has used the Walking Maps website to promote some walks, mainly associated with walking to school. There is an opportunity to use that platform to more widely publicise recreational walks in Warrnambool. Victoria Walks would be happy to promote such walks through our social media.

We would encourage explicit recognition of the need to promote walking, and walking opportunities, in addition to physical activity generally.

Recommendation

Amend Action 17 to read:

“Develop a promotional campaign to raise awareness in the community around the availability of sport, recreation and physical activity opportunities, including specific walking trails.”

New subdivisions and growth areas

The Strategy recognises the need to secure new recreation and open space infrastructure. The Victorian planning system generally has good mechanisms for securing open space during subdivision. The Warrnambool Open Space Strategy requires Neighbourhood, Municipal or Regional open spaces within 500 metres or Local open space within 300 metres of 95% of properties in residential areas.

While this typically provides the necessary *quantity* of space, it does not necessarily deliver the desirable *quality* of parks.

To best support walking in the local neighbourhood, open space needs to be well landscaped, with interesting features and facilities. Parks with sports fields need trees and other landscaping in the spaces between fields. Surrounding houses should provide passive surveillance.

In the context of new local parks, walking paths are generally needed to:

- Facilitate walking *around a park* (usually a loop)
- Connect into the local street network and any neighbouring open space, to facilitate walking *to the park*.

Council should seek to secure the highest level of park quality from developers before they are handed over for council management.

We note that Action 10 anticipates preparation of open space planning and design guidelines and seeks to ensure that quality open space is provided through precinct plans, structure plans and subsequent development plans. This is supported by Action 16, regarding open space contributions. Victoria Walks supports those Actions. However other elements may be necessary to ensure implementation, including a planning scheme amendment.

Recommendation

Add a new action:

- Undertake an assessment of implementation options to secure high quality open space during the approval process for new subdivisions and growth areas and pursue any further actions arising from that assessment.

Street trees

In addition to the conventional open space network, the street trees and other landscaping in the street network are an important dimension of a city's urban greenery. Street trees have multiple benefits, including addressing climate change and the urban heat island effect.

People have a high level of appreciation for street trees. In the PlaceScore survey for Port Phillip, for example, when people were asked what they care about 'vegetation and natural elements (street trees, planting, water etc)' was the second highest ranking factor of 50 place attributes. This was true for both visitors and residents and was a particularly important factor for women (63%, ranked first equal) compared to men (53%, ranked third) (PlaceScore 2017). The appreciation that people have for greenery in the street is also demonstrated by the higher property values on streets with good tree coverage.

A recent NSW study of nearly 50,000 people older than 45 found exposure to 30% or more tree canopy compared with 0% to 9% tree canopy was associated with 31% lower odds of psychological distress (Astel-Burt and Feng, 2019). In addition to their visual amenity, street trees provide shade, making them an important asset for both transport and recreational walking.

Recommendations

- Include recognition in the Strategy of the importance of street trees as part of the broader open space network.

- Include an additional action (or similar):

Undertake a program of street tree planting to improve street tree coverage, with particular focus on key walking routes identified by the Principal Pedestrian Network or through other strategic processes.

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Active Warrnambool Strategy 2019-30 Final Report September 2019



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EXECUTIVE SUMMARY

The Active Warrnambool Strategy has been developed to support and guide Council's planning and provision of sport, active recreation and physical activity in Warrnambool to 2030.

The purpose of the Strategy is to increase the increase regular participation in sport, active recreation and physical activity by everyone in the community, in order to take advantage of the benefits of sport and recreation such as physical fitness, reduced risk of chronic illnesses and improved mental wellbeing.

The Strategy aims to deliver the following outcomes for sport, recreation and physical activity in Warrnambool:

- Increased participation opportunities for everyone
- Sustainable clubs and organisations
- Increased participation by females, and other under-represented groups, in all aspects of sport, recreation and physical activity
- Maximised and best use of facilities, places and spaces
- Improved connectivity between facilities, places and spaces
- Renewed and redeveloped existing facilities, places and spaces to maximise physical activity opportunities
- Increased evidence base for decision making, investment and to maximise efficiencies (through the review and development of plans, policies and management practices/systems).
- Adequate resources secured to effectively managing resources including staff, funds and assets.

The Strategy is based upon a comprehensive background report, completed in December 2016, which provided a detailed review of the directions, policies, spaces, and practices which impact upon sport, active recreation and physical activity in Warrnambool.

The Strategy has also been informed by the findings of a consultation undertaken as part of Council's new Community Plan, Warrnambool 2040 (W2040). This consultation not only provided an insight into the most popular forms of physical activity in Warrnambool but also highlighted a number of significant trends amongst the Warrnambool community including:

- Lower rates of sedentary behaviours in Warrnambool compared to other regions
- Lower rates of insufficient physical activity in Warrnambool compared to other regions
- Higher rates of sufficient physical activity in Warrnambool compared to other regions
- Significantly higher rates of participation in organised activity in Warrnambool, and participation with a sports club or associations, compared to other regions

- Lower rates of participation in non-organised physical activity as a whole in Warrnambool, and in walking and cycling, compared to other regions
- Higher rates of participation in non-organised jogging or running in Warrnambool compared to other regions

The W2040 consultation also revealed a number of barriers to further enhancing involvement in sport, recreation and physical activity in Warrnambool, which have informed the recommendations and actions embodied in the Strategy.

Review of the current provision of sport, active recreation and physical activity in Warrnambool reveals a diverse network of spaces resulting in a range of activity options available to the Warrnambool community, with approximately 69 different sports, activities or pastimes being actively pursued.

Significantly, the review of current provision revealed that a number of organised sports facilities, while available for non-organised active and passive recreational pursuits, had limited use for these activities. Review of the current facility provision and sports participation levels reveals the following needs:

- Planning and investment in paths and trails to support continued high levels of participation in walking and cycling.
- Demand for up to four additional soccer pitches by 2036.
- Planning needed to ensure that the indoor stadium can cater for future growth.
- Planning needed for future provision of flexible active open spaces that provide for non-traditional sports.
- The approach to meeting identified need in the provision of facilities and spaces to encourage an active community in Warrnambool will be less about the provision of new or more facilities (excluding the four points identified above) and more about better use of the spaces and facilities which are already available, and ensuring they are well maintained and renewed. This will include greater emphasis on mixed use of spaces, greater community access to traditional sport spaces, improved programming and awareness of spaces and greater connection between spaces.

The strategic review embodied in the background report, the consultation undertaken as part of W2040, and the review of the current provision of sport and recreation led to the identification of 21 key Issues and Opportunities (I&O) to be addressed in the Strategy. These I&Os have been categorised under three themes, as summarised below:

THEME 1: ACTIVITY (What people do)

Goal – For more people to be more physically active and socially connected, more often.

I&O A: To recognise physical activity is a key factor in community health and wellbeing.

I&O B: To maintain the strong culture of involvement in sports clubs and participation within them, and promote the benefits of club membership as a mechanism to increase physical activity.

I&O C: Continue to support the sustainability of sporting clubs and community, recognising the importance of volunteers.

I&O D: Consider options to assist/encourage clubs to be more inclusive of female participation.

I&O E: Identify and recognise new sports and activities that have not had a strong presence previously in Warrnambool.

THEME 2: FACILITIES AND SPACES (Where people do activities)

Goal – For facilities and spaces to be well-managed and utilised to optimise health and wellbeing outcomes.

I&O F: Support increasing flexibility of programming to help overcome or ease the barriers to participation.

I&O G: Investigate increasing mixed use of existing Reserves for social and non-competitive activities.

I&O H: Improve connection to and between existing spaces and facilities.

I&O I: Provide neighbourhood parks and open space within walking distance of residential areas and enhance appropriate neighbourhood community infrastructure and its utilisation.

I&O J: Identify the future needs and strategic provision of facilities for key sports.

I&O K: The protection and enhancement of key physical and environmental assets and provision of appropriate public access to waterways and coastal environments is needed.

I&O L: Changing standards in facility provision and their consequential impacts need to be considered.

THEME 3: COUNCIL MANAGEMENT AND PROGRAMMING (How people are supported to do activities)

Goal – To utilise the resources available to efficiently manage and deliver on key priorities.

I&O M: Undertake an assessment of existing reports and master plans to consolidate outstanding actions that will be part of a prioritised list of projects.

I&O N: Undertake further investigation into a range of current reports and plans to address issues, opportunities and barriers identified in the preparation of the Active Warrnambool Strategy.

I&O O: There are a range of existing policies that require review or new policies are required.

I&O P: Council does not currently have a formal and consistent framework for requesting and spending of open space contributions.

I&O Q: Comparison of local participation data collected in 2013 and 2017 shows that, while facilities and infrastructure have been developed and improved over that time, responses indicate reduced participation and satisfaction in some areas. This may reflect an increase in participants' aspirations and perhaps a lack of awareness of new and enhanced facilities.

I&O R: A planned approach to responding to, and meeting the asset renewal gap will be critical for Council.

I&O S: There is a need for council to invest in evidence-based development and enhancement of recreation, facilities and spaces.

I&O T: Clarification of Council's role in recreation provision is needed to guide its responsibilities and ensure appropriate resources are provided for it.

I&O U: The implementation of sustainable and effective facility management models that support community-based leadership should be considered.



VISION

For Warrnambool to be a healthy, active regional city where people thrive.

PLANNING PRINCIPLES

- Principle 1 - Health and Wellbeing enabled by Participation**
- Principle 2 - Environmental Sustainability**
- Principle 3 - Financial Sustainability**
- Principle 4 - Social Connection, Access and Inclusion**
- Principle 5 - Diversity**
- Principle 6 - Best Use**
- Principle 7 - Infrastructure Quality and Provision**
- Principle 8 - Partnerships**

OBJECTIVES AND ACTIONS

Guided by the Vision, Planning Principles and Goals, 23 Objectives and 71 Actions have been developed to address the range of issues and opportunities associated with sport, recreation and physical activity, facilities and spaces and Council management and programming.

DEFINITIONS

To assist in review of the Strategy a range of terminology and regularly used terms are defined. For the purpose of the Strategy the following terms are defined as:

Physical Activity - Physical activity can be defined as all movements in everyday life either incidental or deliberate. **Physical activity includes:**

- Sport;
- Work;
- Recreation;
- Outdoor recreation;
- Exercise;
- Other forms of movements such as walking, cleaning or gardening.

What unites all types of physical activity is the effect on our bodies, raising our heart rate, bringing about an immediate and often beneficial physiological response and improving overall wellbeing. (Saxena, S., Van Ommeren, M., Tang, K. C., & Armstrong, T. P. (2005). Mental health benefits of physical activity. *Journal of Mental Health* 14: 5, 445-451)

The Strategy focusses upon activity for the purpose of exercise, sport or recreation.

Active Recreation - Under the National Sport and Active Recreation Policy Framework (Australian Government, 2011), active recreation is defined as:

“Active recreation activities are those engaged in for the purpose of relaxation, health and wellbeing or enjoyment with the primary activity requiring physical exertion, and the primary focus on human activity.”

Active recreation is distinguished from sport by being generally less structured and having a lesser emphasis on competition than sport.

Unstructured or Informal activities - Physical activity for exercise, recreation or sport that is not organised by a club or other organisation.

Organised activities - Physical activity for exercise, recreation or sport that is organised by a club, fitness centre, school or other organisation and requires membership.

Sport - The Australian Sports Commission defines sport as:

“A human activity capable of achieving a result requiring physical exertion and/or physical skill which, by its nature and organisation, is competitive”.

Sports Club or Association - A club or organisation involved in the organisation of, or participation in, sport and requires payment of membership, fees or registration.



Sports Infrastructure - Sports infrastructure refers to the structures, spaces and facilities associated with organised sports activity, such as playing fields, ovals and courts, sport and recreation buildings and facilities, aquatic facilities, multi-sport hubs and supporting facilities i.e. sports specific infrastructure including goal posts.

Community Recreation Infrastructure - Community Recreation Infrastructure refers to facilities, furniture and fixtures which are typically added to open spaces to provide additional amenity and activity for users of the space. Examples may include seats, shelters, play equipment, exercise equipment and drinking fountains as examples.

Open Space - While the term "Open Space" can refer to any type of undeveloped land which is open and available for public use, for the purposes of the Strategy, Open Space is generally used to refer to informal areas used for active recreation and physical activity as distinct from sports grounds typically used for organised sport. Examples may include parks and gardens, beaches and rivers.

Shared Paths and Trails - Shared paths and trails are used primarily for active recreation, typically in open spaces, as distinct from commuter activity associated with on road cycling. Activities occurring on shared paths and trails include walking, jogging, dog exercising or cycling. Paths and trails can be made of a variety of materials such as concrete, asphalt, gravel or sand.

State Sports Association - The peak or industry body for a particular sport or recreation activity within Victoria.

Reserve - Open space or sports grounds that are provided for sport, recreation and physical activity that are owned or managed by Council.

Municipal Strategic Statement – The MSS contains the strategic planning framework for the City and identifies significant planning directions and the strategies for achieving them.

Warrnambool 2040 Community Plan (W2040) - The W2040 sets out the community's aspirations for the city of the next 20 years. It provides a platform for organisations and community members to work towards common goals. The plan was informed by an extensive community engagement process which included a community survey (Warrnambool Now and 2040) completed by over 1,200 people. The survey included a series of questions taken from the Australian Sports Commission's AusPlay survey to provide data on how the community participates in sport, recreation and physical activity.

Council Plan 2017-2021 (amended 2019) - Section 125 of the Local Government Act requires a Council to prepare a Council Plan. It is the feature document in Council's suite

of strategic planning documents, formulated to guide the work of Council over a four year period and reviewed annually.

Warrnambool – A Healthy City 2017-2021 – Councils' are required to develop a health and wellbeing plan every four years. The plan seeks to achieve better health and wellbeing outcomes for Warrnambool's community. It is the key Council plan that informs the development of the Active Warrnambool Strategy.

Warrnambool – Refers to the municipality of Warrnambool or Warrnambool City Council, and includes the townships of Bushfield, Woodford, Allansford and Dennington.

Sport and Recreation Victoria – SRV is the department of the Victorian Government that supports participation, programming and infrastructure for sport, recreation and physical activity. It provided funding to support the development of the Strategy.

Great South Coast region – The Great South Coast region includes the five municipalities of Corangamite, Moyne, Glenelg and South Grampians Shire, and Warrnambool City Council.

AusPlay – The AusPlay survey is a national population tracking survey funded and led by the Australian Sports Commission (a department of the Federal Government). It is a key part of the ASC's Play.Sport.Australia participation strategy, that aims to get more Australian's participating in sport more often.

Sports Ground Management Review – A review of the processes and resources involved in the management and maintenance of the 15 Council owned or managed sports grounds. The review was rebranded to Playing Fair in 2018.





The Active Warrnambool Strategy (the Strategy) has been developed to support and guide Council's planning and provision of sport, active recreation and physical activity in Warrnambool to 2030.

The purpose of the Strategy is to increase regular participation in sport, active recreation and physical activity by everyone in the community. Being active as part of everyday life benefits physical fitness, reduces the risk of heart disease, type 2 diabetes and cancers, and protects and improves mental wellbeing.

The Strategy aims to deliver the following outcomes for sport, recreation and physical activity in Warrnambool:

- Increased participation opportunities for everyone
- Sustainable clubs and organisations
- Increased participation by females, and other under-represented groups, in all aspects of sport, recreation and physical activity
- Maximised and best use of facilities, places and spaces
- Improved connectivity between facilities, places and spaces
- Renewed and redeveloped existing facilities, places and spaces to maximise physical activity opportunities
- Increased evidence base for decision making, investment and to maximise efficiencies (through the review and development of plans, policies and management practises/systems).
- Adequate resources secured to effectively managing resources including staff, funds and assets.

Development of the Strategy has been underpinned through its alignment with a range of existing Council strategic documents and strategies including:

- The W2040 Community Plan
- The Council Plan 2017-2021 (revised 2019)
- Warrnambool – A healthy City 2017-2021 (Council's Health and Wellbeing Plan)
- The Warrnambool Recreation Plan 2007-2017.

The Strategy incorporates the following components:

- Introduction
- Background and process
- Benefits of sport and recreation
- Warrnambool and its people
- Strategic context
- Sport, recreation and physical activity trends
- Sport, recreation and physical activity in Warrnambool – current provision
- What needs to be done
- A framework for the strategy
- Objectives and actions
- Monitoring and review
- Implementation and next steps

Three themes, with corresponding Goals, were established to present the key components for sport, recreation and physical activity in the Strategy:

- **Activity** (What People Do), **Goal** - For more people to be more physically active and socially connected, more often.
- **Facilities and Spaces** (Where people do activities), **Goal** - For facilities and spaces to be well-managed and utilised to optimise health and wellbeing outcomes.
- **Council Management and Programming** (How people are supported to do activities), **Goal** – To utilise the resources available to efficiently manage and deliver on key priorities.

2 BACKGROUND AND PROCESS

THE PREVIOUS STRATEGY

The Warrnambool Recreation Plan (WRP) 2007-2017 was endorsed by Council in 2008.

Its Action Plan was based around the following seven key themes:

- Planning for recreation
- Managing recreation
- Improving existing recreation infrastructure
- Reviewing or relocating existing recreation facilities
- Developing new and/or additional recreation facilities
- Supporting clubs and organisations
- Developing new or improving existing public open space.

The Warrnambool Recreation Plan 2007-2017 Final Implementation Review scorecard, shows that a good level of implementation was achieved. Of the 84 recommended actions, 62 have been achieved, 17 remain in progress and 5 were not completed or the issue had changed.

Apart from the direct implementation of recommendations, the WRP has also produced a range of broader outputs:

- Strategic direction to guide the work of the Recreation Unit.
- Secured a significant level of funding from the State Government with 58 projects completed over the past ten years. Council's direct investment of \$2,994,071 has resulted in expenditure of \$9,124,442 on Plan recommendations, with \$6,130,371 leveraged from external sources (Government grants, club contributions and trusts).

Council was successful in securing funding from Sport and Recreation Victoria under its 2016/17 Community Sport Infrastructure Funding program to support developing a new Sport, Recreation and Physical Activity Strategy.

The Strategy is now titled the Active Warrnambool Strategy.

DEVELOPING THE NEW STRATEGY

The Strategy was developed in two parts.

Part A

Part A addressed the question "What is the Current Environment?" and included the preparation of a comprehensive background report. The background report was completed in December 2016 and is a detailed review of the directions, policies, spaces, and practices which need to be considered in the Active Warrnambool Strategy.

The report comprised:

- A review of Council's policies and strategic plans, as well as relevant regional, state and national reports
- An analysis of municipal demographics
- Review and mapping of current sports and recreation facilities and activities across the municipality
- Benchmarking against delivery of sport and recreation in three comparable Victorian LGAs
- Review and assessment of Council's current delivery of sport and recreation and physical activity.

The background report was the primary resource for the development of the Strategy.

Part B

Part B of the project comprised the preparation of the information which constitutes the Strategy.

The development of the Strategy focussed on investigating and responding to the following key questions:

- **What is successful? (Stage 2)** – assessing the current delivery of recreation opportunity against standards and benchmarks; considering user and stakeholder comment on the current opportunities available; and reviewing what has encouraged activity amongst the Warrnambool population.
- **What needs to be done (Stage 3)** – identifying gaps in current delivery and opportunities to build upon existing strengths to encourage greater activity amongst the Warrnambool community.
- **What are the key issues (Stage 4)** – identifying barriers to filling gaps and taking opportunities to provide enhanced access to sport, recreation and physical activity in Warrnambool to 2026.
- **How can this be done (Stage 5)** – identifying key actions and recommendations; considering appropriate timing, staging and implementation of the recommendations.

The findings and response to Stages 2, 3 and 4 were summarised in the Active Warrnambool Issues and Opportunities Discussion Paper.

The Implementation Report, completed in November 2018, provided a number of considerations and directions that directly informed the development of the Strategy's objectives and actions. The Draft Recommendations Report, completed in February 2019, completed Stage 5 of the process.

COMMUNITY ENGAGEMENT

Three community engagement processes informed the Strategy. The first input was from a broader community visioning project titled Warrnambool 2040 (W2040) Community Plan. The second and third inputs involved targeted engagement about the issues and opportunities and draft recommendations for the Strategy.

As summary of these inputs is outlined below.

First Stage – April to mid-June 2017

In April 2017, Council commenced conversations with the community as part of the development of a new Community Plan, W2040 (refer to www.w2040.com.au for further information). The extensive engagement informed W2040, but also provided opportunities for Council to engage the community on a range of other plans and strategies, including the Active Warrnambool Strategy.

A community survey, titled Warrnambool Now and 2040, included a series of questions taken from the Australian Sports Commission's AusPlay survey and has provided Council with data on how the community is currently participating in sport, recreation and physical activity. The data was analysed and provided as part of the background to the Strategy and has informed the Issues and Opportunities discussion paper. A summary of the participation findings is provided in Section 6 below.

Second Stage – November 2017

The second stage of consultation was undertaken by communityvibe and involved five focus groups and key stakeholder meetings. Five written submissions were also received from the community. Selected community, staff and stakeholder representatives attended the focus group and stakeholder meetings and addressed the following topics:

Focus Group 1

STAFF FOCUS GROUP – POLICIES, PROGRAMS, SYSTEMS AND TOOLS

Selected Council staff were asked to identify specific challenges that they face in relation to policies, programs, systems and tools in their work in the sport and active recreation sector.

Focus Group 2

STAFF FOCUS GROUP – PARTICIPATION

Staff who work with people less likely, or at risk of being inactive such as young people, people with disabilities and older adults were asked to identify barriers to participation, particularly in relation to their clients.

Focus Group 3

FACILITY FOCUS GROUP

Thirty-two community members and stakeholder representatives took part in a focus group aimed to identify priorities for the development and upgrade of both formal (i.e. sports grounds and indoor stadiums) and informal (i.e. shared paths and trails and playgrounds) sport and recreation facilities in the municipality over the next ten years.

Focus Group 4

PARTICIPATION FOCUS GROUP

A focus group was held with 22 community members and stakeholder representatives to consider the creation of a more physically active Warrnambool (particularly for those who are currently inactive). Focus group participants were asked in groups to brainstorm barriers to participation and to identify some potential initiatives that are likely to increase physical activity participation.

Focus Group 5

CLUB SUSTAINABILITY FOCUS GROUP

The club sustainability focus group was asked to identify key actions that may enable clubs and organisations to improve their sustainability.

Key Stakeholder Meeting

SOUTH WEST SPORT (Michael Neoh, Executive Officer)

The key role of South West Sport (SWS) is to build the capacity of clubs. It is funded by Sport and Recreation Victoria and VicHealth. South West Sport's vision is to be: 'A leading organisation in the sport and recreation sector'.

Third Stage – March 2019

The third stage of consultation was also undertaken by communityvibe and involved four focus groups and a listening post. 150 selected community members, stakeholder representatives (including targeted sessions with young people) and staff attended and provided feedback on the draft recommendations.

Draft Strategy Public Comment Process

The final opportunity for stakeholders and the community members to provide feedback on the Strategy was through the public comment period. Following presentation of the draft Strategy to Council in June 2019 the report was available to view on Council's website for five weeks. Nineteen submissions were received and assessed as part of the preparation of the final report.



3 BENEFITS OF SPORT AND RECREATION

The multiple benefits of sport and active recreation to Victorian communities, including the community of Warrnambool, are reflected in a wide range of State and Federal Government policies and reports. Of particular relevance are the strategic policies of Sport and Recreation Victoria, including “Active Victoria: A strategic framework for sport and recreation in Victoria 2017 – 2021” and “Valuing Sport and Recreation: A framework for the future”.

“Active Victoria: A strategic framework for sport and recreation in Victoria 2017 – 2021” summarises the benefits of sports and active recreation in the following way:

- Sport and active recreation makes a significant contribution to Victoria’s liveability. This is a key to attracting and retaining the highly mobile workforce of Victoria’s future knowledge and service based economy.
- Victorians’ involvement in sport and active recreation makes us healthier. Increasing the rate of physical activity by 10 per cent has been estimated to reduce physical-inactivity-related deaths by 15 per cent and new cases by 13 per cent.
- Sport and active recreation creates economic growth and jobs and added approximately \$8.5 billion to Victoria’s economy in 2016.
- Sport and active recreation brings people together and builds community cohesion. It connects Victorians to their communities, healthcare, education, training and economic opportunities.

Further to this summary, **“Valuing Sport and Recreation: A framework for the future”** underscores these benefits in the following way:

- The contribution of sport and active recreation to Victoria’s social, community and economic life does not stop with the regular involvement and participation of 3.25 million Victorians.

- Their involvement in sport and active recreation makes Victorians healthier. It creates jobs and brings resources into the Victorian economy. It increases the liveability of our State. It builds community cohesion and provides people in those communities with social and friendship networks.

Sport and Recreation Victoria commissioned Marsden Jacobs Associates to establish the economic value of active recreation in to Victoria. The 2018 report **“Active impacts: The economic impacts of active recreation in Victoria”**, shows that active recreation is a larger part of Victorians’ physical activity than organised sport. It also shows that active recreation accounts for more physical activity sessions, time and energy expenditure than sport by a significant margin. The report found that:

- Active recreation is a significant contributor to the Victorian economy - around \$8.3 billion is spent each year on active recreation in Victoria.
- The expenditure makes \$8.1 billion value-added contribution to the state’s economy and supports around 51,000 direct and indirect full-time equivalent jobs.
- Estimates by Deakin Health Economics show that making every Victorian adult physically active would deliver healthcare system benefits worth \$245 million, and workplace production benefits potentially worth \$3.1 billion over the lifetime of this population (based on estimates of production lost due to people leaving work because of death or disability).

At the National level, the Australian Sports Commission, in 2018, commissioned KPMG to prepare **“Valuing Community Sport Infrastructure”**, a report which moved beyond the activity of sports and active recreation to value the infrastructure associated with such activity, such as playing fields and ovals, sports and recreation facilities, aquatic facilities and multi-sport hubs.

The report concluded that:

- Community sport infrastructure is estimated to generate an annual value of more than \$16.2 billion to Australia, with \$6.3 billion worth of economic benefit, \$4.9 billion worth of health benefit and \$5.1 billion worth of social benefit.
- The \$6.3 billion worth of economic benefit includes the economic activity associated with the construction, maintenance and operation of community sport infrastructure and the increased productivity of those who are physically active as a result of such infrastructure.
- The \$4.9 billion worth of health benefit includes personal benefits to those who are less likely to contract a range of health conditions which are known to be associated with physical inactivity and the benefits to the health system from a healthier population.
- The \$5.1 billion worth of social benefit includes the increased human capital resulting from the social interactions that are facilitated by community sport infrastructure and the broader community benefits of providing “green space” (e.g. sports fields).

4 WARRNAMBOOL AND ITS PEOPLE

The study area for the Strategy is the entire Warrnambool City Council Local Government Area, including the smaller townships of Allansford, Bushfield and Woodford (refer Figure 1). A demographic analysis of the Council (2016 Census data) provides a valuable insight into the nature of the municipality, its community and their future.

Warrnambool's population is 35,957 (2019). The projected population to 2036 is 46,210, or an increase of 10,250 people. Of note is that the majority of this growth (9,000) is expected to occur in the greenfield development areas north and northeast of Warrnambool (6,000 people), southeast of Warrnambool (1,600 people), and in Dennington (1,400 people). Warrnambool also serves as a centre for a regional population of about 120,000 people.

Further, the Council Annual Report 2017 – 2018 notes the following emerging from the 2016 Census:

- As with other regional cities, Warrnambool has an ageing community. One in five residents are aged under 15 years (a proportion which is decreasing) and one in five residents are aged over 65 years (a proportion which is increasing).
- About 75 per cent of Warrnambool's annual net population growth comes from migration – domestic (especially other Great South Coast LGAs and Melbourne) and overseas.
- Domestic migration comprises mostly young families (35-44 years) and those who

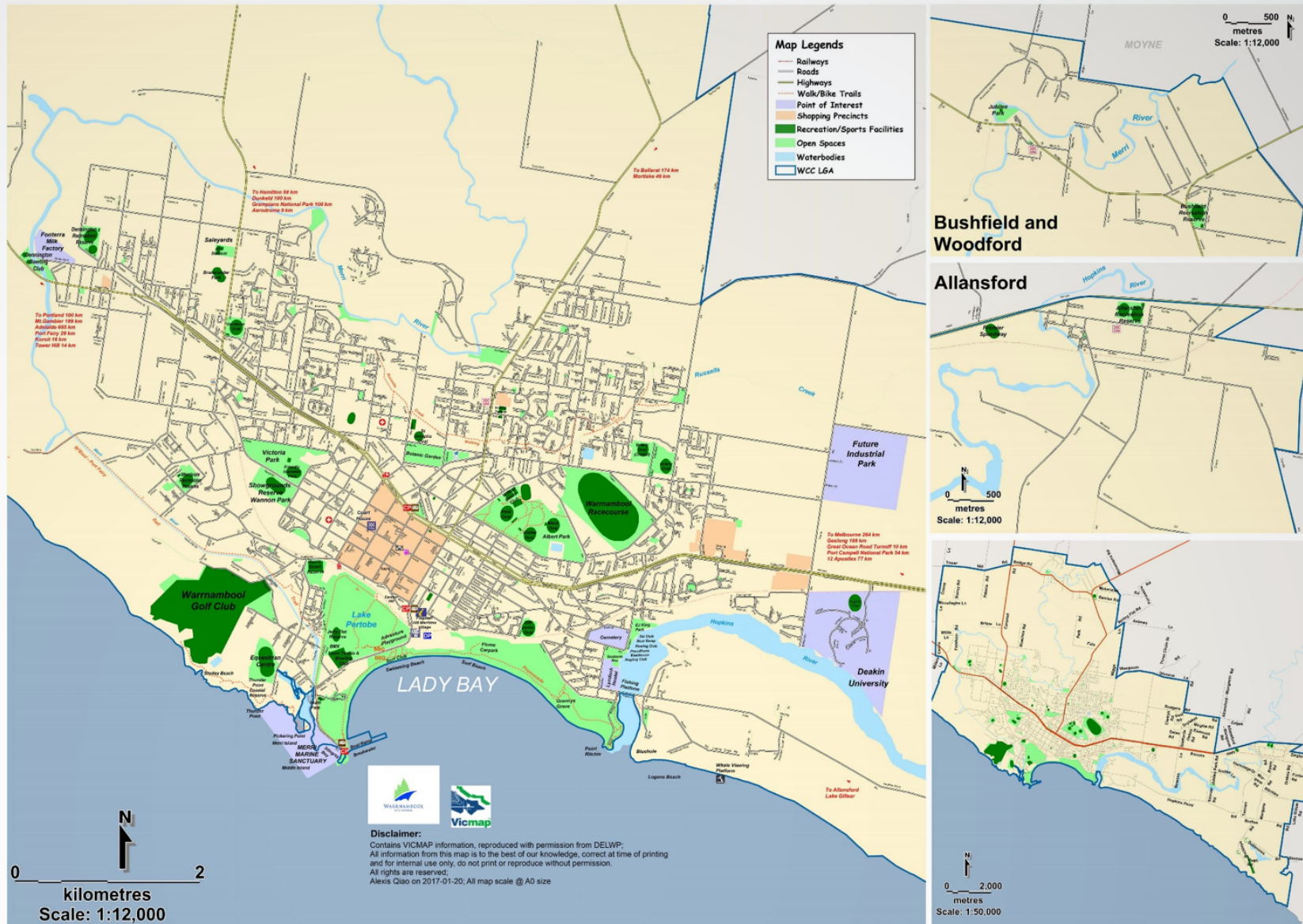
- have retired or are reaching retirement age (55 years and over).
- Babies born in the city only represent 25 per cent of Warrnambool's population growth.
- Warrnambool is home to people from 33 countries. More recently, the growth in Asian nationalities, including Chinese, Taiwanese, South Korean and Thai born residents has been the most significant from 2011-2016.
- Of the total population, four percent speak a language other than English at home – a significant increase of 526 people between 2011-2016.
- The number of residents who identified as Aboriginal or Torres Strait Islander in the Census (2011-2016) increased by 10% from 495 to 556.
- Total private dwellings numbered 15,188 at the 2016 Census with an average household size of 2.36. In 2017- 2018 there were 184 residential buildings approved for construction in Warrnambool.
- The SEIFA Index of Disadvantage for Warrnambool was 986. Warrnambool's score places it midway on the index for Victorian municipalities.

Implications for the Strategy from the demographic analysis include:

- There will be a need to plan for adequate sport and active recreation provision and active transport connections in the north/northeast and southeast areas of Warrnambool and Dennington.
- There will be a need for a focus on the provision of active recreation opportunities for older people, and opportunities suitable for inter-generational participation.
- Most people living in the municipality are born in Australia and speak English at home, however the diversity of the community continues to increase. Traditionally long standing team sports of AFL, cricket, netball, tennis, basketball and soccer are expected to remain sports of choice for many residents.



Figure 1 - Warrnambool City Council



5 STRATEGIC CONTEXT

Active Warrnambool supports the directions of the W2040 Community Plan, the Council Plan 2017-21 (amended 2019) and Warrnambool – A Healthy City 2017-2022, and will provide direction and context for recreation related planning documents. The following image illustrates the relationship of the Active Warrnambool Strategy with other strategic planning documents within Council. There are also a number of key strategies from external stakeholders – the Victorian and Federal Governments, and VicHealth – that provide strategic context for the Strategy.

Figure 2 provides an overview of the relevant strategic work, and their relationships to one another that guides or is aligned to the Strategy.

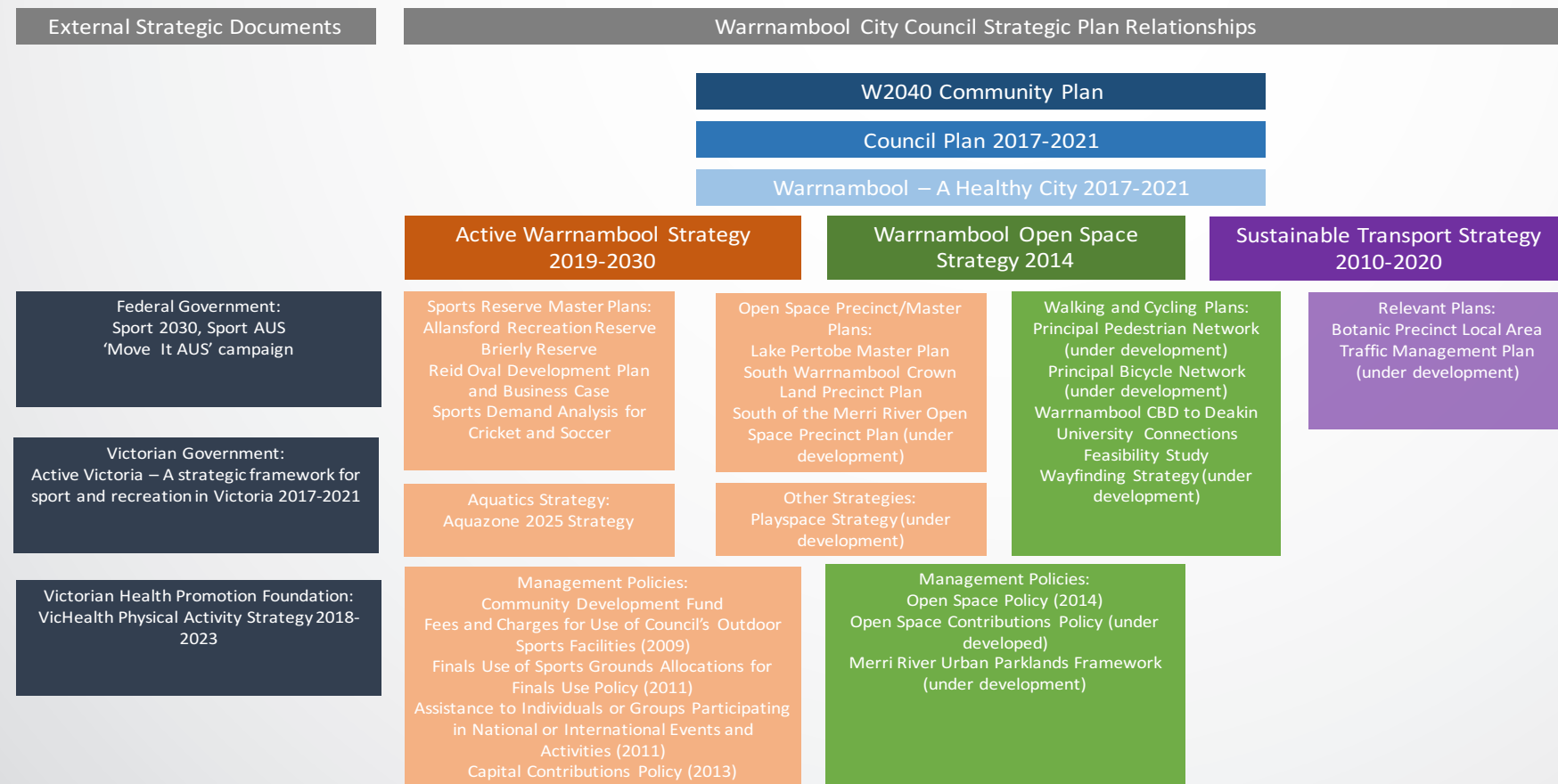


Figure 2 – Relevant Federal, State and Local Government Strategies

WARRNAMBOOL CITY COUNCIL STRATEGIC PLANS

W2040

In mid-2017, extensive community engagement to inform a 20-year community plan found Warrnambool's residents value the ability to live an active life and love having opportunities to participate in recreation and sport at all levels.

W2040 identifies the long term visions and goals for Warrnambool's environment, economy, place and people.

W2040 visions include:

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

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

Our Economy – Warrnambool will be Australia's most resilient and thriving regional economy

Our Environment – Warrnambool will be Australia's most sustainable city

Three of the six key themes coming from the engagement process show what people love most about Warrnambool has direct relevance for the Strategy:

1. The beautiful natural assets including the beach, Lake Pertobe and open green spaces
2. The many walking and cycling tracks to explore the natural environment
3. The opportunities to participate in a range of sporting clubs
4. The strong 'sense of community'
5. The country town feel of Warrnambool and coastal lifestyle
6. Education opportunities through Deakin University and South West Institute of TAFE

Many of the W2040 plan's priorities provide direction for the Strategy. These include:

Place

Priority 1: Our place is welcoming, liveable and thriving
Warrnambool will be a great place to live, work and play at every stage of life. Built and natural places will be welcoming, accessible, safe, clean and community-focused. Warrnambool will have well-designed precincts which support business, work, recreation, health, arts, culture and education for all people.

Priority 3: Warrnambool will be an active and accessible city for all modes of movement

Warrnambool will be one of Australia's great walking and cycling cities. Residents, workers and visitors will have easy access to the many activities available within the municipality. Walking and cycling will be an attractive option for everyone to safely get around. Warrnambool will give top priority to walking by providing a connected, accessible and good-quality pedestrian and cycle network, supported by a pleasant and safe built environment.

Priority 4: Warrnambool will have connected open spaces
Warrnambool will provide abundant public open space for its diverse population. Through good design, our public open spaces will be accessible, safe and well-connected, and provide a variety of activities and uses to suit the needs of all abilities and age groups. Our public open spaces will be designed to support and enhance the natural environment and biodiversity.

People

Priority 2: An active and connected community
Warrnambool will be a community which has safe, welcoming and accessible places designed to facilitate diverse social, cultural and physical opportunities. It will provide environments which support and encourage active living and meaningful social connection.

Priority 3: A healthy place
Warrnambool will make health a priority with accessible and affordable physical and mental health services, recreational facilities and opportunities, including for those who are vulnerable and disadvantaged.

COUNCIL PLAN

Over recent months Council has reviewed the Council Plan 2017-2021. The revised (2019) draft of the Council Plan strongly references the visions from the long-term community plan, Warrnambool W2040. It retains the vision for Warrnambool to be a Cosmopolitan City by the Sea, which references the city's beautiful and unique location and proclaims that it is striving to be more welcoming, open and inclusive.

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

The Council Plan's key objectives have undergone some revision - the five objectives are now proposed to be:

- Sustain, enhance and protect the natural environment
- Foster a healthy, welcoming city that is socially and culturally rich

- Maintain and improve the physical places and visual appeal of the city
- Develop a smarter economy with diverse and sustainable employment
- Practice good governance through openness and accountability while balancing aspirations with sound financial management.

The draft revision of the Council Plan lists key activities and initiatives Council will undertake over 2019/20 to deliver on the five objectives described in the plan.

Council will consider adopting the 2017-2021 Council Plan (revised 2019) at a Special Meeting in June 2019.

WARRNAMBOOL – A HEALTHY CITY

Warrnambool - A Healthy City 2017-2021 is the key Council Plan that guides the development of the Active Warrnambool Strategy. Municipal public health and wellbeing plans are required to be prepared by Councils' under the Public Health and Wellbeing Act 2008. The Plan seeks to achieve better health and wellbeing outcomes for

Warrnambool's community. It confirms the following priority health and wellbeing issues to be addressed over time that align with state policy and local priorities:

- Physical activity
- Healthy Eating
- Harmful use of alcohol & other drugs
- Smoking
- Violence against women and children
- Mental (social and emotional wellbeing)
- Access to programs and services.

The Plan identifies three goals. Goals 1 and 2 are strongly supported by the outcomes pursued by this Strategy:

1. Promote healthy lifestyles
2. Increase participation, connection, equity, access and inclusion
3. Improve access to education and economic resources.



EXTERNAL STRATEGIC DOCUMENTS

ACTIVE VICTORIA – A STRATEGIC FRAMEWORK FOR SPORT AND ACTIVE RECREATION IN VICTORIA 2017-2024

The Strategy's vision for sport and active recreation is a strong and connected sport and active recreation system that helps make Victorian's healthier, creates economic growth and jobs, builds community cohesion and contributes to our liveability.

It seeks for sport and active recreation in Victoria to be:

- More active
- More diverse and inclusive
- Robust, flexible, sustainable and affordable
- Broad based and connected
- Collaborative

The Strategic Directions include:

- Meeting demand
- Broader and more inclusive participation
- Additional focus on active recreation
- Build system resilience and capacity
- Connect investment in events, higher performance and infrastructure
- Work together for shared outcomes

As background to the Active Victoria Strategy, Sport and Recreation Victoria identify a number of "key changes that would both strengthen sport and active recreation in Victoria and further contribute to Victoria's liveability". These include:

- A higher rate of participation in sport and active recreation
- Broader, more inclusive, participation across our community
- A robust and sustainable sector
- Flexible options and choices for participants
- Efficient, multi-use of current, upgraded and new infrastructure
- Infrastructure and programs that more effectively meet demand
- Community and high performance sectors connected to maximise results.

VICHEALTH'S PHYSICAL ACTIVITY STRATEGY 2018-2023

VicHealth's Strategy is to increase the number of Victorians who are physically active. Their role is to ignite change to make being active part of everyday life. Their goal is for 300,000 more Victorians to engage in physical activity by 2023.

Their focus areas are:

- Children aged 5-12 years

- Young people aged 12-17 years
- Women and girls

The Strategy highlights two key areas of opportunity:

- Engaging people who are less active and who experience the greatest barriers to participation
- Connecting with people at key life stages where their physical activity typically drops off, potentially leading to an inactive life.

SPORT AUS - SPORT 2030 — SETTING UP AUSTRALIAN SPORT FOR A PROSPEROUS FUTURE

The Federal Government's vision for Australian sport in 2030 is:

Australia is the world's most active, healthy sporting nation, known for its integrity and excellence

The goals of Sport 2030 are that by that date:

- We have a diverse and inclusive sport and physical activity sector that supports more Australians to be more active more often, creating a stronger and healthier Australia where as many people as possible see and feel the benefits of sport and physical activity through every stage of their lives;
- Future generations will be more physically active and better prepared with the skills and knowledge to live healthy, active lives;
- Sport and physical activity organisations are connected into other sectors such as health, education and infrastructure to tackle challenges such as physical inactivity and leverage sport for social benefits;
- Barriers will be reduced, allowing greater access to sporting facilities and infrastructure for all Australians no matter where they live;
- Our high-performance system will be focused around sports, teams and athletes and ensuring they have world-leading technology, practices, systems and people to enable them to achieve lasting podium success;
- There will be greater collaboration across the sport sector and with partner organisations, including various levels of Government. The best governance systems will better position our sports for a changing world, enabling them to focus their energy, time and revenue on driving international performance, strengthening the pathways system, creating greater commercial opportunities and increasing participation rates among more Australians;
- Australian sport can identify, address, and proactively deter threats to sport integrity allowing fans and participants to have faith that our sport is safe and fair; and
- The Australian sports industry leads the world in many areas — including integrity, inclusion, innovation, research, physical literacy and technology.

6 SPORT, RECREATION AND PHYSICAL ACTIVITY TRENDS

Four key data sets are presented to show relevant trends on sport, recreation and physical activity:

- Health status and sport participation – Warrnambool, State and regional average comparators
- Most popular physical activities in Warrnambool – current, Ausplay and 2007 data comparators
- Participation in key sports – Warrnambool and State average comparators
- Drivers and barriers to participation – Warrnambool data.

HEALTH STATUS AND SPORT PARTICIPATION

Figure 3 presents data on various health indicators, and comparisons between Warrnambool and State and regional averages are shown:



Figure 3 - Health Status and Sports Participation Comparative Data

Health status and sport participation – How Are We Faring?

The Health Status and Sports Participation table below provides a summary of various health indicators, and comparisons between Warrnambool (LGA), State and Regional averages.

Health Indicators	Warrnambool	Barwon South West Region	Victorian State Average
Sedentary Percentage of adults who are sedentary (ie no physical activity undertaken)	2.4% *	2.7% (2014: 3.3%)	3.6% (2014: 3.6%)
Insufficient Physical activity Percentage of adults who undertake an insufficient amount of physical activity each week (ie less than 150 min of moderate intensity or 75 mins of vigorous intensity physical activity per week for 18-64 year olds)	45.4% *	48.6% (2014: 49.7%)	47.5% (2014: 50.4%)
Sufficient Physical activity Percentage of adults who undertake sufficient physical activity each week (ie 150 min or more of moderate intensity or 75 mins of vigorous intensity physical activity per week for 18-64 year olds)	47.4% *	47.3% (2014: 42.0%)	47.0% (2014: 41.4%)
Participation in organised physical activity (organised by a fitness, leisure, indoor sports centre, sports club or association)	32.8%	29.5%	28.7%
Participation in physical activity organised by a sports club or association	17.2%	13.8%	9.8%
Participation in non-organised physical activity	69.2%	71.9%	70.5%
Non-organised physical activity – Walking	47.1%	54.9%	51.2%
Non-organised physical activity – Jogging or Running	16.1%	13.4%	14.0%
Non-organised physical activity – Cycling	12.6%	13.5%	11.8%
	2013	2017	Difference
Access to good quality open spaces (excellent/good rating)	87	82	-5
Access to walking and cycling infrastructure (excellent/good rating)	79	65	-14
There are opportunities to be actively involved in my community through clubs and/ or other organisations (excellent/good rating)	86	90	+4

* 2014 level, as Warrnambool-specific data has not yet been released for the 2015 Victorian Population Health Survey.
Sources: Victorian Population Health Survey 2015, Vic-Health Indicators Survey 2015, Warrnambool – a Healthy City 2017-2021

A summary of the above data shows promising trends for Warrnambool with:

- Lower rates of sedentary behaviours in Warrnambool compared to other regions
- Lower rates of insufficient physical activity in Warrnambool compared to other regions
- Higher rates of sufficient physical activity in Warrnambool compared to other regions
- Significantly higher rates of participation in organised activity in Warrnambool, and participation with a sports club or association, compared to other regions
- Lower rates of participation in non-organised physical activity as a whole in Warrnambool, and in walking and cycling, compared to other regions
- Higher rates of participation in non-organised jogging or running in Warrnambool compared to other regions

The data highlights that the Warrnambool community has historically developed a strong culture of membership of sports clubs, and hence, involvement in formal sports. While this has focussed mainly on traditional sports such as AFL, cricket, netball, basketball and tennis, the strong culture of club membership has clearly led to a greater involvement in various sports activities. The generally higher rate of participation in traditional club sports as identified in the Warrnambool Now and 2040 survey compared with Ausplay data in 2017 indicates the role that a strong club culture can have in encouraging a physically active community.

MOST POPULAR PHYSICAL ACTIVITIES IN WARRNAMBOOL

The top ten most popular physical activities are outlined in **Figure 4** below:

Top 10 physical activities		Comparison data		
	Warrnambool 2040	AusPlay (April 2017)	AusPlay Child (April 2017)	Warrnambool Recreation Plan 2007
1. Walking	75.8	43.7 (1)	Not listed	59.8 (1)
2. Swimming	58.2	14.7 (4)	30.5 (1)	19.7 (2)
3. Fitness gym	46.3	32.7 (2)	1.3 (17)	12 (4)
4. Cycling (all forms)	38.5	11.8 (5)	0.9 (21)	13.8 (3)
5. Bushwalking	32.5	6.1 (6)	Not listed	6.7 (14)
6. Fishing	28.6	2 (17)	Not listed	11.3 (5)
7. AFL	27.4	2.5 (15)	8.3 (3)	9.6 (8)
8. Surfing	25.3	2.6 (14)	1.2 (18)	6.2 (15)
9. Yoga/Pilates	20.4	4.4 (10) 2.5 (16)	Not listed	4.5 (19)
10. Athletics	19.1	15.7 (3)	4.5 (10)	9.7 (7)

Most popular physical activities, sourced from:

- Warrnambool 2040 Long Form Community Survey 2017 (Measures % survey respondents)
- AusPlay 2017 National participation data for the sport sector (Measures % population)
- Warrnambool Recreation Plan 2007-2017 (Measures % survey respondents)

Figure 4 - Ten most popular physical activities in Warrnambool

The results show:

- Significant growth and popularity in all top ten activities
- Seven of the top ten activities are active recreation and fitness activities, not simply sports activities
- Three of the top ten activities, including AFL, are organised sports activities, and two, swimming and athletics are also popular active recreation pursuits
- Most significant growth is in cycling, bushwalking, fishing and surfing (growth of more than 20% participation)
- Tennis, golf and camping are no longer in the top ten activities for the Warrnambool community (as they were in 2007).

PARTICIPATION IN KEY SPORTS

An analysis was undertaken to compare the participation levels of Warrnambool residents in the seven most popular sports against the average State participation levels in the respective sports. In summary, the analysis found that Warrnambool residents participate in AFL, lawn bowls and tennis at a higher rate than the Victorian average, but at a lower level for cricket, soccer, netball and basketball. State-wide trends were sourced from State Sporting Association annual participation data and regional/local trends (for AFL, cricket and netball) were largely sourced from the Great South Coast Regional AFL, Cricket and Netball Strategy.

A summary of the findings is provided below:

- AFL participation has experienced high growth: 10.3% increase in the number of club footballers between 2014 and 2016, including a 41% increase in female footballers in the year from 2015 to 2016. The State growth trends are comparable the Great South Coast region with 15% participation growth in the region since 2015 (+875 participants). There were 6,618 registered AFL participants in the region during the 2017 season of which 33% are from Warrnambool (2,157). Female AFL participation in the region has also grown steadily with an additional 245 females attracted to the game in season 2017 of which 48% (+118) were from Warrnambool.
- Cricket participation softened between 2010 and 2013, however, there was 17% growth in all forms of cricket between 2012 and 2015. Like AFLW participation is increasing at a higher rate than male participation, for example, there were 132 new female cricket teams formed in 2016. Regionally, cricket participation has generally remained steady with no significant change to overall participation. A slight decline in male participation numbers has been balanced against 102% growth in female participation (+191 participants). Cricket Victoria's Western Country which encapsulates the Great South Coast region has the highest population declines in Victoria yet continues to experience participation growth. This is despite trends with most other country regions marrying participation and population decline. The



reverse is the case for Western Country and indicates that when compared to other country regions, cricket in Western Country Victoria is strong. There were 3,378 cricket participants in the region during the 2016-17 season for which 27% are from Warrnambool (901).

- Participation in traditional lawn bowling continues to decline: there was a 45% decline between 2010 and 2015. The continued popularity of social bowls, corporate bowls and barefoot bowls provides valuable income to bowling clubs and activation of club facilities, however, it is only a small few 'social' bowlers transitioning to 'pennant' bowlers. There were 644 registered lawn bowling participants in Warrnambool during the 2016/17 season.
- Soccer participation in Victoria has experienced significant growth in recent years; since 2013, there are 13.5% more people playing competition soccer. Female participation is up 21% since 2013. There were 352 registered participants in Warrnambool during 2016/17.
- Tennis Victoria has recently changed the method of calculating the number of tennis participants in any given year, and now includes Hot Shots registrations, court hirers and players receiving coaching instruction, as well as the traditional club member playing pennant competition. As a result, the statistics record tennis participation growth of 68% between 2012 and 2017, that reversed the decline in tennis membership between 2008 and 2014. There were 2,060 registered participants in Warrnambool during 2016/17.
- Between 2010 and 2016, the total number of netballers in Victoria increased by 8.1%, with the 2016 participant number representing eight consecutive years of netball growth. Regionally, netball participation has continued to grow at a consistent rate (8%) with 681 extra participants since season 2014. At 6.7% of total population, the Great South Coast average netball membership rate for 2016 sits well above the rural and regional Netball Victoria Stage averages of 3.2%. There were 5,032 registered AFL/netball participants in the region during the 2016 season for which 22% are from Warrnambool (1,110). There were 1,294 Association netball participants across the region for 2016 of which 32% (413) were registered with the Warrnambool City Netball Association.
- Basketball participation in Victoria continues to increase; between 2012 and 2015 there was an increase of 18.5%. Victoria has approximately 50% of the total National basketball player base. The 2015 Basketball Victoria Membership Census identified that there were 620 registered members within Warrnambool City Council boundaries, with 67% male (415). Anecdotally, women's and girls participation locally has seen increases in the past two seasons with this being a key priority area for Warrnambool Basketball Incorporated.

The results of this analysis should be used as a guide only, as the local data used for the comparison is largely club membership data for each sport. Regular participants in sporting activities facilitated by clubs/ associations, such as tennis coaching, social night tennis, some introductory programs (e.g. In2Cricket, Hot Shots), basketball

holiday programs, social bowling, etc., may not be included in membership levels, as the participant may not be an actual registered member of the club/ association, and their participation is therefore not counted. This weakness in sports participation data collection partly explains the anomaly between the findings of this analysis, and the AusPlay data and conclusions previously reported that indicate Warrnambool has comparatively high participation rates in sport, as the AusPlay data uses a participant survey-based methodology, and counts all organised sports participation, not just participation by people as registered club members.

DRIVERS AND BARRIERS TO PARTICIPATION

The following information, sourced from the W2040 community survey, shows various drivers and barriers to participation in sport, recreation and physical activity in Warrnambool.

The top three barriers to participation are:

1. Not enough time/other commitments
2. Poor health and injury
3. Don't like physical activity

The top three motivators for increase participation are:

1. Physical health or fitness
2. Fun and enjoyment
3. Social reasons

Where do Warrnambool residents participate in physical activity?

Figure 5 below, summarising location and level of participation in physical activity in Warrnambool, outlines:

- that public space plays an important role in the supporting physical activity
- that membership based spaces such as gyms, recreation and private studios play an important role for active recreation
- that sporting clubs support more traditional organised sports of AFL, cricket and netball.

Where are they being physically active (% respondents)?	Public space (37.2%)	Sports and Clubs (21%)	Gym/fitness/leisure centre (13.6%)	Club (social or recreation) (7.3%)	Private studio (6%)
What are they doing in these spaces (No. respondents per activity)?	Walking (178) Cycling (52) Fishing (29) Surfing (25)	AFL (49) Cricket (20) Netball (19)	Fitness/gym (9) Swimming (52)	Swimming (10) Fitness/gym (9)	Dancing (27) Yoga/Pilates (15)

Figure 5 - Location and level of participation in physical activity

IMPLICATIONS FOR SPORT AND RECREATION PROVISION

State-wide trends in sport and active recreation impact on participation at a local level and help identify key priorities for sport, recreation and physical activity in Warrnambool. National, state and local trends highlight the popularity of walking, swimming, fitness/gym, cycling and athletics as the preferred means of engaging in physical activity. These activities should therefore be a key focus within the Strategy, through ongoing investment in paths/trails and aquatic and leisure centres, to encourage greater participation in such activities.

The lower levels of participation in physical activity amongst females highlight the ongoing need to support greater access to sport and recreation facilities and services ie. female change facilities to allow participation in traditionally male dominated sports, flexible participation options and program initiatives.

Affordability is a key consideration for residents and highlights the continuing need for subsidised facilities and programs (such as those provided at Council's leisure centres) and highlights an ongoing challenge for clubs and service providers.

Increasingly busy lifestyles highlights the need for flexible participation opportunities i.e. through modified programs and services, flexible scheduling and opening hours and casual / social participation opportunities. The availability of spaces and facilities for unstructured recreation activities is also important, in addition to multi - use facilities that can be used for a range of unstructured and structured activities.



7 SPORT, RECREATION AND PHYSICAL ACTIVITY IN WARRNAMBOOL – COUNCIL'S ROLE AND CURRENT PROVISION

COUNCIL'S ROLE IN THE PROVISION OF SPORT, RECREATION AND PHYSICAL ACTIVITY IN WARRNAMBOOL

Council plays a range of roles in the provision of sport, recreation and physical activity in Warrnambool:

PLAN

Facilitate the planning and development of sport and active recreation facilities and programs to cater for and respond to current and future community needs.

PROVIDE

Provide sport and active recreation facilities using Council and external funding to develop new facilities and redevelop, renew and maintain existing facilities.

Manage and operate sport and recreation facilities.

Deliver programs which provide opportunities to participate in physical activity.

SUPPORT

Support sporting clubs and community groups with the development, management and maintenance of sport and active recreation facilities, programs and events.

PARTNER

Work with the community, education sector, private sector, and all levels of government to ensure that sporting and recreation facilities and delivered services meet community needs and optimise investment opportunities.

Figure 6 - Council's role in the provision of sporting, recreation and physical activity opportunities

CURRENT PROVISION

Open Space

The extent and diversity of the Warrnambool open space network is fundamental in encouraging physical activity. The nature of spaces within the network includes coastal reserves, bushland, parks and gardens and formal sports reserves. This creates a network which is suited to a diverse range of activities.

In total, the open space network comprises 209 areas of open space including 154 owned by Council, 24 Crown land reserves managed by Council, three reserves combined of Council/Crown land, and one Department of Education facility managed under a Joint Use Agreement. These facilities are supplemented by six Crown Land reserves managed by locally elected Committees or community groups under a license. Council provides a diverse range of sport, recreation and physical activity assets including more than 350 kilometres of footpaths and cycling lanes; seventy playgrounds; a skate park and a BMX track.

The result is a range of activity options available to the Warrnambool community, with approximately 69 different sports, activities or past-times being actively pursued. The diversity of these spaces and facilities also creates a network catering for activities with varying intensities of use.

Sports Grounds

Warrnambool has an even distribution of fit for purpose sports grounds to service the community, including Allansford residents with their two-oval reserve, and Bushfield and Woodford residents with the sports ground at the Bushfield Recreation Reserve. Fifteen sports grounds provide important venues for the organised and formal needs of AFL, cricket, netball, hockey, dog training and soccer clubs. They are also valuable open spaces for non-organised active and passive recreational pursuits. For this reason, Council needs to continue to ensure that sports grounds remain freely available for residents to access when not being used for organised sport.

Indoor Facilities

The Warrnambool community also has access to a variety of high quality indoor community facilities such as Aquazone, the Warrnambool Stadium, and the Val Bertrand Netball Centre. These indoor facilities provide an important base for many sports, and are also used for informal active recreation. There are approximately forty commercial facilities in Warrnambool ranging from gymnasiums and fitness studios, karate and tennis facilities that also contribute to the diversity of facilities available. It is important to maintain and grow both formal and informal sporting and recreation opportunities in these facilities into the future by ensuring that any future development of indoor facilities

builds further on opportunities for them to accommodate other compatible ball sports, and social and active recreation pursuits.

Private or Other Facility Management

Privately owned facilities also contribute to the diversity of outdoor facilities available. Lake Gillear, a rural/industrial area on the coast east of Warrnambool, has a range of regional motorsport and sport shooting facilities, and the Premier Speedway situated near Allansford is an internationally renowned sprint car racing facility. The Warrnambool Showgrounds, Warrnambool Racing Club, Warrnambool Golf Club and four bowling facilities are examples of facilities provided on public land and managed by locally elected Committees of Management or the occupant Clubs.

Natural Environment

The protection and enhancement of key physical and environmental assets, and where appropriate, their integration with the open space network, supports a high level of participation in informal and “nature-based” recreation activities. Activities such as walking, swimming, cycling, bushwalking, fishing and surfing all ranked higher in the W2040 than in the AusPlay 2017 participation survey.

This indicates that the Warrnambool community has a close affinity with the natural environment and enjoys undertaking recreation activities within it. This has been clearly enhanced by facilities such as the Foreshore Promenade shared pathway and the range of smaller facilities providing access to natural environments.

As identified above and within Figure 4 (page 20), walking and bushwalking remain popular activities but it is unclear from the research whether residents/visitors interpret the Foreshore Promenade as a walk or a bushwalk. Council has identified that there are limited opportunities for bushwalking in Warrnambool, with no National/State Parks present within the municipality. The Lake Gillear, Belfast and Thunder Point Coastal Reserves, Tozer Reserve and Jellie Reserve Woodford provide opportunities for short trip experiences. Nearby, Tower Hill, along with The Grampians, Surf Coast and Otway Ranges National Parks, situated within two hours of Warrnambool, provide nationally and internationally renowned trail experiences. The Growing Adventure Tourism in the Barwon South West Region - Regional Trails Action Plan 2015-25 includes a range of actions to enhance and develop regionally significant trails.

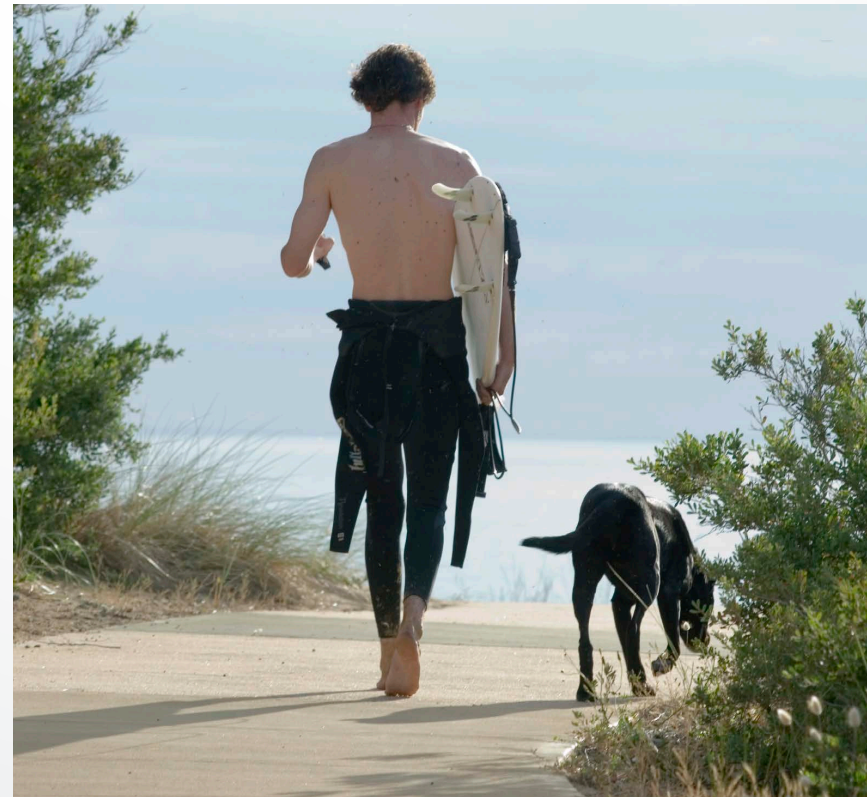
Existing facility provision – adequacy of provision

An analysis was undertaken of the adequacy of the existing provision of facilities for the seven most popular organised sports. The analysis assessed the adequacy of existing facilities to meet current needs (based on the Warrnambool City 2016 population), and

also the adequacy of existing facilities to meet future needs (to 2036).

Facility provision benchmarks are one planning tool that can be used to assess the adequacy of the number of sporting facilities within a defined area (such as a municipal area), or to predict the number of sports facilities that might be required following population growth.

Provision ratios differ for different sports and work on the basis of calculating the population size that is required to sustain one sports field or one court (as examples). The merit, or otherwise, of utilising provision ratios has been well documented in various planning reports, including the Victorian Planning Authority’s key planning document for predicting infrastructure needs in growth area Councils. Whilst the benchmarks were established for application in urban areas, they are a useful tool for a regional city such as Warrnambool given the largely urban nature of the municipality.



The provision ratios recommended in the Planning for Community Infrastructure in Growth Areas report for sports facilities have been adjusted to reflect Warrnambool's differing population profile and also the trend of participation and growth of some sports since the ratios were initially formulated in 2008 (for example growth of women's participation in traditionally male dominated sports).

Figure 7 below shows the Growth Area Provision ratios, adjusted ratios for Warrnambool, and the sports facility provision findings to 2036.

Sport	Growth Areas Ratio	Adjusted Ratio for Council	Existing Provision	Provision in 2019:based on Adjusted Ratio for Council	Provision in 2036 based on Adjusted Ratio for Council and population projection (46,120)	2036 provision against current provision
AFL	1 oval per 3,000	1 oval per 4,500 people	11 ovals	8 ovals	10 ovals	+ 1 oval
Cricket	1 oval: 3,500	1 oval: 4,000	21 ovals	9 ovals	12 ovals	+ 9 ovals
Lawn Bowls	1 green: 10,000	1 green: 10,000	9 greens	4 greens	5 greens	+ 4 greens
Soccer	1 pitch: 5,000	1 pitch: 5,500	5 pitches	7 pitches	9 pitches	-4 pitches
Tennis	1 court: 2,000	1 court: 2,000	31 courts	18 courts	23 courts	+ 8 courts
Netball	1 court: 3,500	1 court: 2,500	29 courts	14 courts	19 courts	+ 10 courts
Basketball (indoor)	No ratio provided	1 court: 7,500	13 courts	14 courts	19 courts	+ 10 courts

Note: Where education and privately owned facilities are generally available for public / club use, they have been counted into the 'existing provision'

Figure 7 – Growth Area Sports Provision Ratios adjusted to Warrnambool City Council and Sports Facility Provision Needs to 2036

The sports facility analysis found that:

- There is currently a surplus of 3 AFL ovals to meet current demand, and this will reduce to a surplus of 1 oval to meet the projected demand by 2036 (it is expected that participation increases in AFLW will occur, however it is unclear to what extent this will be - monitoring of participation changes will be necessary).
- There is currently a surplus of 12 cricket ovals to meet current demand, and this will reduce to a surplus of 9 ovals to meet the projected demand by 2036 (refer comment for AFL above).
- There is currently a surplus of 5 bowling greens to meet current demand, and this will reduce to a surplus of 4 greens to meet the projected demand by 2036.
- There is currently a shortfall of 1 soccer pitch to meet current demand, and this will increase to a shortfall of 4 pitches to meet the projected demand by 2036 (this data is consistent with the findings from the sports demand for cricket and soccer in

- Warrnambool competed in 2014. Responding to this should be a priority to ensure the growth projected for soccer in Warrnambool can be accommodated).
- There is currently a surplus of 14 tennis courts to meet current demand (excludes the 26 grass courts, which are only available for use on a seasonal basis), and this will reduce to a surplus of 8 courts to meet the projected demand by 2036. Growth area planning should provide for multipurpose hard court facilities for tennis and basketball (and other unstructured active recreation) in public open space to address the limited number of facilities and support the continued growth of unstructured participation and adequate provision of facilities in neighbourhood areas. Given the nature of structured tennis provision in Warrnambool, which includes a mix of club and commercial programs and facilities, a needs assessment for tennis is recommended).
 - There is currently a surplus of 15 netball courts to meet current demand, and this will reduce to a surplus of 10 courts to meet the projected demand by 2036 (this surplus is somewhat overstated, as the current requirements of the Hampden and the Warrnambool and District Football Netball Leagues for affiliate clubs to host netball matches concurrently with football matches, has required netball courts to be provided at all venues where senior football is played).
 - There is currently a surplus of 8 basketball courts to meet current demand, and this will reduce to a surplus of 7 courts to meet the projected demand by 2036 (the analysis includes ten school based multiple (2) and single (6) courts that are available for public hire). Many of these facilities are unsuited to the needs of the local indoor basketball competition. Given the nature of structured basketball

Sports and Recreation Facilities in Warrnambool

- Water Sports
- Equestrian Sports
- Angling
- Football, Cricket, Netball, Soccer
- Racquet Sports
- Athletics
- Motor Sports
- MTB/BMX/Cycling
- Other Sports

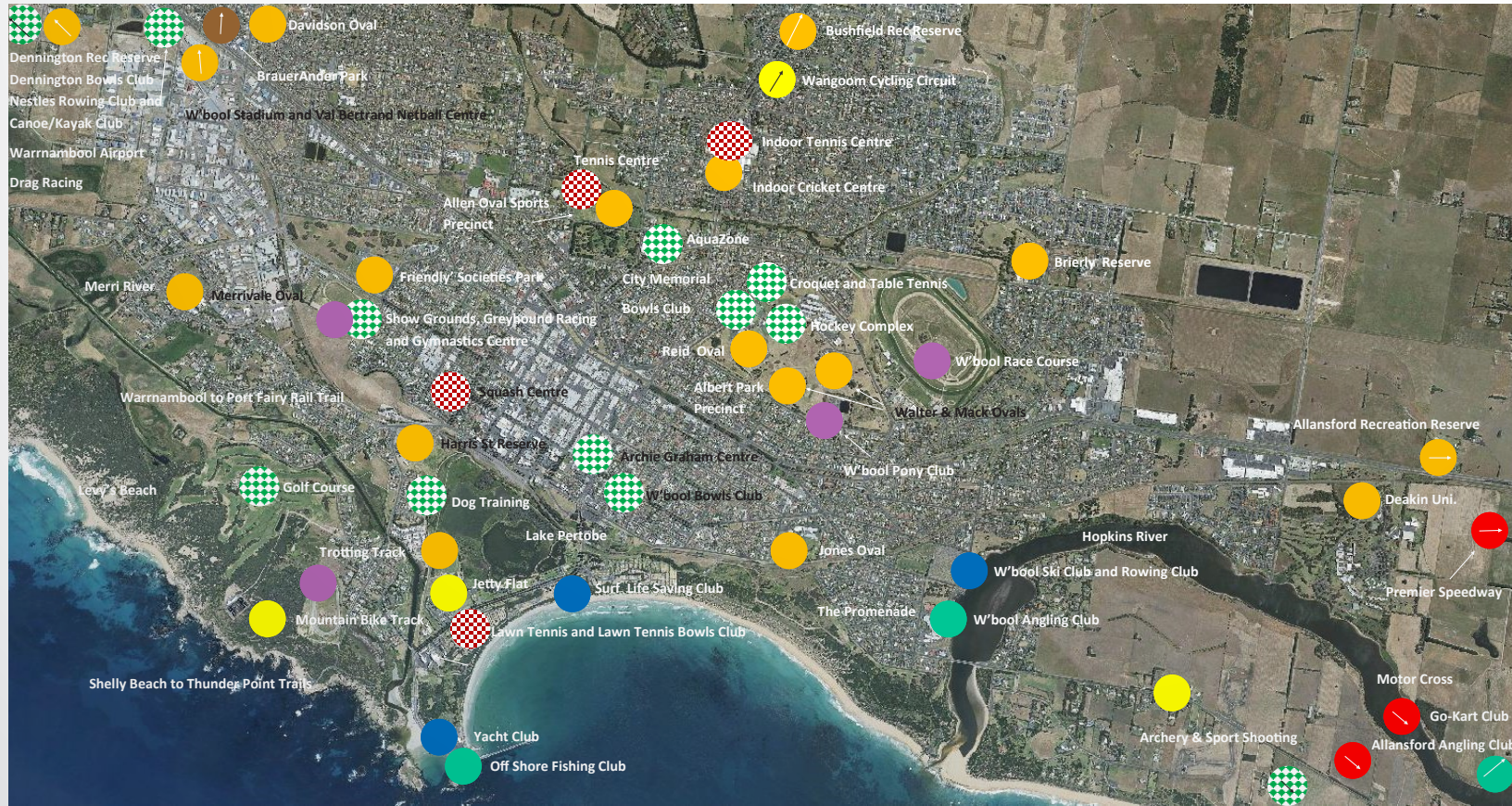


Figure 8 - Sports and Active Recreation Facilities in Warrnambool

Informal Sports and Recreation Facilities in Warrnambool

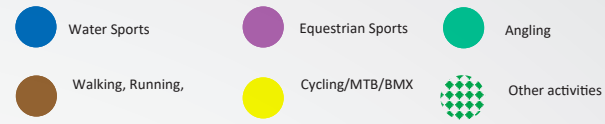


Figure 9 - Informal Sports and Active Recreation Facilities in Warrnambool

8 WHAT NEEDS TO BE DONE?

Responses to the Issues and Opportunities identified in the Issues and Opportunities Paper are outlined in this section of the Strategy.

Three themes, with corresponding Goals, were established to present the key components for sport, recreation and physical activity in the Strategy:

- Activity (What People Do), Goal - For more people to be more physically active and socially connected, more often.
- Facilities and Spaces (Where people do activities), Goal - For facilities and spaces to be well-managed and utilised to optimise health and wellbeing outcomes.
- Council Management and Programming (How people are supported to do activities), Goal – To utilise the resources available to efficiently manage and deliver on key priorities.

THEME 1: ACTIVITY (What People Do),

Goal - For more people to be more physically active and socially connected, more often.

I&O A: To recognise physical activity is a key factor in community health and wellbeing.

A key objective of Warrnambool – A Healthy City 2017-2021 is to support healthy lifestyles by increasing active living.

The Active Warrnambool Strategy aims to provide all residents with the opportunity to participate in sport, recreation and physical activity. Actions to reduce the numbers of residents not participating in any form of sport or active recreation and to remove barriers to participation is a focus.

Warrnambool's population has diversified and aged significantly in recent years, and the CALD community is larger than ever before. Council has signed up to be a member of the Welcoming Cities Network and as an Age Friendly City.

Section 5 of this report also outlines the benefits of sport, recreation and physical activity to individuals, communities and governments.

I&O B: To maintain the strong culture of involvement in sports clubs and participation within them, and promote the benefits of Club membership as a mechanism to increase physical activity.

There is high participation in organized sport by Warrnambool residents. Participation within sports clubs supports a physically and socially connected community. A collective aim of club administrators and Council should be to help the community to understand the importance of lifelong involvement in sport, recreation and physical activity and the benefits that accrue from participating.

I&O C: Continue to support the sustainability of sporting clubs and community, recognising the importance of volunteers.

Clubs with strong committees and adequate numbers of players, officials and members are typically clubs that enjoy sustained success, can operate independently, and are resourceful. Warrnambool should aim to maintain a network of sustainable clubs with a high degree of independence/sustainability.

Clubs and associations continually advise their concerns around the impacts on volunteerism and growing burden of meeting legislative and other compliance requirements (i.e. Working with Children Check and Child Safe Standards).

I&O D: Consider options to assist/encourage clubs to be more inclusive of female participation

Girls and women are continuing to become more involved in sport, recreation and physical activity as players, officials and administrators, and Council has a role to facilitate this increased participation.

Options that Council can consider to support increased female participation include discounts on user fees and charges, Community Development Funding criteria weightings being influenced, and the introduction of an annual capital funding program to co-fund projects to make sporting facilities female friendly.

I&O E: Identify and recognise new sport and active recreation activities that have not had a strong presence previously in Warrnambool.

The increase in popularity of new sport and active recreation activities (e.g. Ultimate Frisbee, small-sided soccer, futsal and petanque) and sports that have not traditionally had a strong presence in the Warrnambool is reflected in a shortfall of facilities suited to these activities. Lack of facilities for non-mainstream sports is likely to reduce physical activity by those interested in these sports. Increased community demand for access to diverse and high quality open space may impact upon levels of activity if this demand is not able to be met.

The diversity of sport and active recreation opportunities in Warrnambool is also likely to continue to increase as the population increases and becomes more diverse, media coverage and the internet continue to showcase emerging sports, and people's interest in non-mainstream sport continues. Council should consider how to support emerging sport and active recreation activities to aid their establishment and development.

Key considerations in the development of policy to support new and emerging sport and active recreation opportunities will include factors such as:

- Supporting cultural diversity, female and all abilities participation
- Limitations of budgets
- Modified versions of traditional sports, such as cardio tennis.

- Access for emerging sports and clubs to facilities, administration and promotion
- Allowing sharing of facilities through co-location with compatible tenants
- Provision of seed funding for new clubs and activities
- Need for new facilities
- Review of tenancy agreements - allow new clubs to also expand or share.

THEME 2: FACILITIES AND SPACES (Where people do activities),

Goal - For facilities and spaces to be well-managed and utilised to optimise health and wellbeing outcomes.

I&O F: Support increasing flexibility of programming to help overcome or ease the barriers to participation.

The Active Victoria - Valuing Sport and Recreation background report found that the mix of sport and recreation activities that Victorians engage in is changing, reflecting changed needs and interests. Changes in work patterns and lifestyle, cost, time and transport issues are all driving people to options that best fit their own circumstances.

Whilst there are currently incentives (funding through VicHealth and Sport and Recreation Victoria) for Clubs and Associations to increase the flexibility of their programming and diversity, feedback provided indicates that impacts on volunteerism make it challenging for many clubs to take up these opportunities and ensure they remain sustainable.

Initiatives to support increasing flexibility of unstructured programs and activation of public spaces could include:

- Support for the establishment of neighbourhood and community based physical activity initiatives.
- Promotion to clubs and the community the benefits of non-traditional activities on traditional active spaces, particularly sports reserves.
- Incentive-based framework to encourage clubs and associations to make available facilities and programs at non-traditional times of the week with options being discounts on user fees and charges, and Community Development Funding criteria weightings being influenced.
- Renewal/upgrade of sports lighting at Reserves to increase the opportunities for use at non-traditional times.

I&O G: Investigate increasing mixed use of existing Reserves for social and non-competitive activities.

The single use focus of most formal sports spaces inherently limits their use for a broader range of activities and therefore by a broader sector of the community.

Sports clubs sense of ownership over some facilities and spaces may limit the

availability of these spaces for community use and thereby reduce activity within those spaces.

The growing desire of the Warrnambool community to be involved in an increasingly diverse range of informal, social and non-competitive active recreational pursuits could require more diverse use of Council Reserves. The single sport use focus of many existing sports Reserves presents an opportunity to provide this diversity at such facilities. An important consideration will be to ensure that the capacity of a Reserve to provide for its primary activity is not compromised by the introduction of a new activity.

Since participation in informal, social and non-competitive activities is not able to be gauged by traditional measures (such as club membership) this requires Council to undertake more focused and regular monitoring of this type of activity than has occurred in the past to ensure that facilities and spaces used for it remain accessible but are also available for structured sporting activities as required.

Educating existing reserve tenants on the need for a greater diversity of activity, once the capacity of a reserve to provide for a range of new informal recreation activities has been established, will be an important consideration.

I&O H: Improve connection to and between existing spaces and facilities

W2040 has identified the goal that Warrnambool's environment encourages and supports sustainable transport. To achieve the goal all daily destinations (work, school, shopping, recreation and health services) should be accessible within 15 minutes using active/sustainable travel modes.

Review of the W2040 long form survey data reveals that the most popular activities amongst the Warrnambool community remain running, walking and cycling. The establishment of an integrated and comprehensive trail network will not only cater for this activity as an end in itself but will also encourage greater use of the diversity of recreational spaces available to the community.

This will apply to both off-road paths and trails and on-road cycle lanes. Facilitating improved connections to Brierly Reserve from the northeast growth node is an example of where good linkages will enhance the opportunities for new residents to engage in sporting and recreation activities.

The following plans related to pedestrian and cycle networks and infrastructure are under development:

- Principal Pedestrian Network
- Principal Bicycle Network
- South of the Merri River Open Space Precinct Plan
- Botanic Precinct Local Area Traffic Management Plan.

I&O I: Provide neighbourhood parks and open space within walking distance of residential areas and enhance appropriate neighbourhood community infrastructure and its utilisation

Warrnambool is well catered for with a wide range of formal and informal sports and recreation venues. One area where there is a potential lack of provision is in neighbourhood parks and open space within walking distance of residential areas. This requirement is recognised in Council's Municipal Strategic Statement. While meeting this standard within established residential areas is difficult, it will be important to identify priority areas such as low socio-economic neighbourhoods. Council should ensure the provision of well-planned and designed neighbourhood open space with appropriate community infrastructure within new development and priority areas. **Figure 10** below shows the growth areas of Warrnambool City, and highlights the significance of the northeast, the area north of the Merri, the southeast and Dennington as growth nodes requiring provision of upgraded facilities and/or improved connections to existing sporting and recreation facilities.

The provision of neighbourhood scale open space accessible by walking or cycling is a proven influence in encouraging informal physical activity and enhancing the liveability of residential neighbourhoods. The Warrnambool Open Space Strategy requires Neighbourhood, Municipal or Regional open spaces within 500 metres or Local open space within 300 metres of 95% of properties in residential areas.

There is a need to diversify and increase multi-use of community facilities. A key element in encouraging and broadening the use of sports and open space Reserves by the non-sporting community is the provision of park infrastructure. Appropriate infrastructure is particularly significant in encouraging activity by groups who are often less involved in organized sport and physical activity, such as people with disabilities, chronic illnesses and older adults. The installation or replacement of such infrastructure is often relatively simple and comparatively low cost and so can be achieved through the annual Open Space Capital Works budget and need not be reliant upon master planning or detailed design.

Principles to guide the provision of community recreation infrastructure may include:

- Provision of seating, particularly in clusters, within open spaces associated with playgrounds, and also in sporting reserves to further encourage social interaction and involvement of non-participants. To encourage use, seats should be located to take advantage of built or natural shade, to provide views to points of natural interest, and to provide views to activity areas and play spaces.
- Regular seating along circulation routes both within reserves and along trails. The provision of 1 seat per 400m of path or trail is a commonly used standard to particularly encourage use of paths and trails by the elderly and the disabled. Such seats should have arm rests and backs to allow for use by all ages and abilities.
- Provision of shade (either planting of shade trees or physical structures) in both

open space and sports reserves to encourage the use of spaces in all weather conditions and the interaction of non-participants with sporting events.

- Provision of cycle rails around all buildings, at all activity nodes (such as picnic shelters), near all sports fields and at all play spaces to encourage access to open space via active transport.
- Provision of drinking fountains at key locations along paths and trails, and at other key community activity spaces.

Consider the directions from the Playspace Strategy (under development) to inform opportunities for the development of community recreation infrastructure, particularly where some of these projects might respond to local demand and access to active recreation facilities. There is currently a lack of guidance for the coordinated provision of play opportunities across the municipality.



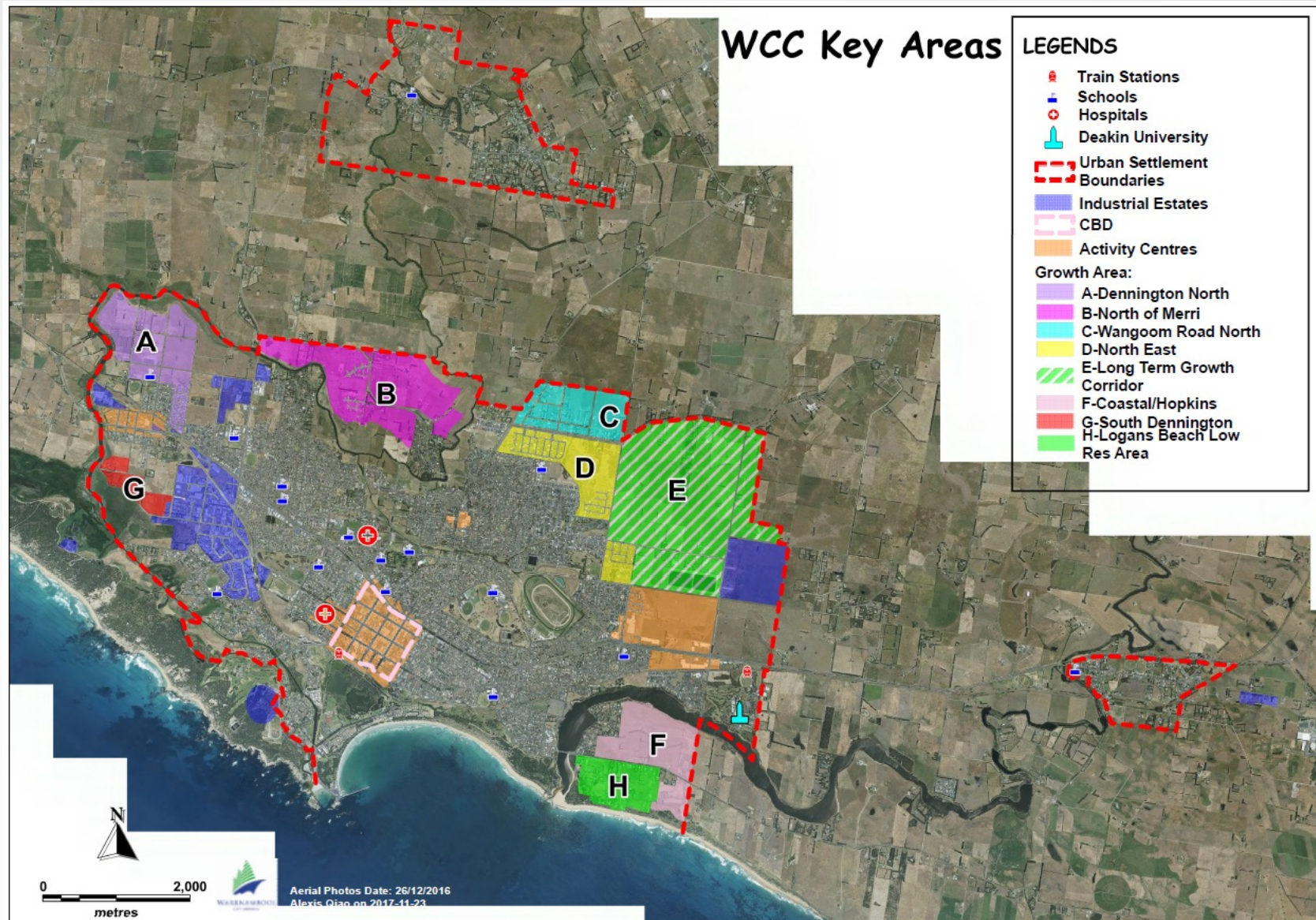


Figure 10 - Warrnambool City Council Growth Areas

I&O J: Identify the future needs and strategic provision of facilities for key sports.

It is important for Council to have a good understanding of the current and likely future use of sporting facilities for organised sport, to assist in future decision making, planning, and management of its sports and recreation assets. An adequate level of facility provision is important to allow for participation in sports and activities by the local community, and best use of existing facilities and sites.

Review of current facility provision and sports participation levels reveals the following needs:

- demand for up to four additional soccer pitches by 2036
- demand for flexible active open spaces that provide for non-traditional sports
- planning is needed to ensure that the indoor stadium can cater for future growth
- support by clubs and other stakeholders for selected sites and facilities to undergo master planning processes in the next few years

The facility provision and sports participation needs identified should inform the active open space facility provision in Precinct Structure Plans under development or to be reviewed.

Broader strategic plans and strategies recently completed such as the Great South Coast Regional AFL, Cricket and Netball Strategy will require Council to closely assess its capacity to action recommendations.

The Active Warrnambool Background Report reveals that Council has a range of policies, strategies and master plans to guide the development of sport and active recreation goals. As in the past, the implementation of these strategies and plans will be crucial to Council's on-going success in encouraging physical activity within the Warrnambool community. It should be noted that, while Council has been successful in implementing its master plans in the past, the anticipated limited availability of implementation resources presented by rate capping raises the question of the extent to which Council should continue to prepare such master plans in the future. It is likely that future master plans will need to take a needs-based approach to maximise the available funding, with potentially the focus being on the asset management of existing/smaller reserves and new master planning being directed to new residential areas, e.g. North of the Merri, or to reserves/facilities where the significant need and demand for new/upgraded facilities can be clearly justified, e.g. the Warrnambool Stadium.

I&O K: The protection and enhancement of key physical and environmental assets and provision of appropriate public access to waterways and coastal environments is needed.

W2040's vision for the environment is that Warrnambool will be Australia's most resilient city. The goals identified include achieving zero net emissions for a renewable future; adapting to the impacts of climate change; being waste and water wise; and respecting and caring for the natural environment.

Review of Warrnambool 2040 community survey data reveals that nature-based activities including walking, swimming, cycling, bushwalking, fishing and surfing are the most popular activities amongst the Warrnambool community and have higher participation levels than National levels.

Public access to waterways and coastal environments for sport, recreation and physical activity is a high priority for residents, however this must be balanced with the required environmental protections.

There are opportunities for Council to partner with Wannon Water, the Glenelg Hopkins Catchment Management Authority and the Department of Environment, Land, Water and Planning on the development of Integrated Water Management Plans (IWMP). IWMPs present opportunities to identify water harvesting and reuse options and may increase opportunities for access to sustainable water sources for the irrigation sports grounds and open space. A draft IWMP for Albert Park has been developed, and the Lake Pertobe Master Plan recommends the development of a plan for the precinct.

I&O L: Changing standards in facility provision and their consequential impacts need to be considered.

Guidelines developed by the Victorian Government and State Sporting Associations inform facility development requirements and also reflect increased female participation in traditionally male sports.

Most existing sports pavilions fall short of the current standards and Council will need to determine the priority of actions required in response.

The guidelines often reflect a level of provision which will not necessarily be appropriate or achievable at small scale community facilities.

THEME 3: COUNCIL MANAGEMENT AND PROGRAMMING (How people are supported to do activities),
Goal – To utilise the resources available to efficiently manage and deliver on key priorities.

I&O M: Undertake an assessment of existing reports and master plans to consolidate outstanding actions that will be part of a prioritised list of projects.

Council has completed a range of strategic plans and master plans to guide the development and enhancement of existing facilities and spaces within the City. The challenge for Council is to establish a prioritised list of projects that reflects identified needs and demands from across the whole of the City.

These plans include:

- Allansford Recreation Reserve Master Plan (good level of implementation achieved)
- Aquazone 2025 Strategy (modest level of implementation)
- Brierly Reserve Master Plan (modest level of implementation achieved, funding required to implement Stages 3-5)
- Lake Pertobe Master Plan (funding received to commence implementation)
- Structure Plans for North East, North of the Merri, North Dennington, South Dennington, Eastern Activity Precinct, and Hopkins Coastal (various stages of implementation)
- Community Services and Infrastructure Plan (modest level of implementation achieved)
- Open Space Strategy (good level of implementation achieved)
- Public Amenities Strategy (high level of implementation achieved with budget allocated)
- Reid Oval Development Plan (Business Case completed, significant funding received, and project implementation commenced)
- South Warrnambool Crown Land Precinct Plan (modest level of implementation achieved)
- Sustainable Transport Strategy (modest level of implementation achieved)
- Municipal wide Principal Pedestrian Network Analysis (project under development)
- Playspace Strategy (project under development)
- Sportsground Management Review (Playing Fair) (project under development).

A review of and prioritisation of projects embodied in the above existing plans would ensure consistency between recommendations and actions generated in this Strategy.

The review should use a set of agreed criteria to determine what projects remain relevant and what their priority would be. Some possible criteria are outlined below:

- Projects that are consistent with the planning principles developed for the Strategy, and which are validated by the research and findings from the Active Warrnambool study process.

- Projects aligned with the strategic priorities of other organisations, such as peak sporting bodies and government.
- Projects that will, or have potential to, maximise usage and value, or will result in multi-purpose/ shared-use sport and recreation assets.
- Projects which meet immediate and high priority club needs
- Projects that have potential to be implemented by clubs and other community groups, or have relatively low cost implications for Council to implement, while remaining likely to positively influence participation or address known gaps.
- Does the project create new or increased sporting participation opportunity, e.g. female friendly facilities, sports lighting?
- Will the project increase operational self-sufficiency or improve the viability of a club(s)?
- Will the development reduce the level of maintenance costs to Council?
- Is the facility available for public use, and is it accessible?
- Will the project provide increased safety and security to users?
- Will the project reduce gaps in current facility provision?
- Is the club, or other external group, able to fund the required capital contribution?
- Will the project increase multiuse and cater for a broader range of users?
- Will the project upgrade an existing low-standard (non-compliant) facility?
- Is the project identified as a strategic priority?

I&O N: Undertake further investigation into a range of current reports and plans to address issues, opportunities and barriers identified in the preparation of the Active Warrnambool Strategy.

Whilst there may be some support expressed by clubs and other stakeholders for selected sites and facilities to undergo extensive master planning processes in the next few years, the focus for the next 10 years should be to review all existing master plans and re-prioritise recommended projects based on the findings of the research undertaken during the Strategy.

I&O O: There are a range of existing policies that require review or new policies are required

Council has a range of policies in place. There are a policies which need to be updated or developed to provide guidance for the ongoing development and enhancement of facilities, spaces and programs to encourage community activity.

A review of the following existing policies is required to ensure they remain relevant and reflect good practice:

- Capital contributions policy (2013),
- Community Development Fund guidelines
- Fees and Charges for the Use of Council's Outdoor Sports Facilities (2009)
- Finals Use of Sports Ground Allocations for Finals Use Policy (2011)
- Assistance to Individuals or Groups Participating in National or International Events or Activities (2011).

A gap analysis of existing policies and recommendations for new policies or improvement to existing documents has identified the following issues require some policy framework:

- Encouraging Female Participation in all Aspects of Club Activity
- Open Space Contributions (commenced)
- Community Facility Access
- Reserve Sponsorship and Naming
- Healthy by Design (a resource designed to help guide the design of built environments that promote health and active communities).
- Active Warrnambool Policy (to embed strategies and objectives in the Municipal Strategic Statement).
- Support for new and emerging sport and recreation activities
- Development of Sport and Recreation Infrastructure
- Provision of infrastructure on flood-prone land
- Assessment of proposals for disposing of or change use of open spaces.

I&O P: Council does not currently have a formal and consistent framework for requesting and spending of open space contributions

The collection of open space contributions is an accepted and effective method for providing open space.

A review of open space contributions has occurred is being developed into an open space contributions Policy.

An Open Space Contributions Policy will direct the collection and spending of open space contributions, ensuring this considers:

- Current policy and legislation that informs the collection of open space contributions
- Recent VCAT decisions and benchmarking against comparable Councils
- Whether it is appropriate to set a rate or rates for open space contributions in the planning scheme (schedule to 52.01)
- Guidelines for what constitutes an open space contribution (land contributions)
- Administration of and guidelines for spending open space contributions
- A review of current open space provision and demand.

I&O Q: Comparison of local participation data collected in 2013 and 2017 shows that, while facilities and infrastructure have been developed and improved over that time, responses indicate reduced participation and satisfaction in some areas. This may reflect an increase in participants' aspirations and perhaps a lack of awareness of new and enhanced facilities.

Comparison of local participation data collected in 2013 and 2017 shows that, while facilities and infrastructure have been developed and improved over that time, responses indicate reduced participation and satisfaction in some areas. This may reflect an increase in participants' aspirations and perhaps a lack of awareness of new and enhanced opportunities to participate. A response may be to raise awareness of recreation opportunities through Council publications and programs. There is a need to seek to understand why there has been a reduction in participation and satisfaction and should be clarified through future community engagement.

There may be a need for raising awareness of sport, recreation and physical activity



opportunities available to the community. Council would have a role in raising that awareness. This will involve:

- Considering the benefit of further raising community awareness of activity opportunities.
- Determining the type of communications and promotional opportunities required.

I&O R: A planned approach to responding to, and meeting the asset renewal gap will be critical for Council.

Council should prioritise sport and active recreation facility renewal and upgrade of existing facilities, over the development of new facilities.

W2040 aspires for Warrnambool to have accessible, high-quality public spaces and facilities. To achieve this aspiration the asset renewal gap (the gap is the difference between the level of asset renewal expenditure allocated and the asset renewal funding required) for community recreation and sports infrastructure will need to be addressed and assets maintained to maximise the benefits for the community.

The likelihood of limited funds for asset renewal now and into the future will inevitably limit Council's capacity to renew and replace community infrastructure. This is particularly important in supporting community recreation services that rely heavily on infrastructure such as pavilions and buildings, shared pathways and trails, and other open space infrastructure.

A planned approach to responding to and meeting the asset renewal gap will be critical for Council, particularly for infrastructure items such as pavilions and buildings, pathways and other open space infrastructure.

I&O S: There is a need for council to invest in evidence-based development and enhancement of recreation, facilities and spaces.

Council support for sport, recreation and physical activity infrastructure and programs should be based on:

- Maintaining what is existing and providing value.
- Renewing high use facilities and spaces.
- Investment must be targeted towards projects and proposals that demonstrate evidence based and measurable community benefit
- Investment is required in communities where inequality exists.
- New infrastructure should be prioritized for facilities that are publicly accessible, support high levels of community use, and include spaces that can be used by more than one group and provide for a range of activities.

I&O T: Clarification of Council's role in recreation provision is needed to guide its responsibilities and ensure appropriate resources are provided for it. Council's role is outlined under Section 7.

Staff workload has increased, and therefore the capacity of Council to absorb increased tasks and responsibilities may be limited unless additional resources are provided.

Council needs to provide and fund, physical and financial resources to support its role. It is noted that additional funds have been allocated in the draft 2019/20 budget in response to workload and to implement the Active Warrnambool Strategy.

Council's Community Development Fund has been an important source of funding for community sporting and recreation clubs to not only purchase essential equipment but to also fund initiatives, such as events and tournaments. The program is crucial to providing seed funding to sport and active recreation clubs. The annual funding round is usually oversubscribed and there has been no increase in the budget in five years. Opportunities to increase the annual budget should be considered.

I&O U: The implementation of sustainable and effective facility management models that support community-based leadership should be considered.

Council is responsible for the management of over 170 areas of open space, including 15 sports grounds. One sports Reserve, the Allansford Recreation Reserve, is managed by a locally elected Committee of Management, and this model has been successful at this Reserve.

An internal review of Council's management of sports grounds identified a high level of inconsistency and inequity in the delivery of a number of operational services. A report, Playing Fair – Developing a response to the Sports Ground Management Review was presented to Council in early 2017. Council will need to consider how it might respond to the issues.

Council should also continue to monitor the impact of season creep by some oval based sports, e.g. football and soccer, on other sports sharing grounds, such as cricket, and how this impacts on the capacity of Council staff to complete ground refurbishment tasks between seasons.

9 A FRAMEWORK FOR THE STRATEGY

A framework has been developed for Active Warrnambool which incorporates a vision, planning principles, themes and goals that underpin the Strategy.



Figure 11 – Active Warrnambool Strategy Framework

VISION

The vision underpinning the Active Warrnambool Strategy is:

Vision: Warrnambool will be a healthy, active regional city where people thrive.

PRINCIPLES

Council will be guided by the following principles:

Principle 1 - Health and Wellbeing through Participation

Opportunities to participate in sport, recreation and physical activity are fundamental to improving community health and wellbeing.

Increased participation in sport, recreation and physical activity will be enabled by:

- Support residents to be more active more often.
- Balance the provision of structured and unstructured recreation opportunities by providing facilities and places that are safe, affordable and functional for people of all ages, genders, abilities and interests.
- Seek and encourage increased flexibility of programming and innovation to overcome or reduce the barriers to participation (e.g. modified programs, shortened or alternate timeframes, social/casual models, female-friendly approaches, etc).

Principle 2 - Environmental Sustainability

The community seeks to use the natural environment sustainably for sport, recreation and physical activity.

In providing access to waterways and the natural environment for sport, recreation and physical activity, adequate environmental protections are essential and users must be respectful to protect the environment for future generations.

Principle 3 - Financial Sustainability

Resources for sport and recreation facilities and investment in places for physical activity, especially public funding, are likely to be constrained in the foreseeable future.

Investment in sport, recreation and physical activity infrastructure and programing will focus on:

- Maintaining existing assets and providing value.
- Maintaining and renewing high-use facilities and public spaces.
- Projects that demonstrate significant and measurable community benefit and are evidence-based.
- New infrastructure investment is prioritised towards facilities that are publically accessible, support high levels of community use, and include spaces that can be used by more than one group and provide for a range of activities.
- Establishing partnerships and joint ventures with clubs, community and service groups, schools, all levels of government, peak sporting organisations and/or the private sector for the planning, provision and management of sport and recreation facilities and public spaces.

Principle 4 - Social Connection and Access

Social connection for all people is a key factor in improving community health and wellbeing.

Strengthening social connections will be facilitated by:

- Improving accessible connections for walking and cycling to and between open space, community destinations and recreation facilities, with open space available within walking distance of residential areas.
- Strengthening the existing culture of local participation in clubs and organisations – as participants, spectators, members or officials - to support a more inclusive and socially-connected community.

Principle 5 - Diversity and Inclusion

Focus on providing opportunities to enable increased participation by those traditionally less engaged in physical activity.

Strengthening diversity and inclusion in sport and active recreation participation by:

- Prioritise increased inclusion for people of all abilities, genders, ages and cultural backgrounds in planning for and provision of active recreation opportunities
- Support and encourage clubs and organisations to build their capacity to welcome increasing diversity in their membership.
- Encourage increasing diversity of available activities to increase opportunities for and access to participation.

Principle 6 - Best Use

Ensure facilities and programs are well-utilised to optimise health and wellbeing outcomes and provide the best return on investment.

Council support for participation in best use of services and facilities is based on:

- Maximising the use and capacity of existing facilities and spaces.

- Increasing mixed use and sharing of existing facilities, encouraging co-location of social and non-competitive activities at them.
- Ensuring adaptable facility design to cater for multiple users and changing needs over time.

Principle 7 - Infrastructure Quality and Provision

Quality, quantity and accessibility of sport, recreation and physical activity infrastructure is critical to achieving participation and health and wellbeing outcomes.

Council support for quality and quantity of sport, recreation and physical activity infrastructure is based on:

- Maintaining the existing provision of outdoor sports facilities except for soccer, where increased access to facilities is required to meet demand.
- Long term planning which provides for flexible active spaces that provide for non-traditional sports.
- Maintaining access to high quality indoor sports facilities that meet the community's needs.
- Developing facilities according to the requirements determined in strategies and plans, informed by community needs and to appropriate standards.
- Providing for new recreation and open space infrastructure when developing precinct structure plans, development plans or in areas where gaps in facility provision are identified.
- Determining community infrastructure priorities based on the evidence of community need, goals to increase participation and diversity of users and funding availability.
- Application of Universal Design principles for all sport and active recreation infrastructure.

Principle 8 - Partnerships:

Recognising the importance and value of partnerships to share the responsibility in the provision of sport, recreation and physical activity infrastructure and programs.

Support for a partnership approach is based on the need to:

- Identify opportunities for joint ventures for new/upgraded sport and recreation facilities with clubs, schools, all levels of government, peak sporting organisations, and the private sector.
- Collaborate with clubs, community and service groups, schools, and the private sector for the management of sport and recreation facilities.
- Investigate funding opportunities from clubs, service groups, all levels of government, peak sporting organisations, and the private sector for maintaining and upgrading existing infrastructure, or for the development of new facilities and spaces.



10 OBJECTIVES AND ACTIONS

The section details the objectives and actions which respond to the issues and opportunities identified previously in this Strategy.

On adoption of the Strategy, the Objectives and Actions table following will be further developed into an implementation plan (including the following additional components to guide the implementation of the actions - prioritisation/timing; responsibility to lead implementation; and partners and resources required to support implementation). The report will be presented to Council for consideration in the first half of 2019/20.

The Objectives and Actions are grouped under the themes under which the Strategy was developed with the community:

Theme 1: Activity (What people do)

Goal - For more people to be more physically active and socially connected, more often.

Theme 2: Facilities and Spaces (Where people do activities)

Goal - For facilities and spaces to be well-managed and utilised to optimise health and wellbeing outcomes

Theme 3: Management and Programming (How people are supported to do activities)

Goal - To utilise the resources available to efficiently manage and deliver on key priorities.



THEME 1: ACTIVITY (What people do) GOAL - For more people to be physically active and socially connected, more often.		
ISSUES & OPPORTUNITIES:	OBJECTIVES	ACTIONS
A. To recognise physical activity is a key factor in community health and wellbeing.	1. Increase opportunities for residents to improve their health and wellbeing through physical activity.	<ul style="list-style-type: none"> i. Develop a promotional campaign encouraging residents to be more active, more of the time. ii. Work with partners to promote a culture of walking and cycling for transport and recreation within the City iii. Collaborate with other regional agencies to identify key initiatives that aim to increase participation for residents who are less active. iv. Improve the coordination and promotion of the various Council physical activity initiatives and programs. v. Develop a policy which guides Council officers in responding to requests for provision for informal recreation activities including criteria that identifies when demand for an activity triggers the provision of new spaces and/or facilities.
B. To maintain the strong culture of involvement and participation in sports clubs and promote the benefits of club membership as a mechanism to increase physical activity.	<ul style="list-style-type: none"> 2. Promote participation and involvement in sporting and recreation clubs as a way to improve both physical and mental health and social connection. 3. Assist clubs to become more welcoming and inclusive of new people, particularly those groups who are less active. 	<ul style="list-style-type: none"> i. Utilise the 'Connect' and other suitable platforms to share positive information and stories about individuals, clubs and associations, in an aim to inspire increased participation. ii. Encourage clubs and associations to promote 'good news' stories concerning their members and group's achievements. iii. Support clubs and associations to develop, endorse and implement diversity, disability access, gender equity and inclusion policies and strategies. iv. Promote a safer drinking culture in Warrnambool and increase the participation of sports clubs in the Good Sports program.
C. Continue to support the sustainability of sporting clubs, recognising the importance of volunteers.	4. Improve the sustainability of sport and recreation clubs and organisations.	<ul style="list-style-type: none"> i. Collaborate with other regional agencies to determine how to best continue to support sports clubs. ii. Continue to collaborate with and encourage State Sports Associations to strengthen sport pathways and the transition of junior players into senior ranks. iii. Utilise 'Connect' and other suitable platforms to disseminate sport and recreation information to clubs, associations and community groups.
D. Consider options to assist/encourage clubs to be more inclusive of female participation	5. Support increased female participation and involvement in sport, recreation and physical activity.	<ul style="list-style-type: none"> i. Encourage clubs to work with the State Government's Office for Women in Sport and Recreation, VicHealth and other organisations, to actively support female players, coaches, officials, administrators, volunteers, coaches and supporters ii. Develop a policy and an incentive-based framework to encourage clubs and associations to actively support female players, administrators, coaches and volunteers. iii. Secure funding from Council to leverage external grant applications to support the development of female friendly facilities.
E. Identify and recognise new sport and active recreation activities that have not had a strong presence previously in Warrnambool.	6. Facilitate and support access to more diverse sport and active recreation opportunities in Warrnambool.	i. Develop a policy/protocol and implementation plan, including guidelines and toolkits, around support for new and emerging sport and recreation activities.

THEME 2: FACILITIES AND SPACES (Where people do activities) GOAL - For facilities and spaces to be well-managed and utilised to optimise health and wellbeing outcomes		
ISSUES & OPPORTUNITIES:	OBJECTIVES	ACTIONS
F. Support increasing flexibility of programming to help overcome or ease the barriers to participation.	7. Seek increased and more efficient use of Council and non-Council sporting reserves and open space to grow participation.	<p>i. Develop a protocol to guide Council in increasing use of under-utilised facilities and identifying mechanisms to encourage user groups to partner with other compatible users.</p> <p>ii. Investigate and pursue increased use of school facilities and spaces to increase the number of facilities available, diversify the range of activities available to the Warrnambool community and to make more effective use of available public land.</p> <p>iii. Increase the use of Council Reserves and open spaces for flexible and unstructured physical activities.</p> <p>iv. Promote opportunities to maximise all sport and active recreation facilities including use the courts at the Warrnambool Stadium and the Val Bertrand Netball Centre at non-traditional times of the week.</p>
G. Investigate increasing mixed use of existing Reserves for social and non-competitive activities.	8. Encourage more diverse use of Council and non-Council sporting reserves and open space to encourage participation.	i. Review current reserve master plans and existing facility use to determine the capacity of Reserves and facilities to host additional activities to effectively maximise and diversify use of all facilities.
H. Improve connection to and between existing spaces and facilities	9. Establish safe and functional walking and cycling connections to all facilities and spaces.	<p>i. Develop and implement the Principle Pedestrian and Principal Bicycle Networks to ensure planned links to and between key sport and recreation destinations</p> <p>ii. Invest open space contributions (from the subdivision process) and other funding to infill gaps in open space along the coast and waterways.</p> <p>iii. Implement the Wayfinding Strategy to improve navigation along paths and trails.</p> <p>iv. Improve access and connectivity along the Russell's Creek, the Merri River, the Warrnambool to Port Fairy Rail Trail and where feasible, the Hopkins River.</p> <p>v. Prepare a business case for an off road connection between Deakin University and the city centre.</p> <p>vi. Undertake a needs assessment of recreational walking across the municipality.</p>
I. Provide neighbourhood parks and open space within walking distance of residential areas and enhance appropriate neighbourhood community infrastructure and its utilisation	10. Develop policies and guidelines to inform the provision and development of neighbourhood open space in accordance with current strategies and standards.	<p>i. Prepare open space planning and design guidelines which:</p> <ul style="list-style-type: none"> • Deliver a linked network of parks/playspaces equitably across the city • Delivers diverse open spaces which are designed for all ages and abilities • Support both organised sport and informal active recreation • Ensures all parks and spaces are well connected to footpaths and shared paths • Incorporate seating, shade and access to water. <p>ii. Enhance and improve existing public open space where opportunities arise through funding for associated works such as maintenance, repair or other capital works programs.</p> <p>iii. Develop and implement a policy to guide provision, location and management of exercise equipment and spaces.</p> <p>iv. Ensure that quality open space is provided in new areas in accordance with the Warrnambool Open Space Strategy and through inclusion in precinct plans, structure plans and subsequent development plans.</p> <p>v. Complete and implement the Warrnambool Playspace Strategy to inform and prioritise the provision of play opportunities.</p> <p>vi. Develop a policy to guide the provision of active recreation infrastructure in growth areas.</p>

<p>J. Identify the future needs and strategic provision of facilities for key sports.</p>	<p>11. Plan and provide for identified needs through better utilisation of existing reserves and sports facilities.</p>	<ul style="list-style-type: none"> i. Provide improved facilities to support the current and future growth in soccer participation by continuing to implement the Briery Reserve Master Plan, and by undertaking improvement at existing facilities and providing amenities for females at the existing soccer facilities. ii. Implement the Reid Oval Business Case. iii. Undertake a feasibility study for the upgrade and expansion of the Warrnambool Stadium that includes assessment of the potential for increased opportunities for other compatible sports including squash and table tennis. iv. Continue implementing the AquaZone 2025 Strategy and undertake work to guide the future provision of aquatic facilities in the city post 2025. v. Implement the South Warrnambool Crown Land Precinct Plan to support additional sport and recreation pursuits and additional user groups within the Thunder Point Coastal precinct including development/improvements to the Mountain Bike Trail network. vi. Lead the coordination of the Great South Coast Regional Sport Partnership Network to implement the Great South Coast Regional AFL, Netball and Cricket Strategy vii. Develop a Water Sports Strategy, incorporating rowing, dragon boats racing/skiffs, kayaking, water skiing, stand up paddle boarding, surfing, open water swimming, other unstructured swimming activities and fishing. viii. Develop a master plan for the North of the Merri active open space precinct.
<p>K. The protection and enhancement of key physical and environmental assets and provision of appropriate public access to waterways and coastal environments is needed.</p>	<p>12. Promote the sustainable and responsible use of physical and environmental assets.</p>	<ul style="list-style-type: none"> i. Develop landscape guidelines to define environmental protection needed where recreation occurs in areas of environmental sensitivity. ii. Continue to support Integrated Water Management Plans (IWMPs), with the priority to be completion and implementation of the Albert Park IWMP. iii. Support clubs and associations to build knowledge, skills and involvement in protecting the natural environment and increasing sustainable practices.
<p>L. Changing standards in facility provision and their consequential impacts need to be considered.</p>	<p>13. Apply best practice approaches, industry standards, tools and guidelines to inform facility provision.</p>	<ul style="list-style-type: none"> i. Apply Universal Design Principles when designing all new and upgraded sporting facilities to improve access for all ii. Support the improved sustainability of facilities and spaces through irrigation upgrades, drainage improvements, LED lighting redevelopments and other measures iii. Adhere to the standards and guidelines of relevant State Sporting Associations when scoping new and upgraded sporting facility projects. iv. Advocate for more appropriate rural and regional facility provision standards by State Sporting Associations and SRV.

THEME 3: MANAGEMENT AND PROGRAMMING (How people are supported to do activities) GOAL – To utilise the resources available to efficiently manage and deliver on key priorities.		
ISSUES & OPPORTUNITIES:	OBJECTIVES	ACTIONS
M. Undertake an assessment of existing reports and master plans to consolidate outstanding actions that will be part of a prioritised list of projects.	14. Continue to implement based on existing reports and relevant master plans as appropriate.	<p>i. Develop a capital funding assessment tool to prioritise sport and active recreation facility improvement projects that incorporates the Active Warrnambool Strategy principles within its criteria.</p> <p>ii. Compile and prioritise a list of ongoing projects from adopted master plans and other strategic facility plans.</p> <p>iii. When developing the Implementation Plan for the Strategy, review comments outlined under the other issues document (Appendix B) to determine what responses may be required.</p>
N. Undertake further investigation into a range of current reports and plans to address issues, opportunities and barriers identified in the preparation of Active Warrnambool.	Refer other recommendations within this table.	Refer other actions within this table.
O. There are a range of existing policies that require review or new policies are required.	15. Review existing sport and active recreation policies and develop new policies where a consistent approach is needed to underpin Council's decision-making and sport and recreation service delivery.	<p>i. Review existing policies including:</p> <ul style="list-style-type: none"> • Capital contributions policy (2013) • Community Development Fund guidelines • Fees and Charges for the Use of Council's Outdoor Sports Facilities (2009) • Finals Use of Sports Ground Allocations for Finals Use Policy (2011) • Assistance to Individuals or Groups Participating in National or International Events or Activities (2011). <p>ii. Develop new policies for sport and recreation, to support:</p> <ul style="list-style-type: none"> • Implementation of this strategy through an Active Warrnambool Policy via the Municipal Strategic Statement (Planning Scheme) • Increased Female Participation in all Aspects of Club Activity • Improved Community Facility Access • Management of Reserve Sponsorship and Naming • Consistent application of Healthy by Design Principles (which to help guide the design of built environments that promote healthy and active communities). • Support for new and emerging sport and recreation activities • Development of Sport and Recreation Infrastructure • Provision of recreation infrastructure on flood-prone land • Assessment of proposals to dispose or change use of open spaces
P. Council does not currently have a formal and consistent framework for requesting and spending of open space contributions	16. Adopt and implement an open space contributions policy to direct the collection of funds and their allocation for open space improvements.	<p>i. Use the open space contributions review process to identify areas where there are gaps in open space provision and to provide for appropriate and equitable developer contributions for open space provision.</p> <p>ii. Use the Open Space Contributions Policy to identify and obtain funding for open space enhancement.</p>

<p>Q. Comparison of local participation data collected in 2013 and 2017 shows that, while facilities and infrastructure have been developed and improved over that time, responses indicate reduced participation and satisfaction in some areas. This may reflect an increase in participants' aspirations and perhaps a lack of awareness of new and enhanced facilities.</p>	<p>17. Promote awareness of sport, recreation and physical activity opportunities available to the community.</p>	<p>i. Develop a promotional campaign to raise awareness in the community around the availability of sport, recreation and physical activity opportunities.</p>
<p>R. A planned approach to responding to and meeting the asset renewal gap will be critical for Council.</p>	<p>18. Council to allocate additional funding for renewal of sport and active recreation assets</p> <p>19. Council will manage assets in an efficient manner to ensure their long term sustainability.</p>	<p>i. Continue to partner with key stakeholders in asset renewal projects, including user groups, other community organisations, and the private sector.</p> <p>ii. Consider alternatives to Council management of sporting and recreation assets.</p> <p>iii. Where assets and services are assessed to be surplus to need or not sustainable, either decommission the asset or determine a future sustainable use.</p> <p>iv. Undertake assessments with full involvement of tenant groups.</p>
<p>S. There is a need for council to invest in evidence-based development and enhancement of recreation and facilities and spaces.</p>	<p>20. Investigate, source and publish data collection and related research to ensure support a strong evidence based approach to sport and active recreation facility provision in the city.</p>	<p>i. Collect sports club and association membership data annually.</p> <p>ii. Collect regional participation data every three years from the peak bodies of the major participation sports to monitor trends.</p> <p>iii. Undertake a needs assessment for tennis and basketball and other sports as demand requires.</p> <p>iv. Review the facility infrastructure provision needs required to support the most popular informal recreation pursuits (as revealed in the W2040 research).</p> <p>v. Undertake the Municipal Health and Wellbeing community survey (W2040 Community Survey) every four years in line with the review of the Health and Wellbeing Plan and seek to gain further understanding of the issues identified under Q.</p> <p>vi. Integrate the recommendations from the Great South Coast Regional AFL, Netball and Cricket Strategy into the Recreation Capital Works and Asset Management Plans.</p>
<p>T. Clarification of Council's role in recreation provision is needed to guide its responsibilities and ensure appropriate resources are provided for it.</p>	<p>21. Council will provide additional investment to implement the Active Warrnambool Strategy.</p>	<p>i. Council to provide additional resources over the life of the Active Warrnambool Strategy to ensure it can be implemented. Specific initiatives proposed include:</p> <ul style="list-style-type: none"> • Leverage funding for existing SRV funding programs to increase from \$190,000 to \$300,000 • Establish new leverage funding of \$200,000 for SRV female friendly facilities. • Increase the Community Development Fund budget by 35% per year over three years. • Increase asset management funds for recreation and community facilities by \$235,000 per year. • Funding for implementation of the Active Warrnambool Strategy of \$50,000 per year over the life of the Strategy.
<p>U. The implementation of sustainable and effective facility management models that support community-based leadership should be considered.</p>	<p>22. Develop a more equitable and efficient approach for the provision of sports grounds.</p> <p>23. Formalise new use agreements that reflect how facilities are used and managed, and who is responsible for them.</p>	<p>i. Present Council with the next steps to implement Playing Fair (Sports Ground Management Review).</p> <p>ii. Develop recommendations for the Playing Fair Review.</p> <p>iii. Implement the new sports ground management system.</p> <p>iv. Implement new usage agreements for clubs occupying sports grounds.</p>

11 MONITORING AND REVIEW

The Active Warrnambool Strategy will be monitored to ensure that the vision, objectives and actions, remain relevant and are able to be effectively implemented.

Research into strategic recreation plans and operations of a number of municipalities of similar scale to Warrnambool City Council has revealed that no other Councils have adopted Key Performance Indicators or performance measures to assess the success or impact of their work. There are some service-specific measures available from the Community Satisfaction Survey conducted by the Office of Local Government of Victoria regarding recreation facilities and by the Essential Services Commission for Aquatic facilities available.

The implementation of the Active Warrnambool Strategy will be measured through:

- 1) Process measures – ie. the number of actions delivered/completed.
- 2) Tracking membership/participation in sporting clubs and associations, and of other community groups providing physical activity opportunities.
- 3) Tracking levels of participation in non-club based physical activity and recreation programs/activities, measured using Ausplay, WCC Community Survey and other data sets.
- 4) The ratio of the funding mix between Council, community and external funding sources for the delivery of projects.
- 5) The overall health and wellbeing levels, and physical activity levels of the Warrnambool City population (measures from Warrnambool A Healthy City).
- 6) An increase in the performance rating of Warrnambool City in the service area of Recreational Facilities in the annual Council Community Satisfaction Survey.

12 IMPLEMENTATION / NEXT STEPS

To deliver on this Strategy Council will:

- Develop a detailed implementation plan which identifies the priorities, proposed timing, and resources required.
- Identify agencies and others with a responsibility for implementation and where partnership opportunities are possible.
- Report against the action plan every twelve months.
- Review the Strategy and the detailed implementation plan, every three years to consider emerging issues, opportunities, trends or changing conditions.
- Conduct a major review of the Strategy, including public consultation, in 2030.
- Develop and implement a communications strategy to regularly promote the Strategy outcomes, reviews and updates.



13 APPENDICES

Appendix A: References

Australian Government (2011) National Sport and Active Recreation Policy Framework

Commonwealth of Australia, Department of Health (2018), Sport 2030

JWS Research (not dated), Local Government Community Satisfaction Survey, Warrnambool City Council: 2017 Research Report

KPMG (2018) Valuing Community Sport Infrastructure: Investigating the value of community sports facilities to Australia.

Marsden Jacob Associates (2018) Active impacts: The economic impacts of active recreation in Victoria

Saxena, S., Van Ommeren, M., Tang, K. C., & Armstrong, T. P. (2005). Mental health benefits of physical activity. *Journal of Mental Health* 14: 5, 445–451

SportAus (2017) AusPlay 2017 National participation data for the sport sector

State of Victoria, Department of Health and Human Services (July 2017) Active Victoria: A strategic framework for sport and recreation in Victoria 2017 - 2021

State of Victoria, Department of Health and Human Services (December 2016) Valuing Sport and Recreation: A framework for the future. Background information

VicHealth Physical Activity Strategy 2018 – 2023

Warrnambool City Council (not dated), Warrnambool 2040 Phase 1 Engagement Findings Fact Sheet

Warrnambool City Council (not dated), Active Warrnambool Strategy 2016 - 2025 Background Report

Warrnambool City Council (not dated), Annual Report 2017 - 2018.

Warrnambool City Council (2019), Council Plan 2017 – 2021.

Warrnambool City Council (not dated), Warrnambool Recreation Plan 2007 - 2017

Warrnambool City Council (not dated), Warrnambool – A Healthy City 2017 – 2021

Warrnambool City Council (not dated), Warrnambool City Council Disability Action Plan 2017 – 2026

Warrnambool City Council (not dated), Warrnambool Open Space Strategy 2014

Appendix B: Other Issues

In addition to the specific Issues and Opportunities identified through the Warrnambool 2040 and Active Warrnambool consultation processes, a number of other issues have emerged which will require investigation and resolution beyond the preparation of the current Strategy, but during its lifetime.

These issues are summarised below:

Issue

- Stakeholders have different views around the future use of the cycling track at Friendlies Societies Park.
- Brauerander Park currently is the main venue in Warrnambool for community access to competition and training facilities for various athletics' disciplines.
- Warrnambool Golf Club is continuing to seek confirmation around their land tenure arrangements and future use of the site at Thunder Point.
- Gymnastics is a growing sport that currently occupies leased premises at the Warrnambool Showgrounds.
- The Warrnambool Lawn Tennis Bowls Club is considering a range of improvements to its facilities.
- It is expected that the synthetic hockey pitch will require replacement over the term of the Strategy.
- The Warrnambool Surf Life Saving Club is developing a Strategic Plan that will incorporate a future direction for the existing facility at Lady Bay.
- User clubs at Lake Gilleear Target Sports Complex may require support around governance and facility management.

5.9. ADVISORY COMMITTEE REPORTS**PURPOSE**

This report contains the record of two Advisory Committee meetings.

REPORT

1. Environment & Planning Advisory Committee – 18 September 2019 – refer **Attachment 1**
2. Australia Day Advisory Committee – 19 September 2019 – refer **Attachment 2**

ATTACHMENTS

1. EPAC Minutes September 2019 [5.9.1 - 1 page]
2. Minutes - Australia Day Awards Advisory Committee meeting September 19 2019 [5.9.2 - 1 page]

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

That the records of the Environment & Planning Advisory Committee held on 18 September 2019 and Australia Day Advisory Committee held on 19 September 2019 be received.

CARRIED – 7:0



Environment & Planning Advisory Committee Meeting Record						
Date	Wednesday 18 September 2019	Time	04:30 PM to 6:00 PM	Location	Committee Room 1 – Civic Centre	
Committee Members	Chair Cr. David Owen, Fiona Golding, Glenistair Hancock, Bruce Campbell, Amanda Gaffey, Leanne Williams, Steve Myers, Trish Blakeslee Apologies – Chair Cr. David Owen, Fiona Golding Leanne Williams Amanda Gaffey, Steve Myers, Trish Blakeslee					
Council Officer Invitees	Jodie McNamara - Manager City Strategy & Development, Lauren Schneider - Co-ordinator Natural Environment, Juan Donis – Sustainability Officer, Julie Glass – Co-ordinator City Strategy					
No	What				Who	
1.	Glenistair Hancock appointed Chair In attendance:- Rachel Hornsby, Hornsby Consulting				all	
2.	Apologies				Chair	
3.	Warrnambool Social Housing Project <ul style="list-style-type: none"> Project overview Presentation from social housing consultant – Rachel Hornsby The group received the presentation and provided feedback to the consultant.				JG	

Australia Day Advisory Committee

MEETING MINUTES

Date	September 19, 2019	Time: midday	Finish: 1pm	Location: WCC Civic Centre Committee Room 1
Meeting Objective	Begin Australia Day Awards nomination process			
Attendees	Bronwen Levett, Lisbeth Chea, Cr Michael Neoh, Peter Utri, Nick Higgins			
Apologies	Rachel Furnell, Andrew Suggett			

Actions and Agreements

Item	Issues	Who	Expected Completion	Date Change Comments/To Do
1.	Welcome and appointment of Chair			<ul style="list-style-type: none"> Bronwen Levett appointed Chair
2.	Review of awards criteria			<ul style="list-style-type: none"> Additional note on criteria which states that the Committee will seek more information about a nominee if required.
3.	Discussion of promotional efforts			<ul style="list-style-type: none"> Promotion to be done through radio, newspaper and social media advertising, a media release, Council website, Council newsletter, mailout and promotional video.
4.	Other general business			<ul style="list-style-type: none"> Liaise with Events team regarding presentation format, ambassador and attractions for Australia Day 2020.
5.	Next meeting date			<ul style="list-style-type: none"> Nominations to close November 18, Committee to meet and review nominations November 20.
6.	Meeting close			<ul style="list-style-type: none"> 1pm



ACCOUNTABILITY:



COLLABORATION:



RESPECTFULNESS:



PROGRESSIVENESS:



WELLBEING:

5.10. ASSEMBLY OF COUNCILLORS REPORTS

PURPOSE

The purpose of this report is to provide the record of any assembly of Councillors, which has been held since the last Council Meeting, so that it can be recorded in the Minutes of the formal Council Meeting.

BACKGROUND INFORMATION

The Local Government Act provides a definition of an assembly of Councillors where conflicts of interest must be disclosed.

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:-

- Monday 9 September 2019 – refer **Attachment 1**
- Monday 16 September 2019 – refer **Attachment 2**
- 2. Monday 23 September 2019 – refer **Attachment 3**
- Monday 30 September 2019 – refer **Attachment 4**

ATTACHMENTS

1. Assembly of Councillors Record 9 September 2019 [**5.10.1** - 1 page]
2. Assembly of Councillors Record 16 Sept 2019 [**5.10.2** - 1 page]
3. Assembly of Councillors Record 23 September 2019 [**5.10.3** - 1 page]
4. Assembly of Councillors Record 30 Sept 2019 [**5.10.4** - 1 page]

MOVED: CR. PETER HULIN
SECONDED: CR. MICHAEL NEOH

That the record of the Assembly of Councillors held on 9, 23 and 30 September 2019, be received, with amendments to be made to the record of the Assembly of Councillors record of 16 September 2019.

CARRIED - 7:0

Assembly of Councillors Record

Written record in accordance with Section 80A(I) Local Government Act 1989

Name of Committee or Group (if applicable):	Councillor Briefing	
Date of Meeting:	9 September 2019	
Time Meeting Commenced:	3.30pm	
Councillors in Attendance:	Cr. T. Herbert, Mayor/Chairperson Cr. R Anderson Cr. S. Cassidy Cr. K Gaston Cr. P. Hulin Cr. M. Neoh Cr. D. Owen	
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development David Brydson, Aquazone Service Manager	
Other persons present:		
Apologies	Nil	
Matters Considered:	<ul style="list-style-type: none"> ▪ 26 Garden Street Property ▪ Aquazone 	
Councillor Conflicts of interest Disclosures:		
Councillor's Name	Type of Interest	Councillor Left Assembly while matter being discussed (Yes/No)
Meeting close time:	5.00pm	
Record Completed by:	Peter Utri, Director Corporate Strategies	

Assembly of Councillors Record

Written record in accordance with Section 80A(l) Local Government Act 1989

Name of Committee or Group (if applicable):	Councillor Briefing	
Date of Meeting:	16 September 2019	
Time Meeting Commenced:	4.25pm	
Councillors in Attendance:	Cr. T. Herbert, Mayor/Chairperson Cr. R Anderson Cr. S. Cassidy Cr. P. Hulin Cr. M. Neoh	
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Scott Cavanagh, Director City Infrastructure (until 4.35pm)	
Other persons present:	-	
Apologies	Cr. K. Gaston Cr D. Owen	
Matters Considered:	<ul style="list-style-type: none"> ▪ Princes Highway West Project ▪ Great Victorian Bike Ride – Limestone Coast to the Great Ocean Road ▪ Car clubs not coming to Warrnambool. 	
Councillor Conflicts of interest Disclosures:		
Councillor's Name	Type of Interest	Councillor Left Assembly while matter being discussed (Yes/No)
Meeting close time:	4.45pm	
Record Completed by:	Peter Schneider, Chief Executive Officer	

Assembly of Councillors Record

Written record in accordance with Section 80A(l) Local Government Act 1989

Name of Committee or Group (if applicable):	Councillor Briefing	
Date of Meeting:	23 September 2019	
Time Meeting Commenced:	2.00pm	
Councillors in Attendance:	Cr. T. Herbert, Mayor/Chairperson Cr. R Anderson Cr. S. Cassidy (left 3:10pm returned 3:53pm) Cr. K Gaston Cr. P. Hulin Cr. M. Neoh (left 3:10pm returned 3:53pm) Cr. D. Owen	
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Scott Cavanagh, Director City Infrastructure Andrew Paton, Director City Growth Vikki King, Director Community Development Glen Reddick, Manager City Amenity Paula Gardiner, Reid Oval project manager Lisa McLeod, Manager Community Policy & Planning Peter Favero, Assets Planner John Sheely, Team Leader - Trees & Botanic Luke Coughlan, Manager Infrastructure Services	
Other persons present:	Brand Architects Gerrard Mc Curry Noel Harvey	
Apologies	Nil	
Matters Considered:	<ul style="list-style-type: none"> ▪ 2018-2019 Annual Report ▪ Glass only 2nd recycling bin trial ▪ Active Warrnambool Strategy ▪ Community Dog Park ▪ Building a Better Lake Pertobe ▪ Mortlake Road Landscape ▪ Road reserve McMeekin Road ▪ Eastern Marr Native Title ▪ Footpath Renewal Program tender ▪ Saleyards roof construction ▪ Year 12 attainment ▪ 26 Garden Street property 	
Councillor Conflicts of interest Disclosures:		
Councillor's Name	Type of Interest	Councillor Left Assembly while matter being discussed (Yes/No)
Cr Neoh	Work conflict	Yes 4:35pm – 4:45pm
Meeting close time:	5.35pm	
Record Completed by:	Peter Utri, Director Corporate Strategies	

Assembly of Councillors Record

Written record in accordance with Section 80A(l) Local Government Act 1989

Name of Committee or Group (if applicable):	Councillor Briefing	
Date of Meeting:	30 September 2019	
Time Meeting Commenced:	2.30pm	
Councillors in Attendance:	Cr. T. Herbert, Mayor/Chairperson Cr. R Anderson Cr. S. Cassidy Cr. K. Gaston Cr. P. Hulin Cr. M. Neoh Cr. D. Owen	
Council Officers in Attendance:	Peter Schneider, Chief Executive Officer Peter Utri, Director Corporate Strategies Scott Cavanagh, Director City Infrastructure Vikki King, Director Community Development Jodie McNamara, Acting Director City Growth Peter Newell, Manager Information Services David Watson, IT Support officer Thomas Hall Projects Engineer	
Other persons present:	AW Maritime Padrig Maloney Mandy Elliot	
Apologies		
Matters Considered:	<ul style="list-style-type: none"> ▪ Planning Scheme Amendment C103 - Eastern Activity Precinct Structure Plan Implementation ▪ Energy Procurement ▪ Asset management Policy 2019 ▪ Queens Road Recreational Pontoon ▪ August Financial Report ▪ Migration from BigTinCan to DocsOnTap for document distribution ▪ Presentation of European local initiatives from Cr Hulin's overseas trip ▪ Port of Warrnambool Design Project 	
Councillor Conflicts of interest Disclosures:		
Councillor's Name	Type of Interest	Councillor Left Assembly while matter being discussed (Yes/No)
Cr Hulin	Direct local amenity	Yes left 2:50pm returned 3:05pm
Cr Hulin	Indirect association	3:55pm – 4:10pm
Meeting close time:	5:45pm	
Record Completed by:	Peter Utri, Director Corporate Strategies	

5.11. MAYORAL & CHIEF EXECUTIVE OFFICER COUNCIL ACTIVITIES - SUMMARY PORT**PURPOSE**

This report summarises Mayoral and Chief Executive Officer Council activities since the last Ordinary Meeting which particularly relate to key social, economic and environmental issues of direct relevance to the Warrnambool community.

REPORT

Date	Location	Function
31 August 2019	Warrnambool	Mayor & Chief Executive Officer – Attended the Warrnambool SES 10 th Anniversary of the opening of the Warrnambool LHQ.
3 September 2019	Warrnambool	Chief Executive Officer – Was the guest speaker at the Rotary Club of Warrnambool meeting.
6 September 2019	Hamilton	Mayor & Chief Executive Officer – Attended a meeting of the Great South Coast Board.
9 September 2019	Warrnambool	Mayor – Attended the Passport to Employment (P2E) Graduation Ceremony. The P2E program aims to support young people with a disability or other learning barriers, who are at risk of disengaging from the education system, to further their knowledge, skills and opportunities for employment, further education and/or training
10 September 2019	Allansford	Mayor – Attended the Cheese World Industry Night.
11 September 2019	Warrnambool	Mayor – Attended the Brauer College John King Citizenship Awards Ceremony.
12 September 2019	Warrnambool	Mayor & Chief Executive Officer – Attended the Deakin University Multicultural Dinner.
13 September 2019	Warrnambool	Mayor, Chief Executive Officer & International Relations Advisory Committee met with Kerin Ayyalaraju, Ambassador to Estonia during a brief visit to Warrnambool.
	Warrnambool	Mayor & Chief Executive Officer – Attended the West Warrnambool Neighbourhood House & Brauer College VCAL Students opening of the Neighbourhood House Garden on the Verge Project.
14 September 2019	Warrnambool	Mayor & Mayoress – Attended the Warrnambool Special Development School Presentation Ball.
15 September 2019	Warrnambool	Mayor – Attended the 2019 Hampden Football Netball League Maskell Medal awards.
16 September 2019	Warrnambool	Mayor – Attended the SW TAFE Skills Awards Ceremony.
19 September 2019	Melbourne	Mayor – Attended a meeting of the Regional Cities Victoria Mayor's Network.

	Melbourne	Chief Executive Officer – Attended a meeting of the Regional Cities Victoria CEO's group.
	Warrnambool	Mayor – Attended the Ides Places Pitch Final Night.
21 September 2019	Warrnambool	Cr. Sue Cassidy represented the Mayor at the 2019 Hampden Football Netball League Grand Final luncheon.
22 September 2019	Warrnambool	Mayor – Attended the Wolves Soccer Grand Final.
24 September 2019	Camperdown	Mayor – Attended the Westvic Dairy Board Annual General Meeting.
29 September 2019	Warrnambool	Mayor – Attended the Police Remembrance Day Ceremony and wreath laying.
1 October 2019	Warrnambool	Mayor – Attended the Official opening of the City Memorial Bowls Club under cover dome.
2 October 2019	Warrnambool	Mayor – Attended the Future Leaders of industry Warrnambool 2019 Graduation Ceremony.

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

That the Mayoral & Chief Executive Officer Council Activities – Summary Report be received.

CARRIED - 7:0

7. PUBLIC QUESTION TIME

7.1 QUESTION FROM WILLY BENTER, 46-48ZIEGLER PARADE, WARRNAMBOOL

"In relation to Warrnambool City Council being carbon neutral:-

1. *Does the Council have a solar panel plan for its own buildings?*
2. *How many kilowatts of panels does the Council currently have connected?"*

The Chief Executive Officer advised that the question would be taken on notice to enable correct details to be provided.

7.2 QUESTION FROM BEN BLAIN, 21 TAITTS ROAD, WARRNAMBOOL

"It has been said by Council that there was a meeting between the previous CEO and McMahon in which credit card issues were identified and money repaid. Can Council please clarify if there was minutes taken for this meeting or if the meeting was an informal one?"

In response to the Mayors comments on the radio today Council making the results of the 3 investigations public. What information is able to be released to the public especially seeing as some of these bodies only conduct confidential investigations. Can Council please outline what they plan to release?"

The Chief Executive Officer responded that in answer to the first part of the question that he would have to check if there were any minutes taken of that meeting and took the question on notice.

The Chief Executive Officer responded that he did not hear the comments on the radio today but what information will be able to be released is any information that is not confidential.

The Mayor indicated that it was his desire that everything that we could make lawfully known to the public we will be doing that under instruction of the Ombudsman and the Inspectorate.

7.3 QUESTION FROM BRIAN KELSON, 96 WHITES ROAD, WARRNAMBOOL

“The CEO Mr Schneider I believe has the right to edit the audio from the open meeting. My question, is this happening? and for what purpose would this be?”

The Chief Executive Officer responded that he did not know the answer to the question whether he did have right to do that but undertook to check and also advised that he had never edited an audio from any Council meeting let alone this one.

7.4 QUESTION FROM BARRY O’NEILL, 11 MANNIX STREET, WARRNAMBOOL

Re : Sweden Trip – what is the total cost of this mostly ratepayer funded trip.”

The Chief Executive Officer responded that we did not have that information at the moment, we are still in the process of planning and unable to answer the question but when we can an answer will be provided.

7.5 QUESTION FROM BARRY O’NEILL, 11 MANNIX STREET, WARRNAMBOOL

“Re Sweden trip – What specifically can only be achieved by having WCC staff travel in person to Sweden, rather than communicate electronically, thereby saving ratepayers many thousands of dollars”

The Chief Executive Officer responded that we did receive a grant of around about \$5,000 to conduct this. There is large amount of interest not only from Warrnambool City Council in this but from a number of private sector institutions and Government instrumentalities and also education outlets all of them wanting to go and have a look at this and have a relationship with Mairestead and see what has been done seeing it in person and ask whatever questions has a lot of benefit.

7.6 DAVENA EDWARDS, 12 BAUDIN COURT, WARRNAMBOOL

- 1. Are drinks held after Council meetings?*
- 2. Who pays for it?*
- 3. Is alcohol involved.”*

The Chief Executive Officer responded that like most councils throughout Australia, a meal is provided to Councillors after a Council meeting, or before a Council meeting depending on when the Council meeting is held, alcohol is provided by Council.

8. CLOSE OF MEETING

The meeting closed at 7.40pm.

CHAIRMAN