Scheduled Council Meeting - 1 February 2021 Attachments

Warrnambool City Council – Councillor Code of Conduct

Councillor
Code of Conduct

1 February 2021
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Warrnambool City Council – Councillor Code of Conduct

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PREAMBLE

The Local Government Act 2020 (*the Act*) requires a Council to develop and maintain a Councillor Code of Conduct. The Councillor Code of Conduct (*the Code*) is required to be periodically reviewed.

Section 139 of the Act requires councils to develop and adopt a Councillor Code of Conduct that:
   o   Must include the Standards of Conduct prescribed by the Local Government (Governance and Integrity) Regulations 2020 (the Regulations);
   o   Must include any provisions prescribed by the Regulations;
   o   Must include provisions addressing any matters prescribed by the Regulations; and
   o   May include any other matters which the Council considers appropriate, other than any other Standards of Conduct.

This Code sets out roles and responsibilities, the prescribed Standards of Conduct and provides specific arrangements to deal with disputes and misconduct.

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SECTION 1 - ROLES AND RELATIONSHIPS

Overview: This section describes the statutory roles of Council, Councillors and the Chief Executive Officer as defined under the Act. It details and establishes the working relationship between Councillors and the organisation. Warrnambool City Council consists of the Council (the representative arm of seven Councillors) and the organisation (the operational arm made up of the Chief Executive Officer & staff).

Good governance is dependent on effective, trusting relationships between the Councillors and the organisation, and an understanding of the distinction between the roles and responsibilities of Council and the organisation.

1.1   Role of Council

Sec. 8 of the Act – Role of Council

(1) The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.
(2) A Council provides good governance if—
    (a) it performs its role in accordance with section 9;
    (b) the Councillors of the Council perform their roles in accordance with section 28.
(3) In performing its role, a Council may—
    (a) perform any duties or functions or exercise any powers conferred on a Council by or under this Act or any other Act; and
    (b) perform any other functions that the Council determines are necessary to enable the Council to perform its role.
(4) If it is necessary to do so for the purpose of performing its role, a Council may perform a function outside its municipal district.

The Council is responsible for setting the vision and strategic direction for the Council, determining strategic policy and appointing the Chief Executive Officer of the Organisation.

Councillors must understand that acting together they constitute 'the Council' and acknowledge that, as individuals, they cannot bind the Council to any actions or decisions. Councillors will act to ensure decision making responsibilities are only exercised in Council Meetings.

Sec. 9 of the Act - Overarching Principles

(1) A Council must in the performance of its role give effect to the overarching governance principles.
(2) The following are the overarching governance principles—
    (a) Council decisions are to be made and actions taken in accordance with the relevant law;
    (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
    (c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;

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> (d) the municipal community is to be engaged in strategic planning and strategic
>   decision making;
> (e) innovation and continuous improvement is to be pursued;
> (f) collaboration with other Councils and Governments and statutory bodies is to be
>   sought;
> (g) the ongoing financial viability of the Council is to be ensured;
> (h) regional, state and national plans and policies are to be taken into account in
>   strategic planning and decision making;
> (i) the transparency of Council decisions, actions and information is to be ensured.
> (3) In giving effect to the overarching governance principles, a Council must take into
>   account the following supporting principles—
>   (a) the community engagement principles;
>   (b) the public transparency principles;
>   (c) the strategic planning principles;
>   (d) the financial management principles;
>   (e) the service performance principles.

1.2   Role of a Councillor

> **Sec. 28 of the Act – Role of Councillor**
>
> (1) The role of every Councillor is—
>   (a) to participate in the decision making of the Council; and
>   (b) to represent the interests of the municipal community in that decision making;
>   and
>   (c) to contribute to the strategic direction of the Council through the development
>   and review of key strategic documents of the Council, including the Council
>   Plan.
> (2) In performing the role of a Councillor, a Councillor must—
>   (a) consider the diversity of interests and needs of the municipal community; and
>   (b) support the role of the Council; and
>   (c) acknowledge and support the role of the Mayor; and
>   (d) act lawfully and in accordance with the oath or affirmation of office; and
>   (e) act in accordance with the standards of conduct; and
>   (f) comply with Council procedures required for good governance.
> (3) The role of a Councillor does not include the performance of any responsibilities or
> functions of the Chief Executive Officer.

The role of a Councillor is to act for the community and advocate on their behalf. A Councillor
plays a key role in facilitating communication with the community and encouraging public
participation and community engagement with the activities of Council.

Councillors collectively constitute the 'Council'. As an individual, a Councillor cannot direct or
bind the Organisation to any actions or decisions.

Councillors should not be involved in the operational decisions of the Organisation and in
adherence to the Act will not misuse their position to direct staff.

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The Chief Executive Officer is responsible for developing, implementing and enforcing policies and protocols to manage interactions between councillors and staff. Councillors will act in accordance with the Councillor and Council officer interaction protocols set by the Chief Executive Officer.

In their decision-making roles, Councillors will consider the diversity of the community, the strategic direction set by the Council, and responsible resource allocation, demonstrating civic leadership and good governance.

Councillors will advocate for the needs of their constituents, but will make all decisions to benefit, and be in the best long-term interests of, the whole of the Warrnambool city.

To ensure Councillors maintain a clear and primary duty to the Warrnambool community, rather than a political body or other jurisdiction, Councillors will avoid conflicts of interest, or the appearance of conflicts of interest, that affiliation with political parties may create.

This will underpin the impartiality and ability of Councillors to act in the best interests of the local community. Councillors will not use Council resources (for example, technology, communications channels, events) to prepare or promote a political body or other jurisdiction.

1.3   Role of the Mayor

Sec. 18 of the Act - Role of the Mayor

The role of the Mayor is to—
    (a) chair Council meetings; and
    (b) be the principal spokesperson for the Council; and
    (c) lead engagement with the municipal community on the development of the Council Plan; and
    (d) report to the municipal community, at least once each year, on the implementation of the Council Plan; and
    (e) promote behaviour among Councillors that meets the standards of conduct set out in the Councillor Code of Conduct; and
    (f) assist Councillors to understand their role; and
    (g) take a leadership role in ensuring the regular review of the performance of the Chief Executive Officer; and
    (h) provide advice to the Chief Executive Officer when the Chief Executive Officer is setting the agenda for Council meetings; and
    (i) perform civic and ceremonial duties on behalf of the Council.

Sec. 19 of the Act – Powers of the Mayor

The Mayor has the following specific powers—
    (a) to appoint a Councillor to be the chair of a delegated committee;
    (b) to direct a Councillor, subject to any procedures or limitations specified in the Governance Rules, to leave a Council meeting if the behaviour of the Councillor is preventing the Council from conducting its business;
    (c) to require the Chief Executive Officer to report to the Council on the implementation of a Council decision.

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The role and responsibilities of the Mayor include:
- Being a leader and advocating for the community
- Ensuring and encouraging participation of Councillors in the decision-making process
- Maintaining a close working relationship with the Chief Executive Officer
- Leading and providing guidance to Councillors in relation to their role, conduct and working relationships, with this agreed Code as the basis for discussions
- Sustaining partnerships and advocating for Council's interests, and pursuing opportunities for the City in line with adopted policies, strategies and plans
- Representing the Council at civic functions and forums.

1.4   Role of Deputy Mayor

The role of the Deputy Mayor is to give effective support to the Mayor and Councillors during the day-to-day function of Council. The Deputy Mayor must undertake the role of the Mayor if:
- the Mayor is unable for any reason to attend a Council meeting or part of a Council meeting; or
- the Mayor is incapable of performing the duties of the office of Mayor for any reason, including illness; or
- the office of Mayor is vacant.

The Deputy Mayor will take responsibility for the internal resolution process when the matter relates to the Mayor.

1.5   Role of the Chief Executive Officer

Sec. 46 of the Act - Functions of the Chief Executive Officer

(1) A Chief Executive Officer is responsible for—
    (a) supporting the Mayor and the Councillors in the performance of their roles; and
    (b) ensuring the effective and efficient management of the day to day operations of the Council.
(2) Without limiting the generality of subsection (1)(a), this responsibility includes—
    (a) ensuring that the decisions of the Council are implemented without undue delay;
    (b) ensuring that the Council receives timely and reliable advice about its obligations under this Act or any other Act;
    (c) supporting the Mayor in the performance of the Mayor's role as Mayor;
    (d) setting the agenda for Council meetings after consulting the Mayor;
    (e) when requested by the Mayor, reporting to the Council in respect of the implementation of a Council decision;
    (f) carrying out the Council's responsibilities
    as a deemed employer with respect to Councillors, as deemed workers, which
    arise under or with respect to the Workplace Injury Rehabilitation and Compensation Act 2013.
(3) Without limiting the generality of subsection (1)(b), this responsibility includes—
    (a) establishing and maintaining an organisational structure for the Council;
    (b) being responsible for all staffing matters, including appointing, directing, managing and dismissing members of Council staff;
    (c) managing interactions between members of Council staff and Councillors and ensuring that policies, practices and protocols that support arrangements for interaction between members of Council staff and Councillors are developed and implemented;
    (d) performing any other function or duty of the Chief Executive Officer specified in this Act or any other Act.

The Chief Executive Officer is the head of the organisation. The organisation is responsible for the implementation of Council policy and decisions, operational policy and procedures, service delivery and providing professional advice to Council.

The Chief Executive Officer ensures professional, relevant and timely information is provided to the Council and support to the role of Mayor and Councillors through the provision of governance and administrative support services.

Councillors will respect the functions of the Chief Executive Officer and undertake to comply with the policies, practices and protocols defining the arrangements for interaction between the Councillors, the Organisation and Council officers (staff).

1.6   Role of Councillor Conduct Officer

The Chief Executive Officer will from time to time appoint a member of Council staff as the Councillor Conduct Officer under s 150 of the Act.

The Councillor Conduct Officer must:
- assist Council in the implementation and conduct of the Internal Arbitration Process (refer to section 7.4);
- assist the Principal Councillor Conduct Registrar[1] to perform his or her functions (including appointment of arbiters, publishing guidelines relating to the Internal Arbitration Process, forming Councillor Conduct Panels and publishing guidelines relating to Councillor Conduct Panels); and
- assist the Principal Councillor Conduct Registrar in relation to any request for information.

It is neither the role nor the responsibility of the Councillor Conduct Officer to draft, or to otherwise assist in the drafting of, any application under this Code or the Act.

1.7   Relationship between Councillors and the Organisation

Councillors will act in accordance with the Councillor and Council Officer interaction protocols set by the Chief Executive Officer.

Councillors will:
- Work cooperatively with the Chief Executive Officer and Council officers
- Communicate courteously and respectfully, and expect the same behaviour in return
- Only contact the designated Council officer for each matter, as set by the Chief Executive Officer's protocols.
- Recognise the role of Council officers to provide professional 'best' advice to Council.
- Not direct, or seek to direct, Council officers (including in the preparation of Council reports and recommendations)
- Not undermine or denigrate Council officers, including in Council Meetings, discussions with community members, or communication exchanges

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[1] Pursuant to sec. 148 of the Act, the Principal Councillor Conduct Registrar is appointed by the Secretary, Department of Environment. Land, Water and Planning. The Registrar's function and powers are set out in sec. 149 of the Act.

Councillors will commit to providing feedback and raising issues of concern directly with the Chief Executive Officer and not with Council officers (staff) or via the media (including social media). Issues of concern may include but are not limited:

- Conduct or actions of Council officers (staff)
- Reports and publications prepared by the organisation
- Service delivery standards; and
- Activities and directions of the organisation

1.8   Role of a Delegate or Council Representative on Committees and Other Bodies

The participation on a range of committees established by Council, peak body/sector associations, and local and regional forums is an essential part of Council's representative role.

The Council nominates or appoints Councillor representatives and delegates to these committees and other bodies annually, or as needed.

A Councillor appointed as a delegate or representative to a committee or other body will represent the position of Council, and report back to Council on the issues or progress of the committee or other body and any recommendations made for Council to consider.

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SECTION 2 – STANDARDS OF CONDUCT

The Standards of Conduct to be observed by Councillors are set out in the Regulations[2].

Failure to comply with the Standards of Conduct constitutes 'misconduct' for the purposes of the Act. If allegations of misconduct cannot be resolved between Councillors informally, they will be referred to the internal arbitration process, which may result in the imposition of sanctions.

2.1   Treatment of others

A Councillor must, in performing the role of a Councillor, treat other Councillors, members of Council staff, the municipal community and members of the public with dignity, fairness, objectivity, courtesy and respect, including by ensuring that the Councillor:
- takes positive action to eliminate discrimination, sexual harassment and victimisation in accordance with the *Equal Opportunity Act 2010;*
- supports Council in fulfilling its obligation to achieve and promote gender equality;
- does not engage in abusive, obscene or threatening behaviour in their dealings with members of the public, Council staff and Councillors; and
- in considering the diversity of interests and needs of the municipal community, treats all persons with respect and has due regard for their opinions, beliefs, rights and responsibilities.

2.2   Performing the role of Councillor

A Councillor must, in performing the role of a Councillor, do everything reasonably necessary to ensure that the Councillor performs the role of a Councillor effectively and responsibly, including by ensuring that the Councillor:
- undertakes any training or professional development activities that Council decides it is necessary for all Councillors to undertake to effectively perform the role of a Councillor;
- diligently uses Council processes to become informed about matters which are subject to Council decisions;
- is fit to conscientiously perform the role of a Councillor when acting in that capacity or purporting to act in that capacity; and
- represents the interests of the municipal community in performing the role of a Councillor by considering and being responsive to the diversity of interests and needs of the municipal community.

2.3   Compliance with good governance measures

A Councillor, in performing the role of a Councillor, to ensure the good governance of Council, must diligently and properly comply with the following:
- any policy, practice or protocol developed and implemented by the Chief Executive Officer in accordance with s 46 of the Act for managing interactions between members of Council staff and Councillors;
- the Council expenses policy adopted and maintained by Council under s 41 of the Act;

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[2] Regulation 12, Local Government (Governance and Integrity) Regulations 2020

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- the Governance Rules developed, adopted and kept in force by Council under s 60 of the Act; and
- any directions of the Minister for Local Government issued under s 175 of the Act (governance directions).

2.4   Councillor must not discredit or mislead Council or public

In performing the role of a Councillor, a Councillor must:
- ensure that their behaviour does not bring discredit upon Council; and
- not deliberately mislead Council or the public about any matter related to the performance of their public duties.

2.5   Standards do not limit robust political debate

Councillors acknowledge that nothing in the Standards of Conduct is intended to limit, restrict or detract from robust public debate in a democracy. So, while Councillors must always meet these Standards of Conduct, participation in vigorous debate of matters before Council for decision should not be viewed as being inconsistent with them.

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SECTION 3 - COMMITMENT, VALUES AND PRINCIPLES

Overview: This section sets out the underpinning values that drive the way Councillors act and interact. The 'Councillor Rules of Engagement' is a high level agreement by each Councillor as a member of Council that they will govern responsibly and uphold the trust placed in them by the Warrnambool community.

3.1   Working Together

Warrnambool City Councillors are committed to working together constructively as a team, to achieve the vision for the Warrnambool City.

This Code of Conduct is a commitment to governing the Council effectively and adhering to high standards of behaviour and the principles of good governance.

This Code of Conduct sets out how Councillors will behave and work together with each other, the Organisation (the Chief Executive & Council Officers) and the community.

Working for Warrnambool

3.2   Statement of Commitment

The conduct and behaviour of each Councillor reflects on the reputation of the Council as a whole. Councillors have an obligation to take responsibility for their own actions, recognising their conduct will have an impact on the ability of the Council and the Organisation to function properly.

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By adopting this Code:

A **Councillor** commits to:
- transparent and accountable governance
- honest, fair and respectful dealings with the organisation and the wider community
- work with fellow Councillors to achieve the best outcomes in the interests of the whole of the community
- respect for the democratic process
- compliance with legislation, local laws, policies and procedure.

Councillors will be honest, act with integrity, impartially, and in ways that build and maintain trust, including embracing a 'no surprises' approach in their interactions with each other and the organisation.

Councillors acknowledge the value of teamwork and will commit to:
- Working together in a constructive and professional manner to achieve the vision for the Warrnambool municipality
- Fostering and establishing strong working relationships between the Mayor and each other
- Listening and communicating respectfully, acknowledging each other's perspectives, and engaging in discussion on issues.
- Treating others with courteously, dignity and respect at all times
- Not being critical of each other, the Organisation, or Council staff in any public forum.

Councillors will be responsive to the community, attend meetings and events, and be gracious to others in all their interactions.

Councillors will recognise that collaborative discussion and planning is essential to the effective governance of the Warrnambool City Council, and will attend and participate in planning sessions and workshops organised by the Chief Executive Officer for the purpose of strategy and budget development including:

- Ordinary & Special Council Meetings
- Briefings and workshops
- External & Advisory Committee meetings (where appointed as the Council delegate)

Councillors, in good faith, will undertake to comply with the various provisions of the Act and this Code of Conduct.

3.3   Councillors agreed 'Rules of Engagement'

All Councillors confirm that they will adhere to the Standards of Conduct in their general conduct as Councillors and adhere to the following 'Rules of Engagement':

RESPECT
- We use language that is tactful and assertive, not aggressive or passive-aggressive
- We don't personalise issues, in other words, "play the ball, not the person"
- When dealing with Council officers, we do this through CEO / Directors, unless previously agreed otherwise

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PARTICIPATION
- We ask questions, early and often
- We use briefings to get the information we need

AWARENESS
- We detect who needs support, and provide it
- If there is some aspect of our communication that one of us doesn't like, we will give feedback

CONSISTENCY
- We will make clear the basis for our individual decisions, so that our colleagues can understand the basis for our views

OPENNESS
- We draw out each Councillor's opinion on most issues
- We believe all views are of value, until a collective decision has been made
- To strengthen our resolutions, we encourage Councillors to
  - (i) play 'devil's advocate' and
  - (ii) continue asking "Why?"

COURAGE
- We feel able to take minority positions to test their acceptance
- We will admit our ignorance where we do not know or understand

FLEXIBILITY
- We feel able to take minority positions to test their acceptance
- We work together to bring everyone into agreement and, where we can't, accept that compromise is acceptable

ACCURACY
- We understand those matters that are interpretations of policy and accept our right to reject or accept recommendations.

UNIFIED POSITIONS
- We openly state if we believe we are not ready to decide
- If one or more of us in a majority (or dissent) we are able to explain the majority decision, and can state our opposition to it objectively and unemotionally

GROUP SELF-REGULATION
- Together we monitor the above rules of engagement and note any breaches

PERIODIC REVIEW
- At least every few months we take time to reflect on how well we are adopting these rules of engagement and which are most difficult on a regular basis

SECTION 4 – PROHIBITED CONDUCT

Overview: In addition to observing the Standards of Conduct, Councillors acknowledge that the Act prohibits them from engaging in certain conduct and that doing so constitutes a criminal offence. This conduct relates to:

- **Misuse of position**
- **Improper direction and improper influence**
- **Confidential information**
- **Conflict of interest**

Councillors acknowledge that, while these matters are not Standards of Conduct and are not to be addressed as a contravention of this Code, they undertake to comply with them.
In the case of non-compliance, these matters could be the subject of an application to a Councillor Conduct Panel, or of a complaint to the Local Government Inspectorate, the Independent Broad-based Anti-corruption Commission or Victoria Police, depending on the nature of the allegation.

4.1   Misuse of Position

Councillors will not use their position, or knowledge gained in their role, to disadvantage Council or someone else, or advantage themselves or someone else.

Sec. 123 of the Act – Misuse of position

(1) A person who is, or has been, a councillor or member of a delegated committee must not misuse their position –
   (a) to gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; or
   (b) to cause, or attempt to cause, detriment to the Council or another person.

(2) An offence against section 123(1) is an indictable offence.

(3) For the purposes of this section circumstances involving the misuse of a position by a person who is, or has been, a Councillor or member of a delegated committee include -
   (a) making improper use of information acquired as a result of the position the person held or holds; or
   (b) disclosing information that is confidential information; or
   (c) directing or improperly influencing, or seeking to direct or improperly influence, a member of Council staff; or
   (d) exercising or performing, or purporting to exercise or perform, a power, duty or function that the person is not authorised to exercise or perform; or
   (e) using public funds or resources in a manner that is improper or unauthorised; or
   (f) participating in a decision on a matter in which the person has a conflict of interest.

(4) This section:
   (a) has effect in addition to, and not in derogation from, any Act or law relating to the criminal or civil liability of Councillors or members of delegated committees; and
   (b) does not prevent the institution of any criminal or civil proceedings in respect of that liability.

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4.2   Improper Direction

Councillors will not use their position to direct or influence Council officers in any of their powers, duties or functions.

> **Sec. 124 of the Act – Directing a member of Council staff**
>
> A Councillor must not intentionally direct, or seek to direct, a member of Council staff—
>   (a) in the exercise of a delegated power, or the performance of a delegated duty or function, of the Council; or
>   (b) in the exercise of a power or the performance of a duty or function exercised or performed by the member as an authorised officer under this Act or any other Act; or
>   (c) in the exercise of a power or the performance of a duty or function the member exercises or performs in an office or position the member holds under this Act or any other Act; or
>   (d) in relation to advice provided to the Council or a delegated committee, including advice in a report to the Council or delegated committee.

4.3   Breach of Confidentiality

Councillors must observe the confidentiality of the information they receive in the course of performing their duties and responsibilities.

A Councillor must not intentionally or recklessly disclose information that the he or she knows, or should reasonably know, is confidential information.

> **Sec. 3 of the Act – Definitions (confidential information)**
>
> For the purposes of the Act 'confidential information' means the following information:
> • Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released;
> • security information, being information that if released is likely to endanger the security of Council property or the safety of any person;
> • land use planning information, being information that if prematurely released is likely to encourage speculation in land values;
> • law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person;
> • legal privileged information, being information to which legal professional privilege or client legal privilege applies;
> • personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs;
> • private commercial information, being information provided by a business, commercial or financial undertaking that:
>   o relates to trade secrets; or
>   o if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;

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- confidential meeting information, being the records of meetings closed to the public under the Act;
- internal arbitration information, being information specified in s 145 of the Act;
- Councillor Conduct Panel confidential information, being information specified in s 169 of the Act;
- information prescribed by regulations to be confidential information for the purposes of the Act; and
- information that was confidential information for the purposes of s 77 of the *Local Government Act 1989.*

Councillors acknowledge that they will have access to confidential information in many forms and that it will not always be labelled as being 'confidential'. Councillors will take reasonable steps to inform themselves about the confidential nature of any Council information before discussing it outside the organisation.

4.4   Conflict of Interest

Division 2 of Part 6 of the Act covers the Conflict of Interest provisions.

Each Councillor is required to identify, manage and disclose any conflicts of interest they may have. Councillors must recognise the importance of fully observing the requirements of the Act in regard to the disclosure of conflicts of interest and will comply with requirements of the Act in regard to conflicts of interest.

The legal onus and decision about whether a conflict of interest exists rests entirely with each individual Councillor.

If a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting of Council, a delegated committee, a meeting of a community asset committee, or any other meeting held under the auspices of Council, the Councillor must disclose the conflict of interest in accordance with the Governance Rules (unless any of the exemptions apply).

A Councillor must exclude themselves from the decision making process in relation to that matter, including any discussion or vote on the matter at any Council meeting or delegated committee, and any action in relation to the matter.

A Councillor may have a 'general' or a 'material' conflict of interest in a matter being considered at a meeting.

Sec. 127 of the Act – General conflict of interest

(1) Subject to section 129 (exemptions), a relevant person has a ***general conflict of interest*** in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.

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For the purposes of general conflict of interest:
- 'private interests' means any direct or indirect interest of a Councillor that does not derive from their public duty and does not include an interest that is only a matter of personal opinion or belief; and
- 'public duty' means the responsibilities and obligations that a Councillor has to members of the public in their role as a relevant person.

> **Sec. 128 of the Act – Material conflict of interest**
>
> (1) Subject to section 129, a relevant person has a ***material conflict of interest*** in respect of a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.
> (2) The benefit may arise or the loss incurred—
>   (a) directly or indirectly; or
>   (b) in a pecuniary or non-pecuniary form.

For the purposes of a material conflict of interest, any of the following is an 'affected person':
- the Councillor;
- a family member of the Councillor;
- a body corporate of which the Councillor or their spouse or domestic partner is a Director or a member of the governing body;
- an employer of the Councillor, unless the employer is a public body;
  – a business partner of the Councillor;
  – a person for whom the Councillor is a consultant, contractor or agent;
- a beneficiary under a trust or an object of a discretionary trust of which the Councillor is a trustee;
- a person from whom the Councillor has received a disclosable gift (i.e. exceeding $500 in value).

> **Sec. 129 of the Act – Exemptions (to conflict of interest provisions)**
>
> A conflict of interest does not arise if any of the following applies—
>   (a) the conflict of interest is so remote or insignificant that it could not be reasonably regarded as capable of influencing the actions or decisions of the relevant person in relation to the matter;
>   (b) the interest that would give rise to a conflict of interest is held in common with a substantial proportion of the residents, ratepayers or electors of the municipal district and does not exceed the interest held by the other residents, ratepayers or electors;
>   (c) the relevant person does not know the circumstances that give rise to the conflict of interest, and could not be reasonably expected to know those circumstances;
>   (d) the interest only arises because the relevant person is the representative of the Council on a not-for-profit organisation that has an interest in the matter and the relevant person receives no personal advantage from the not-for-profit organisation;
>   (e) the interest only arises because a family member of the relevant person is a member but not an office-holder of a not-for-profit organisation;
>   (f) the interest only arises because the relevant person is a member of a not-for-profit organisation that has expressed an opinion or advocated for an outcome in regard to the matter;
>   (g) the interest arises in relation to a decision by a Councillor on a matter or in a circumstance that is prescribed to be exempt by the regulations.

Councillors acknowledge that they must be clear about their associations with parties external to Council and to avoid conflicts between those associations and their role as Councillors.

In addition to the requirements of the Act, Councillors:
- will give early consideration and notify the Mayor as well as the Chief Executive Officer on whether a conflict of interest exists on any matter to be considered at a meeting;
- will notify, as soon as possible, the Mayor or the Committee Chair if they consider that they are unable to vote on a matter because of a conflict of interest; and
- recognise that the legal onus to determine whether a conflict of interest exists rests entirely with each individual Councillor and that assistance from Council Officers is limited to aiding their understanding of the provisions of the Act. Officers cannot offer any formal advice in relation to a potential conflict.

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SECTION 5 - CONDUCT OBLIGATIONS

Overview: Nothing in this part of the Code is intended to impose a binding Standard of Conduct on Councillors. These matters are expressed as operating in addition to the Standards of Conduct. Further, nothing in this part of the Code is intended to modify or derogate from the Standards of Conduct.

This part of the Code sets out conduct that the Councillors agree will contribute to the good governance, integrity and responsible operation of Council.

5.1   Councillor Briefings

A written record of a Councillor Briefing session will be reported to the next practicable Council Meeting and recorded in the minutes.

5.2   Compliance with Legislation & Council Policies

Councillors will comply with all relevant laws and regulations and adhere to Council's confidentiality, legal and privacy requirements.

Councillors will ensure that they:

- Refrain from discriminating, harassing or bullying other people or using offensive language in their capacity as a Councillor (Equal Opportunity Act 1995)
- Give proper consideration and taking human rights into account in Council decisions. (Charter of Human Rights and Responsibilities 2006)
- Have regard for their own safety, that of others and by contributing to a healthy and safe work environment (Occupational Health and Safety Act 2004)
- Recognise the privacy principles and requirements of access, use and release of personal information applies to Councillors as individuals (Privacy & Data Protection Act 2014).

Councillors will comply with all Council's local laws, policies & procedures, in particular:

- Governance Rules
- Audio Recording of Meeting Policy
- Elections Period Policy
- Councillors Resources and Facilities Policy
- Fraud and Corruption Control Policy
- Gifts Policy (Councillors)
- News and Social Media Policy
- Privacy Policy
- Public Interest Disclosure Procedure

5.4   Appropriate Use of Council Resources

Councillors are entitled to resources and facilities to support them in fulfilling their Council role as detailed in Council policies and procedures, in particularly the 'Councillors Resources and Facilities Policy.

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Councillors must only use Council resources for their Council duties in accordance with this Code of Conduct, Council policies and procedures.

5.5   Access to Information

Councillors will be provided with relevant information to help them make informed decisions and fulfil their duties. This information may be publicly available, or in some instances, restricted or confidential.

A Councillor will only request information in order to gain a broader understanding of an issue that falls under their role and responsibilities (for example, as a committee delegate), or if it relates to a matter currently before - or expected to come before – Council for a decision.

In general, Councillor requests for information should be made at Councillor Briefings so as Councillors as a group can properly understand the nature of the request, any implications such as resource and timelines issues. Outside of these forums, unless otherwise advised Councillor information requests should be directed to the Chief Executive Officer

Requested information will be provided to all Councillors, unless the Chief Executive Officer determines that providing the information is likely to be a breach of privacy, prejudice Council or any person, would undermine legal privilege or would be otherwise inappropriate.

The Chief Executive Officer will provide all Councillors with information on any declined requests for information, including the reason the information was not able to be provided.

5.6   Confidentiality and Privacy

A Councillor's access to information does not allow them to disclose any information or document to another person, unless that information is already publicly available.

Councillors must not release information they know or should reasonably know is confidential information and will only use confidential information provided to them, for the purpose the information was provided.

Council's Privacy Policy outlines the appropriate use of personal information collected by Council, and places restrictions on what information can be accessed, disclosed or used by another person, including Councillors.

Confidential Council reports distributed to Councillors shall be watermarked and include a covering memo from the Chief Executive Officer stating under which provisions of the Act the information is deemed confidential.

Confidential information provided to Councillors in hard copy must be stored securely by them and disposed of appropriately (by either shredding or returning to the Governance Manager). Confidential electronic information sent to Councillors must be stored securely and deleted when appropriate.

Councillor Briefing papers (including specific reports and attachments) may or may not be designated confidential. In keeping with the principle of 'working together' and to ensure Councillors continue to receive full and frank advice on issues facing Council, Councillors will be mindful of how they disseminate Councillor briefing information in the public domain. Councillors also will respect and abide by external parties requests for confidentiality and or communication embargoes.

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5.7   Requests for Service/Complaints

A Councillor request for service is a request made by a Councillor on their own behalf, or on behalf of a community member. The same service standards will apply to a Councillor request for service, as a request for service from a community member.

All service requests must be directed to City Assist and will be sent to the appropriate Council department for actioning. A Councillor may contact the relevant department Director about the progress of a complaint but must not direct or influence the process. Investigations and actions will be recorded and monitored, and status reports will be provided regularly to Councillors.

Councillors will promptly pass on to the Chief Executive Officer any and all correspondence, information, enquiries, requests for information, requests for service, complaints and acknowledgements provided to a Councillor relative to any activity of Council (irrespective of the format or nature of receipt) so these can be acknowledged and actioned in a timely manner.

5.8   Conduct at Council Meetings

Council's Governance Rules governs the conduct of Council Meetings and Committee meetings, and sets the general standards expected of Councillors.

The Chair plays a crucial role in facilitating an orderly, respectful, transparent and constructive meeting by ensuring all Councillors have equal opportunity to be heard, matters are adequately discussed, meeting procedures are followed and statutory requirements are met.

Councillors will comply with the Governance Rules and this Code of Conduct when participating in Council Meetings and Committee meetings.

Councillors will act respectfully towards the Chair, their fellow Councillors, Council officers, guests and any community members or media attending the meeting.

5.9   Decision Making in the 'Whole of Community' Interest

Councillors are required to make decisions in the best interests of the Warrnambool community.

Councillors agree to act fairly and without bias when making decisions that affect the rights and interests of others.

Councillors agree to remaining open to listening to all arguments and changing their mind in light of all the information presented and considered at Council Meetings.

5.10   Community Consultations and Forums

Community consultations and forums are convened from time to time to enable members of the public to express their views in relation to a specific matter.

Councillors invited or appointed to hear from the community may ask questions to clarify issues raised.

Councillors must not behave or comment in a way that may be perceived as predetermining their own, or Councils position in relation to a matter, or direct or interfere with a Council officer responses.

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Community Consultations and Forums include:
- Planning Forums – coordinated by the City Planning team. The purpose of these forums is for applicants and objectors to speak about their support/concerns regarding a planning application
- Single issue consultation forums – arranged as required and coordinated by the relevant Council department responsible for a proposal or responding to specific matter.
- Councillor Briefings – where community members/business representatives request a hearing with Council or are invited by the Chief Executive Officer to present on a specific matter of interest.

Whether formal or informal in nature, comprising some or all Councillors, these community consultation/forums are not statutory meetings of the Council and therefore have no decision making authority.

5.11   Gifts and Benefits

The Gifts Policy (Councillors) provide clear guidance to Councillors on their approach to the acceptance, or otherwise, of gifts, benefits or hospitality from individuals or other entities external to Council.

Councillors must:
- Not seek, solicit, or use their position with Council to obtain gifts, benefits or hospitality from external organisations or individuals for themselves or others;
- Ensure that a person, company or organisation is not placed in a position in which they feel obliged to offer gifts, benefits or hospitality in order to secure or retain Council business;
- Avoid circumstances where accepting any gift, benefit or hospitality could give the appearance of a past, present or future Conflict of Interest;
- Avoid circumstances where the offer of a gift, benefit or hospitality could be interpreted as having been made with the objective of securing, or in return for, a favour or preference;
- Under no circumstances accept or receive a monetary benefit, supplier's goods or services at no cost or at a non-commercial discount;
- Be fully accountable and responsible for their actions and ensure that the methods and processes they use to arrive at decisions are beyond reproach, do not create a conflict of interest and can withstand audit processes and proper scrutiny; and
- Report any incidences where a bribe or inducement is offered.

5.12   Conduct during Councillor Election Period

During the period preceding a Council election the Council assumes a "caretaker role". This period is defined in the Act as the 'Election Period'.

The Election Period Policy ensures that the business of local government in the City of Warrnambool continues throughout an Election Period in a responsible and transparent manner in accordance with statutory requirements and established "caretaker" conventions.

The policy commits the Council during an Election Period to:
- not making any major decisions;

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- not making decisions that significantly affect the municipality or unreasonably bind the incoming Council;
- ensuring that public resources, including staff resources, are not used for election campaign purposes, or in a way that may improperly influence the result of an election; and
- not publishing or distributing electoral matter, unless it is simply information about the election process.

The policy prescribes the actions and procedures the organisation, Councillors and staff will implement during an Election Period in observance of the statutory requirements and in the interests of good governance and a fair election generally.

A Councillor must comply with Election Period Policy and must not use Council resources for candidacy, or any purpose that may be perceived as being used for candidacy in a Council election. Such use would constitute misuse of the position by a Councillor.

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SECTION 6 – CIVIC REPRESENTATION PROTOCOLS

Overview: This section sets out the protocols relating to civic representation, communication and events. It provides clarity around the separation of a Councillor's individual communications and the expression of Council's official position. The civic leadership role of the Mayor is enshrined in this section.

6.1   Representations by Members of Parliament

Councillors have a legitimate role in advocating on behalf of their communities. At times, this may include the receiving of representations by a Member of State or Federal Parliament, to Council or Councillors.

Councillors must declare to the Mayor and or Chief Executive Officer any representations made to a Councillor (including correspondence or a verbal request) by a Member of Parliament (or their staff).

Councillors must advise Members of Parliament making representations to Council that their representation will be reported to Council.

6.2   Media Relations

Councillors will endeavour to ensure the messages communicated through the media are clear, honest and consistent, and positively portray the Council as a responsible governing body.

Council Media Relations

All *official* Council media relations will be organised through the Communications unit. Councillors will comply with the Warrnambool City Council's Media Policy.

The Mayor is the official media spokesperson on behalf of Council where the Council has an official position on the matter and where the matter is of a political, controversial or sensitive nature. These include:

•   Issues relating to the strategic direction of Council and Warrnambool
•   Issues relating to Council policy and decisions
•   State or Federal political issues affecting local government
•   Local issues that impact the community that do not relate directly to Council services and functions.

If the Mayor is unavailable as spokesperson, the Acting Mayor (if any) will become the primary spokesperson. If they are not available, the Mayor in consultation with the Chief Executive Officer will delegate the role to either the Chief Executive Officer or an appropriate Councillor.

The Chief Executive Officer is the official spokesperson for all operational matters relating to the organisation, including:

•   Staffing and structure of the organisation
•   Corporate issues relating to Council services, service provision or the day-to-day business of Council.

The Chief Executive Officer may delegate their media authority to a Council officer.

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Media Releases, Responses and Interviews

Media releases, responses and interviews will only quote the Mayor, unless otherwise agreed by the Mayor in consultation with the Chief Executive Officer.

Photo opportunities may be arranged by the Communication unit in conjunction with a media release. Photo opportunities will usually only involve the Mayor, however where practicable all Councillors may be invited to appear in a photo opportunity. If a Councillor wishes to be involved they must advise the Communication unit. If unable to attend at the designated time, photo opportunities will not be re-scheduled to suit the availability of individual Councillors.

Media Briefings

A media briefing provides detailed information on a specific issue or project. Media briefings will be arranged on an as needs basis, as determined by the Chief Executive Officer or Communications manager.

In most instances the Mayor and or the Chief Executive Officer shall be the primary spokesperson/s. However, Councillor delegate/s and key experts, may be asked to attend.

All information disclosed during a media briefing is public record and can be used by a journalist.

Councillor's Own Media Relations

Councillors can express their independent views through the media; however, they must make it clear any comment is their personal view and does not represent the position of Council. Councillors must not pre-empt a Council scheduled media opportunities.

Where a Councillor deems necessary, as soon as reasonably practicable after a Councillor undertakes a media opportunity, they will notify Council's Communications Manager.

Any individual media opportunities must not contain Warrnambool City Council material or branding.

6.3   Social Media

Overview: Social media offers opportunities for dialogue between Councillors and the community and can lead to more effective communication and access to services. However, there are also significant confidentiality, governance, legal, privacy and regulatory risks relating to the use of social media.

Council's Social Media

Council's social media sites are managed by the Communications unit.

Responses to any questions asked to Council via social media will be coordinated through the Communications unit. Where appropriate, responses will come directly from either the Mayor or Chief Executive Officer and Communications unit will post the approved comment on their behalf.

Councillors engaging the community on Council's social media will ensure their contribution is accurate, appropriate, helpful and informative. They will correct any identified errors

immediately. If asked to remove materials pertaining to another person for privacy reasons, a Councillor will immediately do so.

Councillor's Own Social Media

If a Councillor has their own personal 'Councillor' social media site/s, they will include a prominent disclaimer that states the views are their own, and do not represent the position of Council.

Councillor own social media sites must comply with all relevant laws and regulations (especially those relating to identity and representation), respect competitors and detractors and adhere to the Council's confidentiality, legal and privacy guidelines. Councillors will be clear about their identity and any vested interests. Only publicly available information will be disclosed.

Posts by Councillors on their own social media sites shall be consistent with the principles detailed in this Code having due regard for other Councillors and Council officers.

Councillors will redirect enquiries for Council services through Council's customer request system and must not commit Council officers to actions or undertakings.

6.4   Council Publications and Advertising

All official Council publications and advertising will be coordinated and approved by the Communications unit, who retain editorial control (content and design). Councillors will not seek to direct officers in relation to the design, content or distribution of Council publications.

6.5   Council and Community Events

Event Roles

The Mayor is the primary Council representative for events. If the Mayor is unavailable, the Acting Mayor (if any) will become the primary representative or the Mayor will delegate the role to a Councillor.

Where there is a significant link to a Councillor as a committee representative or delegate, the Mayor may choose to delegate their role to the appropriate Councillor. Councillor delegates to committees will be notified of relevant events.

Council Civic Events

Council event protocols are overseen by the Chief Executive's office. The Mayor will undertake any official role, and the Chief Executive Officer or delegate will act as master of ceremonies (MC) if required.

Invitations for Council events will be issued from the Mayor. All Councillors will receive an invitation to Council organised or sponsored events.

Wording for plaques commemorating the opening of Council facilities will be approved by the Chief Executive Officer.

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Ministerial Events

If Council has received significant State or Federal funding for a project, event or facility, the responsible Minister will be invited by the Mayor to officially launch the project. The letter of invitation to the Minister from the Mayor will be issued through the Chief Executive's office. The Mayor will host the visiting Minister, including the official welcome, and appropriate acknowledgements.

If a Minister advises Council of their intention to visit the municipality or host a media opportunity, the Chief Executive Officer will advise Councillors (in accordance with the Minister's embargo protocols).

Community/External Events

Councillors may receive invitations to speak at or attend external events.

Participation and any cost/reimbursement will be assessed in accordance with this Code of Conduct and. 'Provision of Support & Resources to Councillor' Policy. The Chief Executive's office will coordinate event arrangements for Councillors.

A Councillor must not accept a speaking role at an event without notifying the Mayor. A Councillor must not offer Council resources (including advertising) to a community member, group or organisation.

Official Speeches

Speeches will be prepared by the Communications unit for the official Council role at civic and external events. Speeches will reflect Council's position and not include individual points of view.

If a Councillor speaking on behalf of the Council wants a speech to be altered, they will discuss changes with the Communications manager and a revised speech will be provided. Any inclusions must be consistent with Council's adopted position on a matter.

Councillor's Own Events

Councillors are able to conduct their own events but should make it clear the event is not a Council endorsed or organised event. No Council resources will be used in the promotion or conduct of such event.

A Councillor will notify their fellow Councillors and the Chief Executive Officer if they are planning an event or meeting.

Mayoral Chain

The Mayoral chain signifies the office of the Mayor. The Mayor may choose to wear it at official functions of the Council. The Chief Executive Officer will act as custodian of the chain and ensure its security.

Given the significant value, the chain is only to be worn at functions held at the Warrnambool City Council offices, Citizenship ceremonies, or where appropriate security measures are in place.

SECTION 7 – DISPUTE RESOLUTION

Overview: This section sets out the statutory requirements and internal resolution procedures for addressing any alleged contraventions of the Code of Conduct.

Councillors are accountable for their own conduct and will act in accordance with this Code of Conduct. Councillors will follow the dispute resolution procedures for addressing disputes and alleged contraventions of this Code of Conduct by a Councillor.

Councillors acknowledge that interpersonal differences and disputes (as distinct from allegations of contravention of the Standards of Conduct) may arise from time to time. Councillors commit to taking reasonable steps to resolve any interpersonal difference or dispute that arises without recourse to formal processes with a view to maintaining effective working relationships.

This dispute resolution procedure is intended to be used:
- when Councillors have been unable to resolve an interpersonal conflict and where the situation is unduly affecting the operation of the Council or
- to manage complaints or concerns regarding the behaviour of Councillors from the public or Council staff.

It is not intended to resolve differences in policy or decision-making, which are appropriately resolved through discussion and voting in Council and Committee Meetings.

A conflict or dispute may arise between two individual councillors, between one councillor and another or a group of councillors or between two or more different groups of councillors.

Where the dispute arises from a complaint generated by a member of the public or Council staff, access to the dispute resolution process under this Code is only possible where a Councillor or group of Councillors takes up the compliant about another Councillor on behalf of the complainant.

Councillors accept the following dispute resolution processes:
- Informal discussion
- Facilitated discussion
- Independent mediation
- Internal arbitration process.

Councillors recognise that the first, second and third phases are voluntary and that they are not obliged to agree to them but will endeavour to resolve allegations without resorting to the formal internal arbitration process.

7.1   Phase 1 - Informal discussions

Councillors will first consider discussing their interpersonal difference or dispute informally with a view to resolving it.

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7.2   Phase 2 - Facilitated discussion

If Councillors are unable to discuss their interpersonal difference or dispute informally, or their informal discussions are unsuccessful, either party may ask the Mayor to facilitate discussions with a view to resolving the interpersonal difference or dispute.

The party requesting the direct negotiation meeting is to provide the Mayor with the name of the other Councillor and the details of the dispute in writing. The written request is to indicate that it is for a "facilitated discussion" dispute resolution process

The requestor is to notify the other party of the request and provide him or her with a copy of the written request either at the same time as it is provided to the Mayor or as soon as practicable thereafter.

The Mayor is to ascertain whether or not the other party is prepared to attend a "direct negotiation" meeting.

If the other party is not prepared to attend a meeting, the Mayor is to advise the requestor forthwith. No further action is required of the Mayor.

If the other party consents to a meeting, the Mayor is to convene a meeting of the parties at the earliest available opportunity. Unless one or both parties are unavailable, this should be within 7 working days of receiving the consent of the other party.

The role of the Mayor at the meeting is to provide guidance to Councillors about what is expected of a Councillor including in relation to the role of a Councillor and the observation of the councillor conduct principles and the Councillor Code of Conduct.

The Mayor is to document any agreement reached at the meeting. Copies of the agreement are to be provided to both parties. Where one party does not comply with the agreement, the other party has recourse to external mediation or the internal arbitration process where the matter relates to an alleged contravention of the Standards of Conduct.

In the event that the dispute involves the Mayor, the Deputy Mayor or other Councillor nominated by Council resolution will perform the role of the Mayor in facilitating discussion between the parties in dispute and liaising with the Councillor Conduct Officer.

7.3   Phase 3 - Independent mediation

If self-resolution is unsuccessful or not possible, the use of mediation should be considered to resolve the dispute.

Mediation is where the parties are assisted to achieve a negotiated resolution by a qualified mediator, and can be used where:
- a respectful discussion on the issues is possible
- the parties feel safe
- a third person can assist discussions and innovative resolution
- maintaining control of the outcome is important
- an ongoing positive relationship is valued

The applicant is to submit a written application to the Councillor Conduct Officer setting out the name of the Councillor and the details of the dispute. The application is to indicate that the application is for an "independent mediation".

Where the application relates to an alleged contravention of the Councillor Code of Conduct, the application must:
- specify the name of the Councillor alleged to have contravened the Code;
- specify the provision(s) of the Code that is alleged to have been contravened;
- include evidence in support of the allegation;
- name the Councillor appointed to be their representative where the application is made by a group of councillors; and
- be signed and dated by the applicant or the applicant's representative

The applicant is to notify the other party of the request and provide him or her with a copy of the application either at the same time that it is submitted to the Councillor Conduct Officer or as soon as practical thereafter.

The Councillor Conduct Officer is to ascertain (in writing) whether or not the other party is prepared to attend an "independent mediation". If the other party declines to participate in mediation, he or she is to provide their reasons for doing so in writing to the Councillor Conduct Officer.

If the other party agrees to participate in mediation, the Councillor Conduct Officer is to advise the applicant, the Mayor and Chief Executive Officer forthwith.

The Chief Executive Officer is to engage the services of an external mediator to conduct the mediation at the earliest practicable opportunity.

The mediator is to document any agreement reached at the meeting. Copies of the agreement are to be provided to both parties. Where one party does not comply with the agreement, the other party has recourse to the internal arbitration process where the matter relates to an alleged contravention of the Standards of Conduct.

7.4   Phase 4 - Internal Arbitration Process

If the interpersonal difference or dispute cannot be resolved through the above processes, the Councillors will consider whether the conduct giving rise to the dispute constitutes a contravention of the Standards of Conduct. If they consider that it does, they may choose to pursue it as such under the formal internal arbitration process..

The internal arbitration process established under Division 5 of Part 6 of the Act applies to any breach of the prescribed standards of conduct.

An application for an internal arbitration process to make a finding of misconduct against a councillor may be made by:
- the Council following a resolution of the Council;
- a councillor; or
- or a group of councillors.

An application must be made within 3 months of the alleged misconduct occurring.

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An application for internal arbitration[3] must include:
- the name of the Councillor alleged to have breached the standards of conduct;
- the clause of the standards of conduct that the Councillor is alleged to have breached; and
- the misconduct that the Councillor is alleged to have engaged in that resulted in the breach.

After receiving an application under the Act (section 143), the Councillor Conduct Officer must provide a copy to the Councillor who is the subject of the application and submit the application to the Principal Councillor Conduct Registrar.

Principal Councillor Conduct Registrar must examine application

The Principal Councillor Conduct Registrar, after examining an application must appoint an arbiter to the Council to hear the matter if the Principal Councillor Conduct Registrar is satisfied that—
(a) the application is not frivolous, vexatious, misconceived or lacking in substance; and
(b) there is sufficient evidence to support an allegation of a breach of the Councillor Code of Conduct as specified in the application.

If the Principal Councillor Conduct Registrar is not satisfied that these conditions have been met must reject the application.

The rejection of an application by the Principal Councillor Conduct Registrar under this section does not prevent a further application being made in respect of the same conduct by a Councillor that was the subject of the rejected application.

Responsibility of Arbiter

The Arbiter must conduct the hearing with as little formality and technicality as the proper consideration of the matter permits and ensure that the hearing is not open to the public.

The Arbiter—
(a) may hear each party to the matter in person or solely by written or electronic means of communication; and
(b) is not bound by the rules of evidence and may be informed in any manner the arbiter sees fit; and
(c) may at any time discontinue the hearing if the arbiter considers that—
  (i) the application is vexatious, misconceived, frivolous or lacking in substance; or
  (ii) the applicant has not responded, or has responded inadequately, to a request for further information.

Sanctions that may be imposed by an arbiter on finding of misconduct

If after completing the internal arbitration process, the arbiter determines that a Councillor has failed to comply with the prescribed standards of conduct, the arbiter may make a finding of misconduct against the Councillor.

If an arbiter has made a finding of misconduct against a Councillor, the arbiter may do any one or more of the following—
(a) direct the Councillor to make an apology in a form or manner specified by the arbiter;

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[3] Regulation 11, Local Government (Governance and Integrity) Regulations 2020

    (b)   suspend the Councillor from the office of Councillor for a period specified by the arbiter not exceeding one month;

    (c)   direct that the Councillor be removed from any position where the Councillor represents the Council for the period determined by the arbiter;

    (d)   direct that the Councillor is removed from being the chair of a delegated committee for the period determined by the arbiter;

    (e)   direct a Councillor to attend or undergo training or counselling specified by the arbiter.

The arbiter must provide a written copy of the arbiter's decision and statement of reasons to—

    (a)   the Council; and

    (b)   the applicant or applicants; and

    (c)   the respondent; and

    (d)   the Principal Councillor Conduct Registrar.

A copy of the arbiter's decision and statement of reasons must be tabled at the next Council meeting after the Council received the copy of the arbiter's decision and statement of reasons and recorded in the minutes of the meeting. If the arbiter's decision and statement of reasons contains any confidential information, the confidential information must be redacted from the copy tabled.

ADOPTION OF CODE

This Code of Conduct was adopted by resolution of the Warrnambool City Council at a Council meeting held on (insert date).

ENDORSEMENT

I hereby declare that I have read the Councillor Code of Conduct for Warrnambool City Council adopted on (insert date) and agree that I will abide by this Code.

Councillors signatures

GOVERNANCE RULES

Introduction

1.   Nature of Rules

These are the Governance Rules of Warrnambool City Council, made in accordance with section 60 of the *Local Government Act 2020*.

2.   Date of Commencement

These Governance Rules commence on 1 September 2020.

3.   Contents

These Governance Rules are divided into the following Chapters:

Chapter	Name
Chapter 1	Governance Framework
Chapter 2	Meeting Procedure for Council Meetings
Chapter 3	Meeting Procedure for Delegated Committees
Chapter 4	Meeting Procedure for Community Asset Committees
Chapter 5	Disclosure of Conflicts Of Interest
Chapter 6	Miscellaneous
Chapter 7	Election Period Policy

4.   Definitions

In these Governance Rules, unless the context suggests otherwise the following words and phrases mean:

Absolute Majority means the number of:
(a)   Councillors which greater than half the total number of Councillors of Council; and
(b)   members of a Delegated Committee which is greater than half the total number of members of the Delegated Committee.

Act means the *Local Government Act 2020*.

Additional Council Meeting means a meeting called in accordance with rule [12].

Agenda means a document containing the date, time and place of a *Meeting* and a list of business to be transacted at the *Meeting*.

Annual (Statutory) Meeting means the *Council Meeting* at which the Mayor is elected.

Authorised Officer means an *Officer* who is authorised by the *Chief Executive Officer* or *Council* under section 224 of the *Local Government Act 1989*.

Call of the Council Meeting means a *Council Meeting* called under rule 22.

"Caretaker period" has the same meaning as 'election period' in Section 3(1) of the *Act*, and means the period that starts on the entitlement date and ends at 6pm on Election Day;

Chair means the:
(a)   *Councillor* elected as Mayor under rule [3];

(b)   person appointed as the Chairperson of a *Delegated Committee*; or
(c)   person taking the chair at a *Meeting* in accordance with *these Rules* in the absence of the
       Mayor or Chairperson of the *Delegated Committee*,
 as the case requires.

Chief Executive Officer means the person occupying the position of Chief Executive Officer of
Council and includes a person acting that position.

Civic Centre Precinct means 25 Liebig Street Warrnambool.

Committee Meeting means a meeting of a *Delegated Committee* or *Community Asset Committee.*

Community Asset Committee means a *Community Asset Committee* established under section 65
of the *Act.*

Community Asset Committee Meeting means a meeting of a *Community Asset Committee*.

Community Engagement Policy means the Community Engagement Policy adopted by the
Council under section 55 of the *Act.*

Confidential Information has the same meaning as in section 3(1) of the *Act.*

Council means the Warrnambool City Council.

Council Chambers means the place where a scheduled meeting of Council is advertised to be held.

Council Meeting *includes* Scheduled Council meeting *and* Additional Council Meeting as defined
by section 61 of the Act*;*

 Councillor means a *Councillor* of *Council*.

Councillor Code of Conduct means the code of conduct developed and adopted by *Council*
under section 76C of the *Local Government Act 1989.*

Delegated Committee means a delegated committee established under section 63 of the Act.

Delegated Committee Meeting means a meeting of a *Delegated Committee*.

Deputy Chair means the:
    (a)   Councillor elected as Deputy Mayor under rule 6; or
    (b)   person appointed as the Deputy Chair of a *Delegated Committee;*
as the case requires.

Division means a formal count of those *Councillors* or members of a *Delegated Committee* who
voted for or against, or did not vote in respect of, a motion and the recording of that count and the
way each *Councillor* or member of the *Delegated Committee* voted in the minutes of the *Meeting*.

Hearings Council Meeting is a meeting of Council for the specific purpose of hearing submissions in
accordance with section 223 of the *Local Government Act 1989*.

Informal Councillor Meeting means a meeting referred to in Chapter 6(1).

"Leave of absence" means formal leave requested and taken by a Councillor who is not
available, or unable, to perform their Council duties for a specified period of time;

Mayor means the Mayor of *Council* or, in the *Mayor*'s absence, the *Deputy Mayor*.

Meeting means a *Scheduled Council Meeting*, an *Additional Council Meeting*, a *Hearings Council Meeting*, *Delegated Committee Meeting* and a *Community Asset Committee Meeting*, as the context requires.

Minister means the Victorian State Government Minister responsible for administering the *Act*.

Minutes means the record of proceedings of a *Meeting*.

Municipality means the municipal district of Council.

Notice of Motion means a notice setting out the text of a motion, which a *Councillor* proposes to move at a *Council Meeting*.

Officer means a member of *Council* staff.

Officer Report means a report prepared by a *Council Officer* for consideration by *Council*.

Operational Service Request Process means a request for action through Council's Customer Request System in use by the Council or request relating to the day to day management of Council operations as defined in Section 94A(1) of the Act as the functions of the Chief Executive Officer.

Point of Order means a point of order raised in accordance with rule 77.

Procedural Motion means a motion contained in the Table at Appendix 1 to *these Rules*.

Quorum at a Council Meeting or Delegated Committee Meeting means an Absolute Majority of Councillors or members of the Delegated Committee, as the case requires.

Rescission Motion means a *Notice of Motion* proposing the rescission of a resolution made by Council.

Resumption of Standing Orders means the resumption of the provisions of *these Rules* governing the conduct of *Meetings* to permit decisions to be made.

Senior Officer has the same meaning as in Section 3(1) of the *Local Government Act 1989*.

Significant Expenditure means one (1) percent or more of general rate income of the *Council*.

Suspension of Standing Orders means the suspension of the provisions of *these Rules* governing the conduct of *Meetings* to facilitate full discussion on a matter without formal constraints.

these Rules means these Governance Rules.

Urgent Business means a matter that has arisen since distribution of the Agenda for a Meeting and cannot safely or conveniently be deferred until the next Meeting.

"Visitor" means any person (other than a Councillor or an Officer) present at a Meeting;

Council Website means Council's website at www.warrnambool.vic.gov.au.

Written or In Writing includes duplicated, photocopied, photographed, printed and typed and extends to both hard copy and soft copy form*.*

Chapter 1 – Governance Framework

1.   **Context**

These Rules should be read in the context of and in conjunction with:

the overarching governance principles specified in section 9(2) of the *Act*; and the following documents adopted or approved by *Council*:
- Councils Code of Conduct
- Councils Transparency Policy
- Councils Community Engagement Policy

2.   **Decision Making**

In any matter in which a decision must be made by *Council* (including persons acting with the delegated authority of *Council*), *Council* must consider the matter and make a decision:

  (i)   fairly, by giving consideration to all available information and making a decision which is ethical and impartial; and

  (ii)   on its merits, free from favouritism or self-interest and without regard to irrelevant or unauthorised considerations

Council must, when making any decision to which the principles of natural justice apply, adhere to the principles of natural justice (including, without limitation, ensuring that any person whose rights will be directly affected by a decision of *Council* is entitled to communicate their views and have their interests considered).

Without limiting anything in paragraph (ii) of this sub-Rule:

  (iii)   before making a decision that will directly affect the rights of a person, *Council* (including any person acting with the delegated authority of *Council*) must identify the person or persons whose rights will be directly affected, give notice of the decision which *Council* must make and ensure that such person has or persons have an opportunity to communicate their views and have their interests considered before the decision is made;

  (iv)   if an *Officer Report* to be considered at a *Council Meeting* concerns subject-matter which will directly affect the rights of a person or persons, the *Officer Report* must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered;

  (v)   if a report to be considered at a *Delegated Committee Meeting* concerns subject-matter which will directly affect the rights of a person or persons, the report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered; and

  (vi)   if a *Council Officer* proposes to make a decision under delegation and that decision will directly affect the rights of a person or persons, the *Council Officer* must, when making that decision, ensure that they record that notice of the decision to be made was given to the person or persons and such person was or persons were provided with an opportunity to communicate their views and have their interests considered.

Chapter 2 – Meeting Procedure for Council Meetings

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PART A - INTRODUCTION

1.   Purpose

The purpose of this Chapter is to:

(1)   facilitate good government and provide a process for good decision making of *Council* on matters affecting the *Municipality* and *Community*;

(2)   provide the procedures governing the conduct of *Meetings*;

(3)   set expectations with respect to the behaviour of those participating in, or present at, *Meetings*;

(4)   provide rules for the election of the *Mayor* and *Temporary Chair*.

PART B - ELECTION OF *MAYOR* AND TEMPORARY *CHAIRS*

2.   Election of the *Mayor*

(1)   The *Mayor* must be elected annually at the *Annual (Statutory) Meeting.*

(2)   The *Chief Executive Officer* must facilitate the election of the *Mayor* in accordance with the provisions of the *Act* and *these Rules*.

(3)   Subject to rule 3(3)(b), the *Chief Executive Officer* must determine the most appropriate time and date for the election of the *Mayor*, except that the election of the *Mayor* must be held:

(a)   after the fourth Saturday in October but not later than 30 November in each year; or

(b)   in any case, as soon as possible after the office of *Mayor* becomes vacant.

(4)   Notwithstanding rule 3(1), *Council* may resolve to elect a *Mayor* for a term of 2 years. If *Council* resolves to elect the *Mayor* for a term of 2 years, the next election of the *Mayor* is 2 years after the last Saturday in October but not later than 30 November in the second year after the election.

(5)   The order of business at the *Annual (Statutory) Meeting* is to be determined by the *Chief Executive Officer.*

(6)   The *Councillor* elected to the position of *Mayor* may make a commencement speech for up to 10 minutes outlining their vision for their term as *Mayor.*

(7)   The commencement speech must not address matters outside the powers of *Council*, be derogatory, or be prejudicial to any person or *Council.*

3.   Method of Voting

The election of the *Mayor* must be carried out by a show of hands.

4.   Procedure for Election of the *Mayor*

(1)   The election of the *Mayor* will be conducted in accordance with the provisions of the *Act* and this rule 5.

(2)   The *Chief Executive Officer* must open the *Annual (Statutory) Meeting* at which the *Mayor* is to be elected.

(3)   Before nominations for the office of *Mayor* are invited by the *Chief Executive Officer*, the *Council* must resolve if the term of the *Mayor* is to be for one (1) year or two (2) years.

(4)   Any nominations for the office of *Mayor* must be made verbally by *Councillors* present at the *Annual (Statutory) Meeting*.

(5)   A nomination for *Mayor* does not require a seconder.

(6)   If there is only one nomination, the *Councillor* nominated is deemed to be elected.

(7)   If there is more than one nomination:

(a)   each of the candidates shall be invited to speak for no more than three (3) minutes to their nomination in alphabetical order of their surnames and, where two or more such candidates' surnames are identical, the order will be determined by the alphabetical order of the candidates' first names;

(b)   after each of the candidates has been given an opportunity to speak, a vote must be taken to elect one of the candidates nominated, where:

(i)   a candidate receiving an *Absolute Majority* of the votes is declared elected;

(ii)   if no candidate receives an *Absolute Majority* of the votes, the candidate with the fewest number of votes is declared to be a defeated candidate (and, where more than one of them has the same fewest number of votes, the candidate to be eliminated is to be determined by lot);

(iii)   a further vote will then be taken for the remaining candidates;

(iv)   where one of the remaining candidates receives an Absolute Majority of the votes, he or she shall be declared elected;

(v)   where none of the remaining candidates receives an Absolute Majority of the votes, the procedure described in rule 5(7)(b)(ii) is repeated;

(vi)   this process shall continue until one of the candidates has received an *Absolute Majority* of the votes, or the final two candidates have an equal number of votes;

(vii)   where one of the candidates has received an *Absolute Majority* of the votes, that candidate is declared elected; and

(viii) where the remaining candidates have an equal number of votes and one of them needing to be declared elected, the defeated candidate shall be determined by lot.

(8)   The following provisions apply to the conduct of the lot:

(a)   each candidate will draw one (1) lot;

(b)   the order of drawing lots will be determined by the alphabetical order of the surnames of the candidates who received an equal number of votes and, where two or more such candidates' surnames are identical, the order will be determined by the alphabetical order of the candidates' first names;

(c)   as many identical pieces of paper as there are candidates who received an equal number of votes must be placed in a receptacle. The word "Defeated" shall be *Written* on one (1) of the pieces of paper, and the candidate who draws the paper with the word "Defeated" *Written* on it must be declared the defeated candidate;

(d)   if only one candidate remains, that candidate is deemed to be elected; and

(e)   if more than one candidate remains, a further vote must be taken on the remaining candidates and the above process repeated if necessary, in which case that candidate will be declared duly elected.

(9)   The *Chief Executive Officer* will declare the result of the election and the successful candidate.

5.   Procedure for Election of the Deputy and Temporary *Chairs*

(1)   At a *Meeting* to elect the *Mayor*, the *Council* may determine to elect a *Deputy Mayor*.

(2)   The procedure used for the election of *Mayor* will be used to elect the *Deputy Mayor* or temporary *Chair* (in cases where the *Mayor* and *Deputy Mayor* are absent from a *Council Meeting*), provided that a reference to the *Mayor* is a reference to the *Deputy Mayor* or to the temporary *Chair*, as the case may be.

(3)   The *Chief Executive Officer* or his/her delegate will conduct the election of the *Deputy Mayor* and temporary *Chair*.

PART C - *COUNCIL MEETING* PROCEDURES

DIVISION 1 – ROLE OF CHAIR

6.   Mayor to take Chair

(1)   The *Mayor* must take the *Chair* at all *Council Meetings* at which the *Mayor* is present.

(2)   If the *Mayor* is not in attendance at a *Council Meeting*, the *Deputy Mayor* (if one has been elected) must take the *Chair*.

(3)   If the *Mayor* and *Deputy Mayor* are not in attendance at a *Council Meeting*, the *Council* must elect one (1) of the *Councillors* as temporary *Chair*.

7.   The *Chair*'s Duties and Discretions

In addition to the specific duties and discretions provided in *these Rules*:

(1)   the *Chair* must not accept any motion, question or statement which the *Chair* determines is:

(a)   is derogatory;

(b)   defamatory;

(c)   objectionable in language or nature;

(d)   vague or unclear in intention;

(e)   outside the powers of the *Council*; or

(f)   irrelevant to the item of business on the *Agenda* and has not been admitted as *Urgent Business*, or purports to be an amendment but is not; and

(2)   if the behaviour of a person is disruptive and interferes with the conduct of the business of the *Council*, the *Chair* must call that person to order.

Also see Division 14 – Conduct & Behaviour

DIVISION 2 – NOTICE OF MEETINGS & DELIVERY OF AGENDAS

8.   Meetings Open to the Public

(1)   The *Council* may hold:

(a)   *Scheduled Council Meetings* at which the business of the *Council* may be transacted; and

(b)   *Additional Council Meetings* at which the business specified in the notice calling the *Additional Council Meeting* may be transacted.

(2)   All *Meetings* will be open to the public unless it is considered necessary to close the *Meeting* to the public in accordance with section 66(2) of the *Act.*

See rule 15 – Meetings Closed to the Public

(3)   The *Council* may hold *Special meetings* to deal with the following:

(a)   Adoption of the *Council* Plan and the Declaration of Rates and Charges;

(b)   Adoption of the *Council's* Audited Financial Report, Standard Statement and Performance Statement;

(c)   Election of the *Mayor* and appointment of *Council* representatives;

(d)   Presentation of the Annual Budget; and

(e)   Any other matter.

9.   Appointment of *Council* Representatives and Delegates

At a *Council Meeting* held as soon as practicable after the *Annual (Statutory) Meeting*, the *Council* must resolve to:

(1)   appoint *Councillors* as members of, or representatives on, *Delegated Committees*; and

(2)   appoint *Councillors* as delegates to external committees and organisations,

for the ensuing year.

10.   Date and Times of Scheduled Council Meetings

(1)   The *Council* will fix the dates, times and places of all *Scheduled Council Meetings* for the following 12 months at the first *Council Meeting* following the *Annual (Statutory) Meeting.*

(2)   The dates, times and places of all *Scheduled Council Meetings* are to be made available to the public.

See Rule 21 – Notice of Meeting to the Public

11.   Holding Additional Council Meetings or Hearings Council Meetings

An *Additional Council Meeting* or a *Hearings Council Meeting* will be held where:

(1)   Written notice of the *Additional Council Meeting* or a *Hearings Council Meeting* is provided to the *Chief Executive Officer* by the *Mayor* or by three or more *Councillors,* at least 7 days prior to the proposed meeting to allow for appropriate advertising of the meeting; and

(2)   the written notice specifies the:

(a)   date, time and place for the *Additional Council Meeting* or the *Hearings Council Meeting*;

(b)   business to be transacted at the *Additional Council Meeting* or the *Hearings Council Meeting*; and

(c)   reason that the business to be transacted at the *Additional Council Meeting* cannot be left to be considered at the next *Scheduled Council Meeting*; or

(3)   the *Chief Executive Officer* determines, in their absolute discretion, that an *Additional Council*

Meeting is necessary or desirable.

A *Hearings Council Meeting* will be held where:

(4)   Council is required to hear submissions in accordance with section 223(b) of the Local Government Act 1989, or in accordance with the Community Engagement Policy.

(5)   Council elects to hear submissions from the community on matters outlined in the notice of the *Hearings Council Meeting*.

(6)   Any item that the Council elects to hear submissions for must be:

(a) a matter within the powers of the *Council*;

(b) a matter subject to a *Council* decision-making process which has commenced but is not yet complete;

(c) consistent and in accordance with any Act or its Regulations; and

(d) consistent with any Council or Operational Policy, Local Law or adopted Council Strategy or Plan.

(7)   Any item that the Council elects to hear submissions for must not be:

(a) of an operational, minor or routine nature;

(b) be defamatory or objectionable in language or nature;

(c) be prejudicial to any person or *Council;*

(d) be identical or substantially similar to *a matter* that has been considered by the *Council* in the preceding six (6) months;

(8)   Unless all Councillors unanimously agree by resolution to hear a matter that is not specified on in the resolution or notice of the *Hearings Council Meeting*, only the matters specified will be heard.

The following procedures will apply to a *Hearings Council Meeting*:

(9)   Notice of desire to speak to the matters advertised in the *Hearings Council Meeting* notification must be submitted to Council prior to the deadline stated on that notice, or two (2) business days prior to the meeting, whichever comes first.

(10)   In any case where written submissions are requested, these must be provided by the deadline specified in the public notice/advertisement and indicate whether the submitter wants to speak at a *Hearings Council Meeting*.

(11)   Submitters will be allocated five (5) minutes to speak to matter and/or their submission.

(12)   Councillors will be allowed to ask questions of speakers at the conclusion of their five minute presentation time.

(13)   No decisions of the Council will be made on the matters addressed at the *Hearings Council Meeting*.

12.   Meeting Locations

*Scheduled Council Meeting*s will be held:

(1)   in the *Council Chambers* or any building within the *Civic Centre Precinct* as determined by the *Chief Executive Officer*; or

(2)   another location outside the *Civic Centre Precinct* by resolution of the *Council*.

13.   Cancellation of Meeting

(1)   The *Chief Executive Officer* may postpone or cancel a *Scheduled Council Meeting* if, in his or her opinion:

(a)   the content of an *Agenda* is such that the *Scheduled Council Meeting* is unnecessary; or

(b)   in the case of an emergency.

(2)   Where the *Chief Executive Officer* postpones or cancels a *Scheduled Council Meeting*, he or she must give such notice to *Councillors* and the public as is practicable.

(3)   The *Chief Executive Officer* must submit a *Written* report of the circumstances requiring the postponement or cancellation of a *Scheduled Council Meeting* to the next *Scheduled Council Meeting*.

14.   Altering Meeting Dates, Time and Venue

(1)   The *Council* may, by resolution, alter the day, time and/or place at which a *Scheduled Council Meeting* will be held, and must provide reasonable notice of the change to the public.

(2)   In consideration of public interest in *Agenda* items or an emergency arising, the *Chief Executive Officer,* in consultation with the *Mayor,* may, without resolution of *Council,* alter the place at which an *Ordinary meeting* will be held, and must provide reasonable notice of the change to the public.

15.   Notice of *Meetings* to the Public

(1)   Public notice of all *Council Meetings* will be provided by the *Chief Executive Officer* in accordance with this rule 16.

(2)   Public notice of *Scheduled Council Meetings* will be provided by:

(a)   a schedule of all *Scheduled Council Meetings*, including the date, time and place for each *Scheduled Council Meeting*, as updated from time to time, being displayed on the *Council Website*; and

(b)   the *Agenda* for a *Scheduled Council Meeting* being displayed on the *Council Website* no less than two (2) days before the Scheduled Council Meeting.

(3)   Public notice of *Additional Council Meetings* will be provided by:

(a)   notice of the date, time and place of the *Additional Council Meeting* being displayed on the *Council Website* as soon as practicable after the *Additional Council Meeting* is called under rule 12; and

(b)   the *Agenda* for the *Additional Council Meeting* being displayed on the *Council Website* as far in advance of the *Additional Council Meeting* as possible.

(4)   Despite the provisions of this rule 16, the *Chief Executive Officer* may determine to provide shorter public notice of an additional *Council Meeting* where he or she considers it necessary or desirable to do so, in his or her absolute discretion.

16.   Notice of Meetings to Councillors

(1)   The notice for a Council Meeting must state the date, time and place of the Council Meeting and the business to be dealt with, incorporating the Agenda for the Council Meeting, and must be delivered to each Councillor by email, to the Councillor's Council-provided email address at least forty-eight (48) hours before the Council Meeting, unless the Chief Executive Officer determines, in his or her absolute discretion, that a shorter time is necessary

(2)   A notice of a *Council Meeting* will be served on a *Councillor* who has been granted *Leave of Absence* unless the *Councillor* has requested *In Writing* to the *Chief Executive Officer* to discontinue the giving of notice of any *Council Meeting* to be held during his or her absence.

DIVISION 3 – QUORUMS

17.   Quorum

The *Quorum* for any *Council Meeting* is an *Absolute Majority*.

18.   Inability to Obtain a *Quorum*

If a *Quorum* is not present within thirty (30) minutes of the time appointed for the commencement of any *Council Meeting* or adjournment, those *Councillors* present or, if there are no *Councillors* present, the *Chief Executive Officer* or, in his or her absence, a *Director*, may adjourn the *Council Meeting* for a period not exceeding seven (7) days from the date of the adjournment.

Also see Rule 27.

19.   Inability to Maintain a *Quorum*

If during any *Council Meeting* or adjournment a *Quorum* is lost and cannot be regained within 30 minutes, those *Councillors* present or, if there are no *Councillors* present, the *Chief Executive Officer* or, in his or her absence, a *Senior Officer*, may adjourn the *Council Meeting* for a period not exceeding seven (7) days from the time of adjournment.

20.   Inability to Maintain a *Quorum* due to Conflicts of Interest from *Councillor*s

If a *Quorum* cannot be gained or maintained at a *Council Meeting* or adjournment due to conflicts of interest among the *Councillors*, *Council* will consider whether the decision can be made by dealing with the matter in an alternative manner, in accordance with section 67 of the *Act*.

21.   Call of the *Council*

(1)   If a *Quorum* of *Councillors* cannot be formed and maintained due to the absence of *Councillors*, the *Chief Executive Officer* may require all *Councillors* to attend a *Call of the Council Meeting.*

(2)   A *Call of the Council Meeting* must be treated as an *Additional Council Meeting.*

(3)   If a call of the *Council* has been required, immediately after the opening of the meeting, the *Chief Executive Officer* must call the name of:

        (a)   the *Mayor*; and

        (b)   each *Councillor* in alphabetical order.

(4)   Each person present must answer to his or her name, all excuses for absence must be considered and to each excuse the following question must be put to the vote:

        "Is the excuse of Cr   a reasonable excuse to the satisfaction of *Council*?"

DIVISION 4 – BUSINESS OF MEETINGS

22.   Order of Business

(1)   The order in which business is listed on the *Agenda* shall be determined by the *Chief Executive Officer* so as to facilitate and maintain open, efficient and effective processes of government.

(2)   Subject to any changes made by the *Chief Executive Officer* in his or her absolute discretion, the default order of business is as follows:

      (a)   Welcome and Acknowledgement of Country;

      (b)   *Councillor* Apologies and *Leave of Absence* Applications;

      (c)   (On Notice) *Mayor*al Presentation

      (d)   (*On Notic*e) Petitions and Joint Letters

      (e)   Public Question Time;

      (f)   Disclosure of Conflict of Interest in any item on the Agenda; (see chapter 5)

      (g)   Adoption and Confirmation of the *Minutes* of previous *Meetings*;

      (h)   *Officer Reports;*

      (i)   Reports from *Committees;*

      (j)   Informal meeting records; (Chapter 6 (1))

      (k)   *Mayor*al & *Chief Executive Officer Council* Activities – Summary Report

      (l)   (*On Notice*) Notices of Motion;

      (m)   General Business;

      (n)   Urgent Business.

23.   Councillor Apologies and Leave of Absence Applications

(1)   Apologies shall be read out by the *Chair* at the commencement of each *Meeting*.

(2)   All requests for *Leave of Absence* shall be submitted to the *Chief Executive Officer in Writing* and approved by resolution of the *Council*.

(3)   Section 35 of *the Act* states that a *Councillor* ceases to hold office if the *Councillor* is absent from *Council Meetings* for a period of four (4) consecutive months without leave being obtained from the *Council*.

24.   *Mayor*al Presentations

From time to time, the *Mayor*, as the principle spokesperson for Council, may give a short presentation or make a statement relating to his or her civic and ceremonial duties or to issues of interest and/or importance to the *Council*, provided that the presentation is no longer than five (5) minutes.

25.   Petitions and Joint Letters

(1)   A petition or joint letter received by the *Council* or an individual *Councillor* must be lodged with the *Chief Executive Officer* at least five (5) days before *Council Meeting* at which it is to be considered to ensure sufficient time to include the petition or joint letter in the *Agenda*.

(2)   A petition submitted to the *Council* must:

      (a)   be in legible and permanent writing;

      (b)   have the full name, address and signature of all individual signatories;

      (c)   not be defamatory, indecent, abusive or objectionable in language or content;

      (d)   not relate to matters beyond the powers of the *Council*;

      (e)   include the whole of the request of the petitioners or signatories on each page; and

      (f)   consist of single-sided pieces of paper and must not be pasted, stapled, pinned or otherwise affixed to any other piece of paper.

(3)   Notwithstanding rule 25(2) (a), (b), (e) and (f), an electronic petition may be received by the Council or an individual Councillor and submitted to the next Council Meeting in accordance with rule 25(1) for Council's consideration.

(4)   The *Chief Executive Officer* must arrange for petitions to be submitted to the next practicable Ordinary meeting following their receipt.

(5)   Only the petitioner's request and the number of signatories will be included in the *Agenda* for the *Council Meeting* at which it will be considered.

(6)   If a petition is addressed to an individual *Councillor*, and listed on the *Agenda*, that *Councillor* may read the petition out at the *Council Meeting* without speaking to it. Other petitions will be read by the *Chief Executive Officer* or his or her delegate.

(7)   Unless rule 25(9) applies, the only motions that may be considered for any petitions are:

      (a)   that the petition be received;

      (b)   that the petition be referred to the *Chief Executive Officer* for consideration and response; or

      (c)   that the petition be referred to the *Chief Executive Officer* for an *Officer Report* to a future *Council Meeting*.

(8)   If the petition relates to any item already on the *Agenda* for the *Council Meeting* at which the petition is submitted, the matter may be dealt with in conjunction with that *Agenda* item.

(9)   If the petition relates to an operational matter, the *Council* must refer it to the *Chief Executive Officer* for consideration.

(10)   If the petition relates to:

      (a)   a planning matter which is the subject of a public notification process under the *Planning and Environment Act 1987*; or

      (b)   a matter which is the subject of a public submission process under Section 223 of the *Local Government Act 1989* or a community engagement process under the *Community Engagement Policy*,

      the petition will be treated as a joint submission in relation to the matter.

(11)   A petition may nominate a person to whom a reply must be sent, but if no person is nominated or is the obvious intended contact person, the *Council* may reply to the first signatory who appears on the petition.

(12)   Any petitions or joint letters that do not comply with *these Rules* will not be tabled at a *Council Meeting*.

26.   Public Question Time

(1)   Unless the *Council* resolves otherwise, there must be a public question time at every *Scheduled Council Meeting* to enable members of the public to submit questions to the *Council*.

(2)   Rule 26(1) does not apply during any period when a *Scheduled Council Meeting* is closed to members of the public or during a *Caretaker Period*.

(3)   Unless the *Chief Executive Officer* determines, in his or her absolute discretion, to permit a question to be submitted in a different way, all questions must be received *In Writing* on the prescribed form available on the *Council Website* and state the name and address of the person submitting the question.

(4)   All questions must be received no later than 15 minutes before the commencement of the *Scheduled Council Meeting* at which the question is to be asked.

(5)   No person may submit more than two (2) questions to any one (1) *Scheduled Council Meeting*. A question may be split into a maximum of two parts only. If more than two parts to a question are received, only the first two parts will be considered. Similarly, if more than two questions are received, only the first two questions will be considered. All parts of a question must be relevant to the same subject of enquiry.

(6)   A question may be disallowed by the *Chair* if the *Chair* has determined that:

    (a)   the person directing the question, or their representative, is not present in the gallery;

    (b)   the question is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;

    (c)   the question deals with a subject matter already answered;

    (d)   the question is aimed at embarrassing a *Councillor* or *Officer* or any other person; or

    (e)   the question relates to *Confidential Information*.

(7)   The *Chair* or *Chief Executive Officer* or his or her delegate must read to the *Scheduled Council Meeting* the name of the person who has submitted a permitted question.

(8)   The *Chief Executive Officer* or his or her delegate must read the text of the question and the *Chair* may then direct that the question to be answered by the *Chief Executive Officer* or a nominated *Officer*.

(9)   All questions must be asked as succinctly as is possible and answers to questions should be as complete as is practical under the circumstances. Further questions or debate on the response shall not be allowed.

(10)   Like questions may be grouped together and a single answer provided.

(11)   The *Chair, Chief Executive Officer* or *Officer* to whom a question is directed may take a question on notice. If a question is taken on notice, a *Written* copy of the answer must be sent to the person who asked the question and to all *Councillor*s.

(12)   The name of the questioner, the question and the response must be recorded in the *Minutes*, as an
         official record of the questions submitted to the *Scheduled Council Meeting*.

27.   Changes to the Order of Business

Once the *Agenda* for a *Council Meeting* has been prepared and sent to *Councillors*, the order of business for
the *Council Meeting* may only be altered by resolution of the *Council*. This includes a request for an item to be
brought forward.

28.   Presentation of Officer Reports

Officer Reports may be summarised for the purposes of verbal public presentation by the *Chief Executive
Officer* or his/her delegate at the *Council Meeting* at which they are to be considered.

29.   *General Business*

(1)   If the *Agenda* for a *Scheduled Council Meeting* makes provision for *General Business*, business of a
         minor or routine nature may be admitted for the consideration of *Council* at the discretion of the *Chair*.

(2)   The *Chair* must reject an item of *General Business* if it:

         (a)   is not of a minor or routine nature;
         (b)   substantially affect the levels of *Council* service;
         (c)   commits *Council* to *Expenditure* not included in the adopted budget;
         (d)   is intended to establish or amend *Council* Policy;
         (e)   commits *Council* to any contractual arrangement;
         (f)   requires the giving of prior notice;
         (g)   is defamatory or objectionable in language or nature;
         (h)   may be prejudicial to any person or *Council;*
         (i)   is identical or substantially similar to *a matter* that has been considered by the *Council* and
                  lost in the preceding six (6) months;
         (j)   is outside the powers of the *Council*;
         (k)   is a matter subject to a *Council* decision-making process which has commenced but is not yet
                  complete;
         (l)   is inconsistent with any Act or its Regulations; or
         (m)   is inconsistent with any Council or Operational Policy, Local Law or adopted Council Strategy or
                  Plan.

(3)   Councillors wishing to speak to *General Business* may speak for a maximum of two (2) minutes.

(4)   Officers present at the meeting will be allowed to address or respond to any matters raised by
         Councillors during *General Business*.

30.   *Urgent Business*

(1)   Business which has not been listed on the *Agenda* for a *Council Meeting that is not of a minor or
         routine nature* can only be admitted as *Urgent Business* by resolution of the *Council*, and only then if it:

         (a)   relates to or arises out of a matter which has arisen since distribution of the *Agenda*; and

         (b)   cannot safely or conveniently be deferred until the next *Council Meeting*.

(2)   Notwithstanding anything to the contrary in *these Rules*, a *Councillor* (with the agreement of the
         Council Meeting) may only submit or propose an item of *Urgent Business* if the:

         (a)   matter relates to business that does not:

                  (i)   substantially affect the levels of *Council* service;

                  (ii)   commit *Council* to *Significant Expenditure* not included in the adopted budget;

(iii)   establish or amend *Council* Policy;

(iv)   commit *Council* to any contractual arrangement; or

(v)   require, pursuant to any other policy determined by *Council* from time to time, the giving of prior notice; and

(b)   proposed motion(s) is *In Writing* and given to the *Chair* who must seek a resolution of approval from *Council Meeting*.

(3)   A *Councillor* proposing that a matter be admitted as *Urgent Business* must lodge it *In Writing* with the *Chief Executive Officer* no later than 30 minutes prior to commencement of the *Council Meeting* at which it is to be considered.

(4)   The *Chief Executive Officer* will advise the *Mayor* of any matter that the *Chief Executive Officer* determines appropriate for *Council* to consider admitting as *Urgent Business*.

DIVISION 5 - VOTING

31.   Voting – How Determined

To determine a motion before a *Council Meeting*, the *Chair* will:

(1)   first call for those in favour of the motion; and

(2)   then those opposed to the motion,

and will then declare the result to the *Council Meeting*.

32.   Casting Vote

In the event of a tied vote, the *Chair* must, unless *the Act* or this Local Law provides otherwise, exercise a casting vote.

33.   Voting – By Show of Hands

Voting on any matter will be by show of hands.

34.   Vote to be taken in Silence

Except that a *Councillor* may demand a *Division*, *Councillors* must remain seated in silence while a vote is being taken.

35.   Motion to be Read Again

(1)   The *Chair* may direct the *Chief Executive Officer* or his or her delegate or the mover of the motion to read the motion or amendment to the *Council Meeting* before the vote is taken.

(2)   Before any matter is put to the vote, a *Councillor* may request the motion or amendment be read again.

36.   Recount of Vote

The *Chair* may direct that the vote be re-counted as often as may be necessary to be satisfied of the result.

37.   Declaration of Vote

(1)   The *Chair* must declare the result of the vote as soon as it is taken.

(2)   When declaring the vote, the *Chair* shall state the number of votes FOR and the number of votes

AGAINST the motion and the surname of each *Councillor* who voted FOR the motion, AGAINST the motion and DID NOT VOTE and whether the motion is carried or lost.

38.   **No discussion once Vote declared**

Once a vote on a motion is taken no further discussion relating to the motion is allowed unless the discussion relates to:

(1)   a *Rescission Motion* which a *Councillor* is proposing to lodge in respect of the motion voted on; or

(2)   follows a resolution having been rescinded.

See Division 9 – Rescission Motions

39.   **Procedure for a Division**

(1)   The request by a *Councillor* for a *Division* must be made to the *Chair* either immediately prior to or immediately after the vote has been taken, but cannot be requested after the *Council* has moved to the next item of business on the *Agenda*.

(2)   No *Councillor* is prevented from changing his or her original vote when voting on the *Division*.

(3)   When a *Division* is called for, the *Chair* will:

(a)   first ask each *Councillor* wishing to vote FOR the motion to raise a hand and, upon such request being made, each *Councillor* wishing to vote FOR the motion must raise his or her hand. The *Chair* will then state, and the *Chief Executive Officer* (or any person authorised by the *Chief Executive Officer* to attend the *Council Meeting* and take the *Minutes* of such *Council Meeting*) must record in the *Minutes*, the names of those *Councillors* voting FOR the motion;

(b)   then ask each *Councillor* wishing to vote AGAINST the motion to raise a hand and, upon such request being made, each *Councillor* wishing to vote AGAINST the motion must raise his or her hand. The *Chair* will then state, and the *Chief Executive Officer* (or any person authorised by the *Chief Executive Officer* to attend the *Council Meeting* and take the *Minutes* of such *Council Meeting*) must record in the *Minutes*, the names of those *Councillors* voting AGAINST the motion; and

(c)   the *Chief Executive Officer* (or any person authorised by the *Chief Executive Officer* to attend the *Council Meeting* and take the *Minutes* of such *Council Meeting*) must record in the *Minutes* the names of those *Councillors* who DID NOT VOTE on the motion.

DIVISION 6 – MOTIONS AND DEBATE

40.   **Councillors may Propose Notices of Motion**

Councillors may propose an issue is listed on the *Agenda* by lodging a *Notice of Motion* in accordance with the procedures outlined in this Division.

41.   **Notices of Motion**

(1)   A *Notice of Motion* must be *In Writing*, signed and dated by the *Councillor* and lodged with the *Chief Executive Officer* by 12 noon on the Wednesday before the next *Scheduled Councillor Briefing,* prior to the *Notice of Motion* being placed on the Agenda of the next available *Scheduled Council Meeting* to allow sufficient notice to each *Councillor* of the matters and inclusion in the *Agenda.*

(2)   The *Chief Executive Officer* must reject any *Notice of Motion* which:

(a)   is vague;

(b)   is identical or substantially similar to a *Notice of Motion* or a *Rescission Motion* that has been considered by the *Council* and lost in the preceding six (6) months;

(c)   is defamatory;

(d)   may be prejudicial to any person or *Council*;

(e)   is objectionable in language or nature;

(f)   is outside the powers of the *Council*;

(g)   is submitted during the *Caretaker Period*; or

(h)   is a matter subject to a *Council* decision-making process which has commenced but is not yet complete.

(3)   If the *Chief Executive Officer* rejects a *Notice of Motion* under rule 41(2), they will inform the *Councillor* who lodged the *Notice of Motion* of that rejection and the reasons for it. The *Councillor* will be provided with 24 hours to lodge a revised *Notice of Motion* provided that the *Council Meeting* at which the *Notice of Motion* is to be considered is more than 24 hours from the time of rejection.

(4)   The *Chief Executive Officer* may reject and refer any *Notice of Motion* to the *Council's Operational Service Request Process* if it relates to a matter that he or she determines is more appropriately addressed that way.

(5)   In addition to rule 41(2), and subject to rules 41(6) and (7), the *Chief Executive Officer* may require a *Councillor* who lodges a *Notice of Motion* to amend it to call for an *Officer Report* if the *Notice of Motion*:

(a)   substantially affects the level of *Council* services;

(b)   commits the Council to expenditure in excess of $5,000 that has not been included in the adopted budget;

(c)   establishes or amends a *Council* policy; or

(d)   commits the *Council* to any contractual arrangement.

(6)   Where a *Notice of Motion* is likely to commit *Council* to *Significant Expenditure* not included in the adopted budget then the *Notice of Motion* must only call for referral to *Council* for its consideration as part of its future year's annual budget and public submission process.

(7)   The *Chief Executive Officer* may determine that a *Notice of Motion* contains *Confidential Information* and ought to be treated as being confidential unless the *Council* resolves otherwise.

(8)   The full text of any *Notice of Motion* accepted by the *Chief Executive Officer* must be included in the *Agenda*.

(9)   The *Chief Executive Officer* must arrange for an *Officer Report* to be prepared and presented to the *Council* for the purposes of rule 41(5). Where practicable the *Officer Report* should be presented to the next *Scheduled Council Meeting*.

(10)   The *Chief Executive Officer* must cause all *Notices of Motion* to be sequentially numbered, dated and entered in a register.

(11)   Except by leave of the *Council*, each *Notice of Motion* before any *Council Meeting* must be considered in the order in which it was entered into the register under rule 41(10).

(12)   If a *Councillor* who has lodged a *Notice of Motion* is absent from the *Council Meeting* at which the *Notice of Motion* is to be considered, or fails to move the *Notice of Motion* when called upon to do so by the *Chair*, any other *Councillor* may move the *Notice of Motion*.

(13)   If a *Councillor* moving a *Notice of Motion* wishes to amend it, he or she may do so by seeking leave of the *Council* to amend the *Notice of Motion* prior to it being seconded.

(14)   Another *Councillor* can put forward an amendment to a *Notice of Motion* for consideration, which must be dealt with in accordance with *these Rules*, except that a *Notice of Motion* to confirm a previous resolution of the *Council* cannot be amended.

(15)   The *Chair*, having lodged a *Notice of Motion* in accordance with this rule 41, must vacate the *Chair* of if he or she intends to move the *Notice of Motion*, and the *Council* must appoint a temporary *Chair* for the consideration of the item.

(16)   If a *Notice of Motion* is not moved at the *Council Meeting* at which it is listed, then it lapses.

42.   *Chair*'s Duty

Any motion which:

(1)   is defamatory;

(2)   is objectionable in language or nature;

(3)   is vague or unclear in intention;

(4)   is outside the powers of the *Council*;

(5)   is irrelevant to an item of business on the *Agenda* and has not been admitted as *Urgent Business*; or

(6)   purports to be an amendment but is not,

must not be accepted by the *Chair*.

43.   Introducing an Officer Report

Before an *Officer Report* is considered by the *Council* and any motion moved in relation to it, the *Chief Executive Officer* or his or her delegate may introduce the report by a short statement of not more than two (2) minutes.

Also see rule 29 – Presentation of Officer Reports

44.   Procedure for Introducing a Motion or an Amendment

(1)   The procedure for moving any motion or amendment is:

      (a)   the mover may briefly state the nature of the motion or amendment and then must move it without speaking to it;

      (b)   the motion or amendment must be seconded by a *Councillor* other than the mover. If the motion or amendment is not seconded, the motion or amendment will lapse for want of a seconder;

      (c)   if a motion or amendment is moved and seconded, the *Chair* must call for any *Councillor* questions and then ask whether the motion or amendment is opposed and whether any *Councillor* wishes to speak to the motion or amendment;

      (d)   if no *Councillor* indicates opposition or a desire to speak to the motion or amendment, the *Chair* may declare the motion or amendment carried without discussion;

      (e)   if a *Councillor* indicates opposition or a desire to speak to the motion or amendment, then the *Chair* must invite the mover to address the *Council Meeting*;

      (f)   after the mover has addressed the *Council Meeting*, the seconder may address the *Council Meeting*;

(g)   after the seconder has addressed the *Council Meeting* (or after the mover has addressed the *Council Meeting* if the seconder does not wish to address the *Council Meeting*), the *Chair* must invite debate by calling on any *Councillor* who wishes to speak to the motion or amendment, providing an opportunity to alternate between those wishing to speak against the motion or amendment and those wishing to speak for it; and

(h)   after the *Chair* has invited debate on the motion or amendment, and, in the case of a motion, offered the right of reply under rule 53, the *Chair* must put the motion or amendment to the vote.

(2)   If the *Chair* wishes to speak to a motion or amendment, he or she may only do so once all other *Councillors* wishing to speak to it have done so, and just before closure of debate by the mover of the motion or amendment.

45.   Right of Reply

(1)   The mover of a motion which has not been amended may, once debate has been exhausted, exercise a right of reply to matters raised during the debate. (Time Limit – two (2) minutes)

(2)   The mover of a motion loses his or her right of reply if an amendment to the motion is carried.

(3)   The mover of an amendment to a motion does not have a right of reply.

(4)   A *Councillor* exercising a right of reply must not introduce any new matter.

(5)   After a right of reply has been taken, but subject to any *Councillor* exercising his or her right to ask any question concerning or arising out of the motion, the motion must be immediately put to the vote without any further discussion or debate.

46.   Moving an Amendment

(1)   Subject to rule 55(2), a motion which has been moved and seconded may be amended by leaving out or adding words. Any words must be relevant to the subject of the motion.

(2)   A motion to confirm a previous resolution of the *Council* cannot be amended.

(3)   An amendment cannot be the negative of, or substantially contrary to, the motion.

(4)   Any *Councillor* moving an amendment will be allocated one (1) minute to explain the reasons for the amendment. The statement must be an explanation only and will not entertain the benefits or detriments of the amendment or the substantive motion.

(5)   No notice needs to be given of any amendment, however, if any *Councillor* intends to move an amendment, it must be done prior to the right of reply being exercised.

47.   Agreed Alterations to a Motion or Amendment

(1)   A motion having been moved and seconded may, with the consent of the mover and seconder, be amended by leaving out, inserting or adding words which must be relevant to the original motion or amendment and framed so as to complement it as an intelligible and consistent whole, provided that the amendment is made before the motion or amendment is voted on.

(2)   With the leave of the *Chair*, both the mover and seconder of a motion may agree to an alteration to the original motion proposed by any other *Councillor*. This does not necessitate the recording of an amendment into the *Minutes* of the *Council Meeting* as the alteration would then form part of the substantive motion.

48.   Who May Propose an Amendment

An amendment may be proposed or seconded by any *Councillor*, other than the mover or seconder of the original motion.

49.   Who May Debate an Amendment

A *Councillor* may address the *Council Meeting* once (1) on any amendment, whether or not they have spoken to the original motion, but their debate must be confined to the terms of the amendment.

50.   How Many Amendments May be Proposed

(1)   Any number of amendments may be proposed to a motion but only one (1) amendment may be accepted by the *Chair* at any one (1) time.

(2)   No second or subsequent amendment, whether to the motion or an amendment of it, may be taken into consideration until the previous amendment has been dealt with.

51.   An Amendment once Carried

(1)   If an amendment is carried, the motion as amended becomes the motion before the *Council Meeting*.

(2)   The amended motion will then be dealt with in accordance with *these Rules*.

52.   Foreshadowing a Motion

(1)   At any time during debate, a *Councillor* may foreshadow a motion to inform the *Council* of his or her intention to move a motion at a later stage in the *Council Meeting*. This does not extend any special rights to the foreshadowed motion.

(2)   A foreshowed motion may be prefaced with a statement that in the event a particular motion is resolved in a certain way a *Councillor* intends to move an additional motion.

(3)   A motion foreshadowed has no procedural standing and is merely a means to assist the flow of the *Meeting*.

(4)   The *Chief Executive Officer* or his/her delegate is not expected to record a foreshadowed motion in the *Minutes* until the foreshadowed motion is formally moved.

53.   Withdrawal of a Motion

Before any motion is put to the vote, it may be withdrawn by the mover with agreement of the seconder or by resolution of the *Council*.

54.   Separation of Motions

Where a motion contains more than one (1) part a *Councillor* may request the *Chair* to put the vote in separate parts.

55.   *Chair* may Separate or Allow Motions to be Moved in a Block

(1)   The *Chair* may decide to put any motion to the vote in separate parts.

(2)   The *Chair* may allow or request *Councillors* to move "like items" in a block.

56.   Motions In Writing

(1)   A *Councillor* wishing to move a motion other than a recommendation or alternate motion included in an *Officer Report* (detailed in the *Agenda*) must prepare the motion *In Writing* and either read it out to the *Council Meeting* or submit it to the *Chair*.

(2)   The *Chair* may adjourn the *Council Meeting* while the motion is being *Written* or may request that the *Council* defer the matter until the motion has been *Written*, allowing the *Council Meeting* to proceed uninterrupted.

(3)   The *Chair* may request the *Chief Executive Officer* or the person taking the *Minutes* of the *Council*

Meeting to read the motion or amendment to the *Council meeting* before the vote is taken.

57.   **Debate must be Relevant to the Motion**

(1)   Debate must always be relevant to the motion before the *Council Meeting* and, if not, the *Chair* will request the speaker to confine debate to the subject matter.

(2)   If, after being told to confine debate to the motion before the *Council Meeting*, the speaker continues to debate irrelevant matters, the *Chair* may disallow the speaker any further comment in respect of the matter before the *Council Meeting*.

(3)   A speaker to whom a direction has been given under rule 66(2) must comply with that direction.

DIVISION 7 – PROCEDURAL MOTIONS

58.   Procedural Motions

(1)   Unless otherwise prohibited, a *Procedural Motion* may be moved at any time and must be dealt with immediately by the *Chair*.

(2)   *Procedural Motions* require a seconder.

(3)   The *Chair* is unable to move or second a *Procedural Motion*.

(4)   Notwithstanding any other provision in *these Rules*, *Procedural Motions* must be dealt with in accordance with the procedures set out in Appendix 1 to *these Rules.*

DIVISION 8 – SPEAKING TO THE MEETING

59.   Rising when speaking

(1)   Except in cases of sickness or infirmity, a *Councillor* must rise when speaking at a *Council Meeting.*

(2)   The *Chair* may remain seated when speaking at a *Council Meeting.*

(3)   It is unnecessary to rise when speaking at a *Delegated* or *Community Asset Committee Meeting.*

60.   Speaking Times

(1)   A *Councillor* must not speak longer than the times prescribed in this Local Law i.e.:

(a)   the mover of a motion or amendment – five (5) minutes;

(b)   the seconder of a motion or amendment – three (3) minutes;

(c)   any other *Councillor* – three (3) minutes; and

(d)   the mover of a motion exercising their right of reply – two (2) minutes.

(2)   An extension of speaking time may be granted by the *Chair* for each *Councillor*. Any extension of speaking time must not exceed two (2) minutes. There is no limit to the number of extensions that can be requested, with discretion to grant any extension being that of the Chair's.

(3)   A motion for an extension of speaking time must be proposed:

(a)   immediately before the speaker commences debate;

(b)   during the speaker's debate; or

(c)   immediately after the speaker has concluded debate but before the next speaker has commenced.

(4)   A motion for an extension of speaking time cannot be accepted by the *Chair* if another speaker has commenced his or her debate.

61.   Interruptions, Interjections and Relevance

A *Councillor* must not be interrupted except by the *Chair* or upon a *Point of Order. All debate and discussion must be relevant to the item presented and interjections will not be allowed.*

See rule 70 - Point of Order

62.   Priority of Address

In the case of competition for the right to speak, the *Chair* must decide the order in which *Councillors* will be heard.

63.   *Councillor*s Not to Speak Twice to Same Motion or Amendment

Except that the mover of a motion (other than an amendment) has the right of reply and that any *Councillor* may take a *Point of Order*, a *Councillor* must not speak more than once to the same motion or amendment.

64.   Right to Ask Questions

(1)   A *Councillor* may, when no other *Councillor* is speaking, ask through the *Chair* any question concerning or arising out of the motion or amendment before the *Chair*.

(2)   The *Chair* has the right to limit questions and direct that debate be commenced or resumed.

DIVISION 9 - RESCISSION MOTIONS

65.   Rescission Motion

(1)   Motions to revoke, rescind or alter a previous resolution of the *Council* can only be made in the following ways:

(a)   *Notice of Motion*; or

(b)   recommendation contained in an *Officer Report*, included in the *Agenda*,

that a previous decision be altered or revoked.

(2)   A *Notice of Motion* lodged by a *Councillor* and proposing a *Rescission Motion* must:

(a)   be signed by the *Councillor* and dated;

(b)   not relate to a resolution that has been acted on;

(c)   not, in the opinion of the *Chief Executive Officer*, have the effect, if passed, of placing of the *Council* at significant legal, financial or other risk, including non-compliance with statutory obligations; and

(d)   be delivered or sent electronically to the *Chief Executive Officer* setting out:

(i)   the resolution to be rescinded; and

(ii)   the *Council Meeting* at, and date on, which the resolution was made.

(3)   A resolution will be deemed to have been acted on if:

(a)   its content or substance has been formally communicated *In Writing* by the *Chief Executive Officer* or another *Officer* to a person whose interests are materially affected by it;

(b)   a statutory process has been commenced; or

(c)   work has been commenced in respect of if,

so as to vest enforceable rights in or obligations on the *Council* or any other person.

(4)   The *Chief Executive Officer* or an appropriate *Officer* must defer implementing a resolution which:

(a)   has not been acted on; and

(b)   is the subject of a *Rescission Motion* which has been delivered or sent to the *Chief Executive Officer* in accordance with rule 65(2)(d),

unless deferring implementation of the resolution would, in the opinion of the *Chief Executive Officer*, have the effect of:

(c)   depriving the resolution of its usefulness or efficacy; or

(d)   placing the *Council* at significant legal, financial or other risk.

66.   Rescission, If Lost

If a motion to rescind or alter a previous resolution is lost, an identical or similar motion may not be put before the *Council* for at least six (6) months from the date it was last lost, unless:

(1)   the *Council* resolves that the *Rescission Motion* be re-listed at a future *Council Meeting*; or

(2)   an *Officer Report* is included in an *Agenda* for a *Council Meeting.*

67.   Rescission, If Not Moved

If a *Rescission Motion* is not moved at the *Council Meeting* at which it is listed, it lapses.

68.   Rescission Motion May Be Moved By Any Councillor

A *Rescission Motion* listed on an *Agenda* may be moved by any *Councillor* present at the *Council Meeting* but may not be amended.

DIVISION 10 – POINTS OF ORDER

69.   Points of Order

(1)   A *Point of Order* may be raised on the grounds that a matter is:

(a)   contrary to *these Rules*;

(b)   an act of disorder or conduct in contravention of the *Councillor Code of Conduct*;

(c)   defamatory;

(d)   irrelevant to the matter before *Council*;

(e)   outside the *Council*'s power; or

(f)   frivolous, vexatious or constitutes improper conduct.

(2)   A *Councillor* expressing a difference of opinion or contradicting a speaker is not grounds for raising a *Point of Order*.

70.   Procedure for Point of Order

(1)   The *Councillor* taking the *Point of Order* must nominate the ground under rule 69(1) relied upon to support the *Point of Order* being taken.

(2)   If called to order, the *Councillor* who is speaking must stop and remain silent until the *Point of Order* is decided upon, unless otherwise directed by the *Chair*.

(3)   The *Chair* may request a *Councillor* provide an explanation in respect to the *Point of Order* raised.

71.   Chair to Decide Point of Order

(1)   The *Chair* when ruling on a *Point of Order* must state the reason for the ruling.

(2)   The *Chair* may adjourn the *Council Meeting* to consider a *Point of Order* but must otherwise rule upon it as soon as it is raised.

(3)   All other matters before the *Council* are to be suspended until the *Point of Order* is decided.

72.   Final Ruling on a *Point of Order*

(1)   The decision of the *Chair* in respect of a *Point of Order* will not be open for discussion and will be final and conclusive unless the majority of *Councillors* present vote in favour of a motion of dissent.

(2)   A motion of dissent on a *Point of Order* must state the provision, rule, practice or precedent to be substituted for the *Chair*'s ruling.

(3)   A motion of dissent in relation to a *Point of Order* is not a motion of dissent in the *Chair* and the *Chair* must at all times remain in the *Chair* and he or she will maintain his or her right to a second vote.

(4)   A motion of dissent on a *Point of Order* will take precedence over all other business and if carried must be acted on instead of the ruling given by the *Chair*.

73.   Criticism of *Officer*s

The *Chief Executive Officer* may make a brief statement at a *Council Meeting* in respect of any public statement (whether made at a *Council Meeting* or not) which has been critical of or may adversely affect an *Officer*.

74.   Ordering Withdrawal of Remark

(1)   Whenever any *Councillor* at a *Council Meeting* makes use of any expression or remark that is disorderly or capable of being applied offensively to any other *Councillor* or *Officer*, the offending *Councillor* may be required by the *Chair* to withdraw the expression or remark and to make a satisfactory apology to the *Council Meeting*.

(2)   The *Chair* may require a *Councillor* to withdraw any remark that is defamatory, indecent, abusive or offensive in language or substance.

(3)   A *Councillor* required to withdraw a remark must do so immediately without qualification or explanation.

DIVISION 11 – SUSPENSION OF STANDING ORDERS

75.   Suspension of Standing Orders for the Purpose of Discussion

(1)   The provisions of *these Rules* may be suspended for a particular purpose by resolution of the *Council*.

(2)   The *Suspension of Standing Orders* will be used to enable full discussion of any issues without the constraints of formal procedures. An appropriate motion would be "*That Standing Orders be suspended to enable discussion on   ".*

(3)   Once the discussion has taken place and before any motion can be moved the *Resumption of Standing Orders* will be necessary. An appropriate motion would be "*That Standing Orders be resumed*".

(4)   No motion may be accepted by the *Chair* or be lawfully dealt with during any *Suspension of Standing Orders*.

DIVISION 12 – MEETING ADJOURNMENTS

76.   Adjourning the *Meeting*

(1)   In addition to any procedures for adjourning a *Council Meeting* provided in *these Rules*, the *Council* may, from time to time, resolve to adjourn a *Council Meeting:*

    (a)   if the *Council Meeting* becomes disorderly and order cannot be restored;

    (b)   to allow for additional information to be presented to the *Council Meeting*; and

    (c)   in any other situation where adjournment is considered by the *Council* to be desirable.

(2)   A *Council Meeting* cannot be adjourned for a period exceeding seven (7) days from the date of the adjournment.

(3)   An appropriate motion would be: "*That the meeting be adjourned until   ".* (Time and date to be specified which does not exceed seven (7) days.)

(4)   No discussion is allowed on any motion for adjournment of the *Council Meeting*, but if the motion is lost, the substantive matter before the *Council Meeting* must be disposed of before any subsequent motion for adjournment of the *Council Meeting* is moved.

77.   Notice for Adjourned *Meeting*

(1)   If a *Council Meeting* is adjourned, the *Chief Executive Officer* will ensure that the *Agenda* for the continuation of the adjourned *Council Meeting* is identical to the *Agenda* for the *Council Meeting* which was originally adjourned.

(2)   Except where a *Council Meeting* is adjourned until later on the same day, the *Chief Executive Officer* must give all *Councillors Written* notice of a new date for the continuation of the adjourned *Council Meeting* and every reasonable attempt must be made to advise the public of the new *Council Meeting* date.

(3)   Where it is not practical to provide *Written* notice to *Councillors* because time does not permit that to occur then, provided a reasonable attempt is made to contact each *Councillor*, contact by telephone, electronic form, or in person will be sufficient.

DIVISION 13– MINUTES & RECORDING OF MEETINGS

78.   Keeping of *Minutes*

The *Chief Executive Officer* (or other person authorised by the *Chief Executive Officer* to attend the *Council Meeting* and to take the *Minutes* of such *Council Meeting*) must keep *Minutes* of each *Council Meeting* and those *Minutes* must record:

(1)   the date and time the *Council Meeting* was commenced, adjourned, resumed and concluded;

(2)   the names of the *Councillors* and whether they are present, an apology, on *Leave of Absence* or other details as provided;

(3)   the titles of the *Officers* in attendance;

(4)   any disclosure of a conflict of interest made by a *Councillor*;

(5)   arrival and departure times (including temporary departures) of *Councillors* during the course of the *Council Meeting*;

(6)   each motion and amendment moved, including the mover and seconder of the motion or amendment;

(7)   the outcome of every motion or amendment, whether it was put to the vote and the result to indicate whether the motion or amendment was carried, lost, withdrawn, lapsed, amended and the names of every *Councillor* and how they voted (either FOR or AGAINST or DID NOT VOTE);

(8)   where a *Division* is called, the names of every *Councillor* and the way their vote was cast (either FOR or AGAINST or DID NOT VOTE);

(9)   details of a failure to achieve a *Quorum* and any adjournment whether as a result of that or otherwise;

(10)   the time and reason for any adjournment of the *Council Meeting* or *Suspension of Standing Orders*;

(11)   closure of the *Council Meeting* to members of the public and the reason for such closure; and

(12)   any other matter which the *Chief Executive Officer* deems should be recorded to clarify the intention of the *Council Meeting* or the reading of the *Minutes.*

79.   Availability of *Minutes*

Advice that the *Minutes* are available must be provided to all *Councillors* no later than forty-eight (48) hours before the next *Scheduled Council Meeting.*

80.   Confirmation of *Minutes*

At every *Council Meeting* the *Minutes* of the previous *Council Meeting(s)* must be dealt with as follows:

(1)   when confirming the *Minutes* of a *Council Meeting*, the *Chair* shall ask *Councillors* "Are any changes required to the *Minutes*?";

(2)   opposition can only be expressed on the basis that the record contained in the *Minutes* is incorrect (in line with rule 86) or inaccurate and the *Chair* must not allow discussion or motions on any issue other than an alleged omission from, or inaccuracy of, the *Minutes*;

(3)   if a *Councillor* indicates opposition, he or she must specify the particular item or items in the *Minutes* concerned and can, after asking any questions to clarify the matter, only move a motion to rectify the alleged error(s) in the record;

(4)   if no *Councillor* indicates opposition, the *Chair* must, after seeking a mover and seconder, put the matter to the vote and declare the *Minutes* to be confirmed; and

(5)   after the *Minutes* are confirmed, they must be signed by the *Chair* of the *Council Meeting* at which they were confirmed.

81.   Deferral of Confirmation of *Minutes*

The *Council* may resolve to defer the confirmation of *Minutes* until later in the *Council Meeting* or until the next *Scheduled Council Meeting* as appropriate.

82.   Recording of Council Meetings

(1)   The *Chief Executive Officer* or their delegate shall record and, where feasible, livestream via Council's website on suitable equipment, all proceedings of *Council Meetings* except where the *Council Meeting* is closed to the public to consider *Confidential Information.*

(2)   Recordings of *Council Meetings* will be retained and available for public for viewing or listening on the *Council Website* for a period of twelve (12) months from the date of the *Council Meeting.*

(3)   *Visitors* are to be advised that the *Council Meeting* is being livestreamed and recorded and will be made available on the *Council Website.*

(4)   *Visitors* will also be advised by appropriate venue signage that, while care is taken through recording and filming to maintain a person's privacy as an attendee in the *Council Chamber*, they may be recorded on audio and film.

(5)   Media representatives may, with the consent of the *Council,* record any part of the *Council Meeting.* The consent of the *Council* must not be unreasonably withheld, and may be revoked any time during the course of the relevant *Council Meeting.* The Chair shall provide reasons why permission has been revoked.

DIVISION 14 – CONDUCT AND BEHAVIOUR

83.   Conduct of *Councillor*s

During the course of any *Council Meeting*, *Councillors* must comply with the *Councillor Code of Conduct, a* copy of which is available on the *Council Website*, or can be obtained by contacting the *Chief Executive Officer's* office.

84.   Conduct of *Visitors*

(1)   *Visitors* must not interject or take part in the debate at a *Council Meeting*.

(2)   *Visitors* must extend due courtesy and respect to the *Council* and the processes under which it operates and *Councillors* and *Officers* present at the *Council Meeting* and must take direction from the *Chair* whenever called on to do so.

(3)   *Visitors* must not operate photographic audio or video recording equipment or any other recording device at any *Council Meeting* without first obtaining the consent of the *Council*.

85.   *Chair* May Remove

(1)   The *Chair* may order and cause the removal of any person including a *Councillor* who disrupts any *Council Meeting* or fails to comply with a direction.

(2)   A person removed from a *Council Meeting* must leave the *Council Chamber* or move to a public area of the *Council Chamber* where they can no longer disrupt the *Council Meeting.*

86.   Removal from the *Meeting*

If necessary, the *Chair* may ask the *Chief Executive Officer* or Victoria Police to remove from the *Council Meeting* any person who acts inconsistently with *these Rules* and whom the *Chair* has ordered to be removed from the *Council Meeting* under rule 94.

87.   *Chair* may Adjourn Disorderly *Meeting*

If the *Chair* is of the opinion that disorder at the *Council* table or in the *Council Chamber* makes it desirable to adjourn a *Council Meeting*, the *Chair* may adjourn the *Council Meeting* to a later time on the same day, or to some later day prior to the next *Scheduled Council Meeting*, at a time and date and venue to be fixed. *See Division 12 – Meeting Adjournments*

PART F – *COUNCILLOR* BRIEFINGS, DEPUTATIONS & PRESENTATIONS

88.   Deputations and Presentations

(1)   Members of the public may present deputations to the *Council* and these will usually be considered at an *Informal Meeting of Councillors*.

(2)   A person who seeks, or persons who seek, to make a deputation or presentation to the *Council* shall make a *Written* request to do so to the *Chief Executive Officer*.

(3)   The *Chief Executive Officer* shall determine which *Informal Meeting of Councillors* the request shall be referred to for consideration.

(4)   Time limits may be set for speakers and *Councillors* may question the deputation on matters raised for the purpose of clarification.

PART G - MISCELLANEOUS

89.   Procedure Not Provided in the Local Law

Where a situation has not been provided for in *these Rules*, the *Council* may determine the matter by resolution.

90.   Policies and Guidelines

The *Council* may adopt any policies or guidelines from time to time for the purpose of exercising any discretions provided by *these Rules*.

Appendix 1 – Procedural Motions

Procedural Motions Table:

Procedural Motion	Form	Mover/Seconder	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on a Motion
1. Adjournment of debate to later hour and/or date	That this matter be adjourned to "am/pm" and/or "date"	Any *Councillor* who has not moved or seconded the motion or otherwise spoken to the motion.	(a) During the election of a *Chair*; (b) When another *Councillor* is speaking	Motion and amendments postponed to the stated time and/or date	Debate continues unaffected	Yes
2. Adjournment of debate indefinitely	That this matter be adjourned until further notice.	Any *Councillor* who has not moved or seconded the motion or otherwise spoken to the motion.	(a) During the election of a *Chair*; (b) When another *Councillor* is speaking; (c)When the matter is one in respect of which a call of the *Council* has been made.	Motion and any amendment postponed but may be resumed at any later *Meeting* if on the *Agenda*	Debate continues unaffected	Yes
3.The Closure	That the motion be now put.	Any *Councillor* who has not moved or seconded the motion or otherwise spoken to the motion.	During nominations for *Chair*	Motion or amendment in respect of which the closure is carried is put to the vote immediately without debate of this motion, subject to any *Councillor* exercising his or her right to ask any question concerning or arising out of the motion.	Debate continues unaffected	No

Procedural Motion	Form	Mover/Seconder	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on a Motion
4. Laying question on the table	That the question lie on the table	Any *Councillor* who has not moved or seconded the motion or otherwise spoken to the motion.	(a) During the election of a *Chair*; *(b)* During a *Meeting* which is a call of the *Council;* (c) When the motion would have the effect of causing *Council* to be in breach of a legislative requirement	Motion and amendment is not further discussed or voted on until: (a) the *Council* resolves to take the question form the table at the same *Meeting*; (b) the matter is placed on an *Agenda* and the *Council* resolves to take the question from the table.	Debate continues unaffected	No
5. Previous question	That the question be not now put	A *Councillor* who has spoken to the motion or any amendment of it.	(a) During the election of a *Chair*; (b) When another *Councillor* is speaking; (c) When the matter is one in respect of which a call of the *Council* has been made. (d) When an amendment is before the *Council*; or (e) When a motion would have the effect of causing the *Council* to be in breach of a legislative requirement.	(a) No vote or further discussion on the motion until it is placed on an *Agenda* for a later *Meeting*; (b) Proceed to next business.	Motion (as amended up to that time) put immediately without further amendment or debate.	Yes

Procedural Motion	Form	Mover/Seconder	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on a Motion
6. Proceeding to next business	That the *Meeting* proceed to the next business. Nb: This Motion (a) May not be amended; (b) May not be debated; and (c) Must be put to the vote as soon as seconded.	A *Councillor* who has spoken to the motion or any amendment of it.	(a) During the election of a *Chair*; (b) When another *Councillor* is speaking; (c) When the matter is one in respect of which a call of the *Council* has been	If carried in respect of: (a) An amendment, *Council* consider the motion without reference to the amendment *(b)* A motion – no vote or further discussion on the motion until it is placed on an *Agenda* for a later *Meeting*.	Debate continues unaffected	No
7. Alter the order of business	That the item listed as ## on the *Agenda* be considered before/after the item listed as item ##.	Any *Councillor* (including the *Mayor/Chair*)	During debate	Alters the order of business for the *Meeting*.	Items are considered in the order as listed in the *Agenda*.	No

Procedural Motion	Form	Mover/Seconder	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on a Motion
8. *Suspension of Standing Orders*	That Standing Orders be suspended to ##(*reason must be provided*)	Any *Councillor* (including the *Mayor/Chair*)	During any debate	The rules of the *Meeting* are temporarily suspended for the specific reason given in the motion.	*Meeting* continues unaffected.	No and no debate or decision on any matter. Resolution to resume Standing Orders is the only decision permissible.
9. Resumption of Standing Orders	That the Standing Orders be resumed.	Any *Councillor* (including the *Mayor/Chair*)	When Standing Orders have not been suspended.	The temporary suspension of the rules of the *Meeting* is removed.	The *Meeting* cannot continue.	No
10. Consideration of confidential matter(s)	That, in accordance with sections 89(2) and 77(2) of *the Act*, the *Meeting* be closed to members of the public for the consideration of item ## which has been designated confidential on the grounds it relates to ## (insert *grounds* **from *s.77(2)*)**	Any *Councillor*	N/A	The *Meeting* is closed to members of the public.	The *Meeting* continues to be open to the public.	Yes
11. Reopen the meeting.	**That the *Meeting* be reopened to members of the public.**	**Any *Councillor***	**N/A**	**The *Meeting* is reopened to members of the public.**	***Meeting* remains closed to members of the public.**	**No.**

Chapter 3 – Meeting Procedure for Delegated Committees

1. **Meeting Procedure Generally**

If *Council* establishes a *Delegated Committee*:

all of the provisions of Chapter 2 apply to meetings of the *Delegated Committee*; and
any reference in Chapter 2 to:

a *Council meeting* is to be read as a reference to a *Delegated Committee* meeting;

a Councillor is to be read as a reference to a member of the *Delegated Committee*;
and

the Mayor is to be read as a reference to the Chair of the *Delegated Committee*.

2. **Meeting Procedure Can Be Varied**

Notwithstanding Rule 1, if *Council* establishes a *Delegated Committee* that is not composed
solely of Councillors:

Council may; or

the *Delegated Committee* may, with the approval of *Council*

resolve that any or all of the provisions of Chapter 2 are not to apply to a meeting of the
Delegated Committee, in which case the provision or those provisions will not apply until
Council resolves, or the *Delegated Committee* with the approval of *Council* resolves,
otherwise.

Chapter 4 – Meeting Procedure for Community Asset Committees

1.   **Introduction**

In this Chapter, "Instrument of Delegation" means an instrument of delegation made by the *Chief Executive Officer* under section 47(1)(b) of the *Act.*

2.   **Meeting Procedure**

Unless anything in the instrument of delegation provides otherwise, the conduct of a meeting of a *Community Asset Committee* is in the discretion of the *Community Asset Committee.*

Chapter 5 – Disclosure of Conflicts of Interest

1.   **Introduction**

The following Rules in this Chapter apply only upon Division 1A of Part 4 of the *Local Government Act 1989* being repealed.[*]

2.   **Definition**

In this Chapter:

"meeting conducted under the auspices of *Council*" means a meeting of the kind described in section 131(1) of the Act, and includes a meeting referred to in Rule 1 of Chapter 6 (whether such a meeting is known as a 'Councillor Briefing' or by some other name); and

a member of a *Delegated Committee* includes a Councillor.

3.   **Disclosure of a Conflict of Interest at a Council Meeting**

A Councillor who has a conflict of interest in a matter being considered at a *Council meeting* at which he or she:

is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Council meeting* immediately before the matter is considered; or

intends to be present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Council meeting* commences a written notice:

        advising of the conflict of interest;

        explaining the nature of the conflict of interest; and

        detailing, if the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person, the:

        name of the other person;

        nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

        nature of that other person's interest in the matter,

        and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Council meeting* immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

4.   **Disclosure of Conflict of Interest at a Delegated Committee Meeting**

A member of a *Delegated Committee* who has a conflict of interest in a matter being considered at a *Delegated Committee* meeting at which he or she:

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[*] At the time of making these Rules the date on which Division 1A of Part 4 of the *Local Government Act 1989* is expected to be repealed is 24 October 2020.

is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Delegated Committee* meeting immediately before the matter is considered; or

intends to present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the Delegated Committee meeting commences a written notice:

> advising of the conflict of interest;

> explaining the nature of the conflict of interest; and

> detailing, if the nature of the conflict of interest involves a member of a *Delegated Committee's* relationship with or a gift from another person the:

> name of the other person;

> nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

> nature of that other person's interest in the matter,

> and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The member of a *Delegated Committee* must, in either event, leave the *Delegated Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

5.   **Disclosure of a Conflict of Interest at a Community Asset Committee Meeting**

A Councillor who has a conflict of interest in a matter being considered at a *Community Asset Committee* meeting at which he or she:

is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Community Asset Committee* meeting immediately before the matter is considered; or

intends to present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Community Asset Committee* meeting commences a written notice:

> advising of the conflict of interest;

> explaining the nature of the conflict of interest; and

> detailing, if the nature of the conflict of interest involves a member of a Councillor's relationship with or a gift from another person the:

> name of the other person;

> nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

> nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the *Chief Executive Officer Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Committee Asset Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

6.   Disclosure at a Meeting Conducted Under the Auspices of Council

A Councillor who has a conflict of interest in a matter being considered by a meeting held under the auspices of *Council* at which he or she is present must:

disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the meeting immediately before the matter is considered;

absent himself or herself from any discussion of the matter; and

as soon as practicable after the meeting concludes provide to the *Chief Executive Officer* a written notice recording that the disclosure was made and accurately summarising the explanation given to those present at the meeting.

7.   Disclosure by Members of Council Staff Preparing Reports for Meetings

A member of Council staff who, in his or her capacity as a member of Council staff, has a conflict of interest in a matter in respect of which he or she is preparing or contributing to the preparation of a Report for the consideration of a:

    Council meeting;

    Delegated Committee meeting;

    Community Asset Committee meeting

must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* disclosing the conflict of interest and explaining the nature of the conflict of interest.

The *Chief Executive Officer* must ensure that the Report referred to in sub-Rule 7.1 records the fact that a member of Council staff disclosed a conflict of interest in the subject-matter of the Report.

If the member of Council staff referred to in sub-Rule 7.1 is the *Chief Executive Officer* the written notice referred to in sub-Rule 7.1 must be given to the *Mayor*; and the obligation imposed by sub-Rule 7.2 may be discharged by any other member of Council staff responsible for the preparation of the Report.

8.   Disclosure of Conflict of Interest by Members of Council Staff in the Exercise of Delegated Power

A member of Council staff who has a conflict of interest in a matter requiring a decision to be made by the member of Council staff as delegate must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* explaining the nature of the conflict of interest.

If the member of Council staff referred to in sub-Rule 8.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

9.   **Disclosure by a Member of Council Staff in the Exercise of a Statutory Function**

A member of Council staff who has a conflict of interest in a matter requiring a statutory function to be performed under an Act by the member of Council staff must, upon becoming aware of the conflict of interest, immediately provide a written notice to the *Chief Executive Officer* explaining the nature of the conflict of interest.

If the member of Council staff referred to in sub-Rule 9.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

10.   **Retention of Written Notices**

The *Chief Executive Officer* must retain all written notices received under this Chapter for a period of three years.

Chapter 6 – Miscellaneous

1.   **Informal Meetings of Councillors**

If there is a meeting of Councillors that:

- is scheduled or planned for the purpose of discussing the business of *Council* or briefing Councillors;

- is attended by at least one member of Council staff; and

- is not a *Council meeting*, *Delegated Committee* meeting or *Community Asset Committee* meeting

the *Chief Executive Officer* must ensure that a summary of the matters discussed at the meeting are:

- tabled at the next convenient *Council meeting*; and

- recorded in the minutes of that *Council meeting*.

3.   **Confidential Information**

If, after the repeal of section 77(2)(c) of the *Local Government Act 1989*, the *Chief Executive Officer* is of the opinion that information relating to a meeting is confidential information within the meaning of the *Act*, he or she may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.

Information which has been designated by the *Chief Executive Officer* as confidential information within the meaning of the *Act*, and in respect of which advice has been given to Councillors and/or members of Council staff in writing accordingly, will be presumed to be confidential information.

Chapter 7 – Election Period Policy

ELECTION PERIOD POLICY

DOCUMENT CONTROL

Document Title:	*Election Period Policy*
Policy Type:	*Council*
Responsible Branch:	*Executive Services*
Responsible Officer:	*Manager Governance*
Document Status:	*3 August 2020*
Approved By:	*Council*
Adopted Date:	
Review Date:	

Table of Contents

1.1   PURPOSE

During the period preceding a Council election the Council assumes a "caretaker role". This period is defined in the Act as the 'Election Period'.

The purpose of this Policy is to ensure that the business of local government in the City of Warrnambool continues throughout an Election Period in a responsible and transparent manner in accordance with statutory requirements and established "caretaker" conventions.

Councils Procedure and proceedings functions are set out in Part 3 Division 2 of the 2020 Local Government Act the caretaker provisions that Councils must take heed of are contained in section 69.

1.2   SCOPE

This policy applies to all Councillors and staff.

During an Election Period the business of the Council continues, and ordinary matters of administration still need to be addressed. This policy establishes a series of caretaker practices which aim to ensure that actions of the Council do not bind an incoming council and limit its freedom of action.

1.3   DEFINITIONS

Term	Definition/Meaning
Act	Local Government Act 2020
Election Period	The period that: Starts at the time that nominations close on nomination day; and Ends at 6pm on election day
Nomination Day	The last day on which nominations to be a candidate at a Council election may be received in accordance with the Act and the regulations
Publication	includes any means of publication, including letters and electronic information on the Internet
Public Consultation	A process that involves inviting individuals, groups or organisations or the community generally to comment on an issue or proposed action or proposed policy, and which includes discussion of that matter with the public
Council Resources	Includes the financial, human and material resources of Council and includes – offices, vehicles, staff, hospitality, services, property, equipment (phones, computers etc.) and stationery etc.

2.   POLICY

2.1   POLICY STATEMENT

This policy commits the Council during an Election Period to:
- not making any major decisions;
- not making decisions that significantly affect the municipality or unreasonably bind the incoming Council;
- ensuring that public resources, including staff resources, are not used for election

campaign purposes, or in a way that may improperly influence the result of an election; and

- **not publishing or distributing electoral matter, unless it is simply   information about the election process.**

This policy prescribes the actions and procedures the organisation, Councillors and staff will implement during an Election Period in observance of the statutory requirements and in the interests of good governance and a fair election generally.

2.2   POLICY POSITION

This policy applies during any Council Election Period and covers:
- **Major decisions made by the Council;**
- **Scheduling consideration and announcement of major decisions;**
- **Use of the Council's resources including staff and materials published by Council;**
- **Access to information by Councillors and candidates;**
- **Council's online presence including social media;**
- **Communications and media services;**
- **Attendance and participation at Council organised activities and events;**
- **Public Consultation.**

2.3   ROLES AND RESPONSIBILITIES

2.3.1   Councillors

Councillors are bound by sec. 76D and 76E of the Local Government Act 1989 regarding misuse of position and improper direction and improper influence. A breach of sec. 76D attracts serious penalties including possible imprisonment.

During an Election Period, Councillors must not use Council resources for campaigning to increase advantage over other candidates or to influence voters.

2.3.2   Chief Executive Officer

The Chief Executive Officer will ensure, as far as practicable, that all Councillors and staff are informed of the application of this policy at least 30 days prior to the commencement of an Election Period and instructions are provided to staff on the implementation of the procedures detailed in this policy.

During an Election Period the Chief Executive Officer will be the official spokesperson for the Council in relation to all matters.

3.   PROCEDURES

3.1   DECISION MAKING PROCESSES DURING AN ELECTION PERIOD

a)   **It is an established democratic principle that elected bodies should not unnecessarily bind an incoming government during an election period. The Council therefore commits to this principle in that it will make every endeavour to avoid making decisions that inappropriately bind the incoming Council. This includes a commitment to not making any "Major Decision" or "Significant Decisions" as specified in this policy.**

c) The Chief Executive Officer will ensure, as far as practicable, that matters of Council business requiring Major Decision or Significant Decision are scheduled for Council to enable resolution prior to the commencement of an Election Period or deferred where appropriate for determination by the incoming Council.

d) Scope exists for Council to hold a Council meeting but only in the most urgent or extraordinary circumstances or any statutory circumstances or any statutory processes that may arise. *Refer clause 3.1.3*

3.1.1 Major Decision

a) A 'Major Decision means any decision relating to:

(i) the employment or remuneration of a Chief Executive Officer, other than a decision to appoint an acting Chief Executive Officer;

(ii) termination or the appointment of a Chief Executive Officer;

(iii) committing the Council to expenditure exceeding 1% of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; and

(iv) enabling the use of Council's resources in a way that is intended to influence, or is likely to influence, voting at the election.

b) If Council considers that there are extraordinary circumstances where the community would be significantly disadvantaged by the Council not making a particular Major Decision, the Council will, by resolution, request an exemption from the Minister for Local Government.

c) The prohibitions on Major Decisions apply to Special Committees and a person acting under delegation.

3.1.2 Significant Decisions

a) Over and above the decisions specified as Major Decisions, the Council will avoid making other decisions during an Election Period that are of a significant nature and which would unnecessarily bind an incoming Council.

b) "Significant Decisions" include:

(i) Irrevocable decisions that commit the Council to substantial expenditure or major actions; and

(ii) Irrevocable decisions that will have a major impact on the municipality or the community.

c) The Council acknowledges that it has an ongoing responsibility to act in the best interests of the community. Therefore, where a delay in making a "Significant Decision" would result in significant detriment to the local community, or the broader community, the Council may   make an exception to this procedure. In making an exception to this procedure, the Council

will deal with the matter impartially, having regard to the long-term interests of the community and as transparently as possible.

d) In the case of a decision that significantly affects the municipality or binds the incoming Council, which is not expressly prohibited, a number of factors will be considered, including:

(i)   The urgency of the issue - could a decision be reasonably deferred until the next Council is in place;

(ii) The possibility of financial and/or legal repercussions if it is deferred;

(iii) Whether the decision is likely to be controversial; and

(iv) The best interests of Council.

3.1.3 Council Meetings

Note: The Council will not hold an ordinary Council Meeting during an Election Period. This section only applies to reports for an unscheduled Council Meeting, if such a meeting is called.

In order to facilitate compliance with its commitment to ensuring appropriate decision-making during elections, Council adopts the following procedure:

a)   **During an Election Period, the Chief Executive Officer will ensure that a "Caretaker Statement" is included in every report submitted to a Council meeting (if required) for a decision.**

b)   **The "Caretaker Statement" will specify one of the following:**

(i)   *"The recommended decision is not a "Major Decision" or a "Significant Decision" within the meaning of this policy"; or*

(ii) *"The recommended decision is not a "Major Decision". The recommended decision is a "Significant Decision" within the meaning of this policy, but an exception should be made for the following reasons [insert reasons for making an exemption]"; or*

(iii) *"The recommended decision is to seek an exemption from the Minister because the matter requires a "Major Decision"; or*

(iv) *"The recommended decision is a "Major Decision", but an extraordinary circumstances exemption was granted by the Minister for Local Government on [insert date]".*

c)   **During an Election Period, the Council will not make a decision on any matter or report that does not include one of these Caretaker Statements.**

3.1.4 Delegated Committees and Advisory Committees

The operation of all Delegated Committees and Advisory Committees will be suspended upon the commencement of an Election Period.

3.2 PUBLIC CONSULTATION DURING AN ELECTION PERIOD

a)   **Public consultations are best to be avoided during an Election Period.**

b)   **This clause does not apply to public consultation required under any statutory provisions, including the Planning and Environment Act 1987.**

c)   **Consultations may be undertaken during an Election Period to facilitate the day-to-day business of Council, to ensure matters continue to be proactively managed. Consultations will avoid any express or implied links to a Council election.**

d)   **Consultations under statutory provisions shall only proceed after express agreement by the Chief Executive Officer and then if it relates solely to the normal day-to-day business**

of Council.

3.3   COUNCIL PUBLICATIONS DURING AN ELECTION PERIOD

3.3.1 Certification of Council publications during an election period

a)   The Council will not publish material with public funds that may influence, or be seen to influence, voting in a Council election.

b)   The Council will not:

    (i)   Print, publish or distribute; or
    (ii)   Cause, permit or authorise to be printed, published or distributed on behalf of the Council;

any advertisement, handbill, pamphlet or notice during an election period unless it has been certified, in writing, by the Chief Executive Officer.

c)   This prohibition applies to all documents produced for the purpose of communicating with the community, including:

    (i)   Council newsletters
    (ii)   Advertisements and notices e.g. job advertisements, public notices of contracts etc.
    (iii)   Media releases
    (v)   Leaflets and brochures
    (vi)   Mailouts to multiple addresses

d)   Council will avoid all publication activity during an Election Period except where essential for the conduct of Council operations. Where printing, publishing or distributing a document is deemed essential to Council business during an Election Period the Chief Executive Officer's certification is required. Publication includes electronic information and web-based productions.

e)   The procedure for certifying publication is:

Step	Procedure
1	During an Election Period all proposed publications that are normally sent to the Communications unit and/or other Council units for publication e.g. Organisational Development for job advertisements must be sent in the first instance to the Manager Governance
2	The Manager Governance is responsible for checking that no election material is present (other than factual election process information). *Refer clause 3.3.5*
3	Should the proposed publication contain electoral material, it will be returned to the author for correction and re-submission.
4	Should the proposed publication not contain electoral material, the Manager Governance will send the material to the Chief Executive Officer for certification, by advising: *"This material has been checked and does not contain any electoral or electoral related matter to the best of my knowledge. Can you please certify in writing that you authorise for this material to be printed, published or distributed?"*
5	If the proposed publication is approved by the Chief Executive Officer, he/she

		will certify this in writing: *"I certify that the attached material is suitable for printing, publishing or distributing on behalf of Warrnambool City Council"*
	6	**The Manager Governance is responsible for maintaining the record of certification of documents and advising relevant officers of the publication approval.**

f) Councillors may publish campaign material on their own behalf, as long as the material does not originate from, or is authorised by, the Council or use Council logos.

3.3.2. Council's Online Facilities (includes Social Media)

a) The Council website is the main corporate site; there are separate websites for some activities including Warrnambool Art Gallery, Aquazone, Lighthouse Theatre, Surfside Holiday Park and Flagstaff Hill Maritime Village. The Council also has a number of social media sites including twitter feeds and Facebook pages.

b) Council auspiced social media must not be used for election campaigning.

c) At the start of an Election Period any online information on Council hosted sites about Councillors who are candidates will be restricted to their name and contact details.

d) Council agendas and minutes of meetings do not require certification if they are published in the usual way on the website.

e) Any references on Council's website to the election will only relate to the election process.

f) Any new material published on Council's website during an Election Period that may be considered an advertisement, handbill, pamphlet or notice must be subject to the certification process.

g) Any publication on social media sites such as, Facebook, twitter etc. which are auspiced by Council, will require certification by the Chief Executive Officer.

h) During an Election Period Facebook and twitter posts are to be kept to minimum, normal day- to-day activities only. No launches or announcement of any new projects, policy initiatives, or programs must be made. Where possible, the functions that permit comments and posts by the public on Council social media will be disabled during an Election Period and if so, t h e Council will provide an explanation via social media on this being necessitated in accordance with this Policy.

i) No new Council You Tube videos will be uploaded during an Election Period.

j) Council's Communications unit monitors the Council's corporate website, Facebook site and twitter feeds between the hours of 8.15am and 5.00pm on weekdays (excluding public holidays). During an Election Period monitoring will extend to after hours and weekends and will be undertaken by the Communication unit which will have the editing access to delete any material posted that makes reference to candidates or a Council election.

3.3.3 Council Publications

a) Any current Council publication which may be potentially affected by this policy will be reviewed by the Communication unit in consultation with the Manager Governance to

ensure that any circulated, displayed or otherwise publicly available material during an Election Period does not contain material that may be construed as "electoral matter".

b) Council's City Assist unit undertake an audit of brochures and pamphlets in all Council's customer service centres and remove any which might contain electoral matter prior to an Election Period.

c) Any references to Councillors in Council publications printed, published or distributed during an Election Period must not include promotional text.

d) Emails that are part of the normal conduct of Council business should not require certification. However, emails with multiple addressees, used for broad communication with the community, will be subject to the certification process.

e) Mass mail outs or identical letters sent to a large number of people by or on behalf of Council must be subject to the certification process.

f) Council staff should not prepare Councillors' private mail or electoral correspondence and such material must not be printed on Council stationery or using Council equipment.

g) Councillors may use the title "Councillor" in their election material, as they continue to hold that position during an Election Period. To avoid confusion, Councillors shall ensure that any election publication using the title "Councillor" clearly indicates that it is their own material and does not represent Council.

h) Material printed or disseminated during an Election Period to publicise a function or event must be subject to the certification process.

3.3.4   Council Annual Report

a) Council is required to produce an Annual Report and this generally will coincide with an Election Period. This publication is not considered an 'advertisement, handbill, pamphlet or notice' and does not require certification.

b) The Annual Report must not include material that is electioneering or that publicises the attributes or achievements of individual Councillors.

c) A summary version of the Annual Report is regarded as a pamphlet and must be subject to the certification process.

d) Printed copies of the text version of the Annual Report will only be distributed upon request until the expiration of an Election Period.

3.3.5 Electoral Material

Material is definitely an electoral matter if it:

- Publicises the strength or weaknesses of a candidate;
- Advocates the policies of the Council or of a candidate;
- Responds to claims made by a candidate;
- Publicises the achievements of the elected Council;
- Publicises matters that have already been the subject of public debate;
- About matters that are known to be contentious in the community and likely to be the subject of election debate;

- **Deals with Election Candidates statements;**
- **Refers to Councillors or candidates by name or by implicit reference.**

3.4   USE OF COUNCIL RESOURCES DURING AN ELECTION PERIOD

a)   **Public resources must not be used in a manner that would influence the way people vote in elections. The Council commits to this principle in that it will ensure that Council resources are not used inappropriately during an Election Period. This includes a commitment to comply with the following procedures.**

b)   **The Council will ensure that due propriety is observed in the use of all Council resources, and staff are required to exercise appropriate discretion in that regard. In any circumstances where the use of Council resources might be construed as being related to a candidate's election campaign, advice is to be sought from the relevant Director.**

c)   **Council resources, including offices, support staff, hospitality services, equipment and stationery will be used exclusively for normal Council business during an Election Period. and shall not be used in connection with any electioneering activity.**

d)   **No Council events, logos, letterheads, or other Warrnambool City Council branding can be used for, or linked in any way to, a candidate's election campaign.**

e)   **The Chief Executive Officer or any staff should not be asked to undertake any tasks connected directly or indirectly with electioneering.**

f)   **Photos or images taken by or provided by the Council are not to be used by Councillors for the purposes of electioneering or in support of their election campaign. This applies equally to images on Council websites that may be able to be copied. *Also refer to clause 3.7***

g)   **No election material or active campaigning is to be conducted at Council sponsored events or to be displayed in any Council building.**

h)   **Staff must not undertake an activity that may affect voting in the election or authorise, use or allocate a Council resource for any purpose that may influence voting in the election.**

i)   **If staff that feel they are being placed in a compromising situation by a request from a Councillor they should refer the Councillor to the Chief Executive Officer for clarification.**

j)   **Any staff member who considers that a particular use of Council resources may influence voting in an election or provide an undue advantage for a candidate shall advise the relevant Director before authorising, using or allocating the resource. The Director in consultation with the Chief Executive Officer will decide if the use of Council resources is appropriate or not.**

k)   **Public events will only be organised and run if it is totally unavoidable to conduct such events during an Election Period and then only with the express permission of the Chief Executive Officer.**

l)   **Speeches for Councillors will only be prepared by staff in relation to events that are part of the normal services or operation of the Council and such speeches will not be**

circulated or available for publication.

m) **Neither the Council logo nor Council stationery will be used by Councillors in any way that   relates to the election.**

n) **Equipment and facilities provided to Councillors for the purpose of conducting normal Council business will not be used for campaigning purposes.**

o) **Reimbursement of Councillor expenses incurred during an Election Period should only apply to costs incurred in the performance of normal Council duties, and not for campaigning and not for expenses that could be perceived as supporting or being in connection with a candidate's election campaign.**

p) **Where Councillors have Council funded services, such as mobile phones, land lines and internet connections, and where it is impractical for Councillors to discontinue their use of these during the election, then Councillors will either reimburse the Council or not make a Council claim that exceeds normal usage levels for usage of those services during an Election Period.**

q) **Councillors with their own private mobile phones may continue to seek reimbursement of telephone expenses incurred in undertaking Council business related calls. Councillors will be required to declare that those expenses were incurred in undertaking normal Council business.**

r) **During an Election Period, Councillors shall not participate in any regional and or interstate travel in their capacity as a Councillor. In circumstances where it is imperative that the Mayor (or nominee) represent Council on a delegation or forum, the Council may by resolution approve such attendance. If consideration by the Council is impractical the Chief Executive Officer may determine the issue.**

3.5   ACCESSING COUNCIL INFORMATION DURING AN ELECTION PERIOD

a) **The Council recognises that all election candidates have rights to information from the Council administration and that it is important that sitting Councillors continue to receive   information that is necessary to fulfil their elected roles.**

b) **Neither Councillors nor candidates will receive information or advice from staff that might be perceived to support election campaigns, and there shall be complete transparency in the provision of all information and advice during an Election Period.**

c) **Information and briefing material prepared by staff for Councillors during an Election Period will relate only to factual matters or to existing Council services to assist Councillors in conducting normal day to day activities.**

d) **An Information Request Register will be maintained by the Manager Governance commencing on the opening of nominations. The Register will   be a public document (available for inspection) that records all requests for information of a   non-election nature by all candidates, and the responses given to those requests.**

e) **Responses to candidate's requests will only be issued through the Manager Governance. Staff in receipt of a candidate request must refer the request and any proposed response to the relevant Director and Manager Governance. Only information that can be reasonably accessed will be released.**

f)   Any Freedom of Information (FOI) application lodged during an Election Period will be dealt with where possible outside of an Election Period. (the FOI Act specifies a 45-day period in providing a response)

3.6   ASSISTANCE TO CANDIDATES

a)   The Council affirms that all candidates standing for the Council election will be treated equally.

b)   Any assistance and advice to be provided to candidates as part of the conduct of a Council election will be provided equally to all candidates.

c)   All election related enquiries from candidates will be directed to the Returning Officer or, where the matter is outside the responsibilities of the Returning Officer, to the Manager Governance.

3.7   COMMUNICATIONS AND MEDIA SERVICES DURING AN ELECTION PERIOD

a)   The Council's communication systems and media services will not be used in any way that might influence the outcome of a Council election.

b)   During an Election Period, staff must not initiate any public statement that relates to an election issue. Public statements are not only formal press releases but also verbal comments at meetings, functions and events where attending as part of their Council role.

c)   Council newsletters will not be printed by the Council during an Election Period.

d)   Any edition(s) of Council's C2C published within two months prior to the commencement of an Election Period will only contain general information pertaining to the election process and will not contain any photograph of a Councillor or candidate, or any statement by a Councillor or candidate. Articles will minimise references to specific Councillors and will not identify any Councillor in a manner that could promote a Councillor as an election candidate.

e)   In response to media inquiries the Chief Executive Officer, Directors or the Manager Communications will only provide a response and such information should relate only to current services and operations.

f)   During an Election Period, the Council initiated communications shall be restricted to the communication of normal Council activities.

g)   No media advice or assistance will be provided to Councillors in relation to election campaign matters.

h)   No publicity will be provided that involves specific Councillors during an Election Period.

i)   Councillors should not use their position as an elected representative or their access to staff and other Council resources or information in support of an election campaign. This includes photos or images provided by the Council for past Council activities.

j)   Any requests from Councillors for media advice or assistance during an Election Period will be referred to the Chief Executive Officer.

k)   Media releases will not mention or quote any Councillor(s) during an Election Period.

l)   Contact with the local media will be restricted to the communication of normal Council activities and responding to questions not involving an election or possible election outcomes.

m)   Publicity for Council events (if any during an Election Period) will be restricted to the communication of factual material and will not mention or quote any Councillor or candidate.

n)   Councillor participation at Council sponsored events during an Election Period will not be used to gain attention in support of an election campaign.

4.   GOVERNANCE

4.1   Policy Owner

a)   The Manager Governance shall be responsible for monitoring the currency of this Policy.

b)   Staff enquiries regarding the implementation of this policy should be directed to either Manager Governance or the relevant Director.

c)   Councillor or candidate enquires should be directed to the Manager Governance or the Chief Executive Officer.

4.2   Policy Review

This policy will be reviewed no later than six (6) months prior a Council General Election.

GOVERNANCE RULES

Introduction

1.　　Nature of Rules

These are the Governance Rules of Warrnambool City Council, made in accordance with section 60 of the *Local Government Act 2020*.

2.　　Date of Commencement

These Governance Rules commence on 1 September 2020.

3.　　Contents

These Governance Rules are divided into the following Chapters:

Chapter	Name
Chapter 1	Governance Framework
Chapter 2	Meeting Procedure for Council Meetings
Chapter 3	Meeting Procedure for Delegated Committees
Chapter 4	Meeting Procedure for Community Asset Committees
Chapter 5	Disclosure of Conflicts Of Interest
Chapter 6	Miscellaneous
Chapter 7	Election Period Policy

4.　　Definitions

In these Governance Rules, unless the context suggests otherwise the following words and phrases mean:

Absolute Majority means the number of:
(a)　　Councillors which greater than half the total number of Councillors of Council; and
(b)　　members of a Delegated Committee which is greater than half the total number of members of the Delegated Committee.

Act means the *Local Government Act 2020*.

Additional Council Meeting means a meeting called in accordance with rule [12].

Agenda means a document containing the date, time and place of a *Meeting* and a list of business to be transacted at the *Meeting*.

Annual (Statutory) Meeting means the *Council Meeting* at which the Mayor is elected.

Authorised Officer means an *Officer* who is authorised by the *Chief Executive Officer* or *Council* under section 224 of the *Local Government Act 1989*.

Call of the Council Meeting means a *Council Meeting* called under rule 22.

"Caretaker period" has the same meaning as 'election period' in Section 3(1) of the *Act*, and means the period that starts on the entitlement date and ends at 6pm on Election Day;

Chair means the:
(a)　　*Councillor* elected as Mayor under rule [3];

(b)   person appointed as the Chairperson of a *Delegated Committee*; or
(c)   person taking the chair at a *Meeting* in accordance with *these Rules* in the absence of the Mayor or Chairperson of the *Delegated Committee*,
 as the case requires.

Chief Executive Officer means the person occupying the position of Chief Executive Officer of *Council* and includes a person acting that position.

Civic Centre Precinct means 25 Liebig Street Warrnambool.

Committee Meeting means a meeting of a *Delegated Committee* or *Community Asset Committee.*

Community Asset Committee means a *Community Asset Committee* established under section 65 of the *Act.*

Community Asset Committee Meeting means a meeting of a *Community Asset Committee*.

Community Engagement Policy means the Community Engagement Policy adopted by the Council under section 55 of the *Act.*

Confidential Information has the same meaning as in section 3(1) of the *Act.*

Council means the Warrnambool City Council.

Council Chambers means the place where a scheduled meeting of Council is advertised to be held.

Council Meeting *includes* Scheduled Council meeting *and* Additional Council Meeting as defined by section 61 of the Act*;*

 Councillor means a *Councillor* of *Council*.

Councillor Code of Conduct means the code of conduct developed and adopted by *Council* under section 76C of the *Local Government Act 1989.*

Delegated Committee means a delegated committee established under section 63 of the Act.

Delegated Committee Meeting means a meeting of a *Delegated Committee*.

Deputy Chair means the:
(a)   Councillor elected as Deputy Mayor under rule 6; or
(b)   person appointed as the Deputy Chair of a *Delegated Committee;*
as the case requires.

Division means a formal count of those *Councillors* or members of a *Delegated Committee* who voted for or against, or did not vote in respect of, a motion and the recording of that count and the way each *Councillor* or member of the *Delegated Committee* voted in the minutes of the *Meeting*.

Hearings Council Meeting is a meeting of Council for the specific purpose of hearing submissions in accordance with section 223 of the *Local Government Act 1989*.

Informal Councillor Meeting means a meeting referred to in Chapter 6(1).

"Leave of absence" means formal leave requested and taken by a Councillor who is not available, or unable, to perform their Council duties for a specified period of time;

Mayor means the Mayor of *Council* or, in the *Mayor*'s absence, the *Deputy Mayor*.

Meeting means a *Scheduled Council Meeting*, an *Additional Council Meeting*, a *Hearings Council Meeting*, *Delegated Committee Meeting* and a *Community Asset Committee Meeting*, as the context requires.

Minister means the Victorian State Government Minister responsible for administering the *Act*.

Minutes means the record of proceedings of a *Meeting*.

Municipality means the municipal district of Council.

Notice of Motion means a notice setting out the text of a motion, which a *Councillor* proposes to move at a *Council Meeting*.

Officer means a member of *Council* staff.

Officer Report means a report prepared by a *Council Officer* for consideration by *Council*.

Operational Service Request Process means a request for action through Council's Customer Request System in use by the Council or request relating to the day to day management of Council operations as defined in Section 94A(1) of the Act as the functions of the Chief Executive Officer.

Point of Order means a point of order raised in accordance with rule 77.

Procedural Motion means a motion contained in the Table at Appendix 1 to *these Rules*.

Quorum at a Council Meeting or Delegated Committee Meeting means an Absolute Majority of Councillors or members of the Delegated Committee, as the case requires.

Rescission Motion means a *Notice of Motion* proposing the rescission of a resolution made by Council.

Resumption of Standing Orders means the resumption of the provisions of *these Rules* governing the conduct of *Meetings* to permit decisions to be made.

Senior Officer has the same meaning as in Section 3(1) of the *Local Government Act 1989*.

Significant Expenditure means one (1) percent or more of general rate income of the *Council*.

Suspension of Standing Orders means the suspension of the provisions of *these Rules* governing the conduct of *Meetings* to facilitate full discussion on a matter without formal constraints.

these Rules means these Governance Rules.

Urgent Business means a matter that has arisen since distribution of the Agenda for a Meeting and cannot safely or conveniently be deferred until the next Meeting.

"Visitor" means any person (other than a Councillor or an Officer) present at a Meeting;

Council Website means Council's website at www.warrnambool.vic.gov.au.

Written or In Writing includes duplicated, photocopied, photographed, printed and typed and extends to both hard copy and soft copy form*.*

Chapter 1 – Governance Framework

1.   **Context**

These Rules should be read in the context of and in conjunction with:

the overarching governance principles specified in section 9(2) of the *Act*; and the following documents adopted or approved by *Council*:
- Councils Code of Conduct
- Councils Transparency Policy
- Councils Community Engagement Policy

2.   **Decision Making**

In any matter in which a decision must be made by *Council* (including persons acting with the delegated authority of *Council*), *Council* must consider the matter and make a decision:

(i)   fairly, by giving consideration to all available information and making a decision which is ethical and impartial; and

(ii)   on its merits, free from favouritism or self-interest and without regard to irrelevant or unauthorised considerations

Council must, when making any decision to which the principles of natural justice apply, adhere to the principles of natural justice (including, without limitation, ensuring that any person whose rights will be directly affected by a decision of *Council* is entitled to communicate their views and have their interests considered).

Without limiting anything in paragraph (ii) of this sub-Rule:

(iii)   before making a decision that will directly affect the rights of a person, *Council* (including any person acting with the delegated authority of *Council*) must identify the person or persons whose rights will be directly affected, give notice of the decision which *Council* must make and ensure that such person has or persons have an opportunity to communicate their views and have their interests considered before the decision is made;

(iv)   if an *Officer Report* to be considered at a *Council Meeting* concerns subject-matter which will directly affect the rights of a person or persons, the *Officer Report* must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered;

(v)   if a report to be considered at a *Delegated Committee Meeting* concerns subject-matter which will directly affect the rights of a person or persons, the report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered; and

(vi)   if a *Council Officer* proposes to make a decision under delegation and that decision will directly affect the rights of a person or persons, the *Council Officer* must, when making that decision, ensure that they record that notice of the decision to be made was given to the person or persons and such person was or persons were provided with an opportunity to communicate their views and have their interests considered.

Chapter 2 – Meeting Procedure for Council Meetings

Contents

Table of Contents

PART A - INTRODUCTION

1.   Purpose

The purpose of this Chapter is to:

(1)   facilitate good government and provide a process for good decision making of *Council* on matters affecting the *Municipality* and *Community*;

(2)   provide the procedures governing the conduct of *Meetings*;

(3)   set expectations with respect to the behaviour of those participating in, or present at, *Meetings*;

(4)   provide rules for the election of the *Mayor* and *Temporary Chair*.

PART B - ELECTION OF *MAYOR* AND TEMPORARY *CHAIRS*

2.   Election of the *Mayor*

(1)   The *Mayor* must be elected annually at the *Annual (Statutory) Meeting.*

(2)   The *Chief Executive Officer* must facilitate the election of the *Mayor* in accordance with the provisions of the *Act* and *these Rules*.

(3)   Subject to rule 3(3)(b), the *Chief Executive Officer* must determine the most appropriate time and date for the election of the *Mayor*, except that the election of the *Mayor* must be held:

(a)   after the fourth Saturday in October but not later than 30 November in each year; or

(b)   in any case, as soon as possible after the office of *Mayor* becomes vacant.

(4)   Notwithstanding rule 3(1), *Council* may resolve to elect a *Mayor* for a term of 2 years. If *Council* resolves to elect the *Mayor* for a term of 2 years, the next election of the *Mayor* is 2 years after the last Saturday in October but not later than 30 November in the second year after the election.

(5)   The order of business at the *Annual (Statutory) Meeting* is to be determined by the *Chief Executive Officer.*

(6)   The *Councillor* elected to the position of *Mayor* may make a commencement speech for up to 10 minutes outlining their vision for their term as *Mayor.*

(7)   The commencement speech must not address matters outside the powers of *Council*, be derogatory, or be prejudicial to any person or *Council.*

3.   Method of Voting

The election of the *Mayor* must be carried out by a show of hands.

4.   Procedure for Election of the *Mayor*

(1)   The election of the *Mayor* will be conducted in accordance with the provisions of the *Act* and this rule 5.

(2)   The *Chief Executive Officer* must open the *Annual (Statutory) Meeting* at which the *Mayor* is to be elected.

(3)   Before nominations for the office of *Mayor* are invited by the *Chief Executive Officer*, the *Council* must resolve if the term of the *Mayor* is to be for one (1) year or two (2) years.

(4)   Any nominations for the office of *Mayor* must be made verbally by *Councillors* present at the *Annual (Statutory) Meeting*.

(5)   A nomination for *Mayor* does not require a seconder.

(6)   If there is only one nomination, the *Councillor* nominated is deemed to be elected.

(7)   If there is more than one nomination:

(a)   each of the candidates shall be invited to speak for no more than three (3) minutes to their nomination in alphabetical order of their surnames and, where two or more such candidates' surnames are identical, the order will be determined by the alphabetical order of the candidates' first names;

(b)   after each of the candidates has been given an opportunity to speak, a vote must be taken to elect one of the candidates nominated, where:

(i)   a candidate receiving an *Absolute Majority* of the votes is declared elected;

(ii)   if no candidate receives an *Absolute Majority* of the votes, the candidate with the fewest number of votes is declared to be a defeated candidate (and, where more than one of them has the same fewest number of votes, the candidate to be eliminated is to be determined by lot);

(iii)   a further vote will then be taken for the remaining candidates;

(iv)   where one of the remaining candidates receives an Absolute Majority of the votes, he or she shall be declared elected;

(v)   where none of the remaining candidates receives an Absolute Majority of the votes, the procedure described in rule 5(7)(b)(ii) is repeated;

(vi)   this process shall continue until one of the candidates has received an *Absolute Majority* of the votes, or the final two candidates have an equal number of votes;

(vii)   where one of the candidates has received an *Absolute Majority* of the votes, that candidate is declared elected; and

(viii)   where the remaining candidates have an equal number of votes and one of them needing to be declared elected, the defeated candidate shall be determined by lot.

(8)   The following provisions apply to the conduct of the lot:

(a)   each candidate will draw one (1) lot;

(b)   the order of drawing lots will be determined by the alphabetical order of the surnames of the candidates who received an equal number of votes and, where two or more such candidates' surnames are identical, the order will be determined by the alphabetical order of the candidates' first names;

(c)   as many identical pieces of paper as there are candidates who received an equal number of votes must be placed in a receptacle. The word "Defeated" shall be *Written* on one (1) of the pieces of paper, and the candidate who draws the paper with the word "Defeated" *Written* on it must be declared the defeated candidate;

(d)   if only one candidate remains, that candidate is deemed to be elected; and

(e)   if more than one candidate remains, a further vote must be taken on the remaining candidates and the above process repeated if necessary, in which case that candidate will be declared duly elected.

(9)   The *Chief Executive Officer* will declare the result of the election and the successful candidate.

5.   Procedure for Election of the Deputy and Temporary *Chairs*

(1)   At a *Meeting* to elect the *Mayor*, the *Council* may determine to elect a *Deputy Mayor*.

(2)   The procedure used for the election of *Mayor* will be used to elect the *Deputy Mayor* or temporary *Chair* (in cases where the *Mayor* and *Deputy Mayor* are absent from a *Council Meeting*), provided that a reference to the *Mayor* is a reference to the *Deputy Mayor* or to the temporary *Chair*, as the case may be.

(3)   The *Chief Executive Officer* or his/her delegate will conduct the election of the *Deputy Mayor* and temporary *Chair*.

PART C - *COUNCIL MEETING* PROCEDURES

DIVISION 1 – ROLE OF CHAIR

6.   Mayor to take Chair

(1)   The *Mayor* must take the *Chair* at all *Council Meetings* at which the *Mayor* is present.

(2)   If the *Mayor* is not in attendance at a *Council Meeting*, the *Deputy Mayor* (if one has been elected) must take the *Chair*.

(3)   If the *Mayor* and *Deputy Mayor* are not in attendance at a *Council Meeting*, the *Council* must elect one (1) of the *Councillors* as temporary *Chair*.

7.   The *Chair*'s Duties and Discretions

In addition to the specific duties and discretions provided in *these Rules*:

(1)   the *Chair* must not accept any motion, question or statement which the *Chair* determines is:

     (a)   is derogatory;

     (b)   defamatory;

     (c)   objectionable in language or nature;

     (d)   vague or unclear in intention;

     (e)   outside the powers of the *Council*; or

     (f)   irrelevant to the item of business on the *Agenda* and has not been admitted as *Urgent Business*, or purports to be an amendment but is not; and

(2)   if the behaviour of a person is disruptive and interferes with the conduct of the business of the *Council*, the *Chair* must call that person to order.

Also see Division 14 – Conduct & Behaviour

DIVISION 2 – NOTICE OF MEETINGS & DELIVERY OF AGENDAS

8.   Meetings Open to the Public

(1)   The *Council* may hold:

     (a)   *Scheduled Council Meetings* at which the business of the *Council* may be transacted; and

(b)   *Additional Council Meetings* at which the business specified in the notice calling the *Additional Council Meeting* may be transacted.

(2)   All *Meetings* will be open to the public unless it is considered necessary to close the *Meeting* to the public in accordance with section 66(2) of the *Act.*

See rule 15 – Meetings Closed to the Public

(3)   The *Council* may hold *Special meetings* to deal with the following:

(a)   Adoption of the *Council* Plan and the Declaration of Rates and Charges;

(b)   Adoption of the *Council*'s Audited Financial Report, Standard Statement and Performance Statement;

(c)   Election of the *Mayor* and appointment of *Council* representatives;

(d)   Presentation of the Annual Budget; and

(e)   Any other matter.

9.   Appointment of *Council* Representatives and Delegates

At a *Council Meeting* held as soon as practicable after the *Annual (Statutory) Meeting*, the *Council* must resolve to:

(1)   appoint *Councillors* as members of, or representatives on, *Delegated Committees*; and

(2)   appoint *Councillors* as delegates to external committees and organisations,

for the ensuing year.

10.   Date and Times of Scheduled Council Meetings

(1)   The *Council* will fix the dates, times and places of all *Scheduled Council Meetings* for the following 12 months at the first *Council Meeting* following the *Annual (Statutory) Meeting.*

(2)   The dates, times and places of all *Scheduled Council Meetings* are to be made available to the public.

See Rule 21 – Notice of Meeting to the Public

11.   Holding Additional Council Meetings or Hearings Council Meetings

An *Additional Council Meeting* or a *Hearings Council Meeting* will be held where:

(1)   Written notice of the *Additional Council Meeting* or a *Hearings Council Meeting* is provided to the *Chief Executive Officer* by the *Mayor* or by three or more *Councillors,* at least 7 days prior to the proposed meeting to allow for appropriate advertising of the meeting; and

(2)   the written notice specifies the:

(a)   date, time and place for the *Additional Council Meeting* or the *Hearings Council Meeting*;

(b)   business to be transacted at the *Additional Council Meeting* or the *Hearings Council Meeting*; and

(c)   reason that the business to be transacted at the *Additional Council Meeting* cannot be left to be considered at the next *Scheduled Council Meeting*; or

(3)   the *Chief Executive Officer* determines, in their absolute discretion, that an *Additional Council*

Meeting is necessary or desirable.

A *Hearings Council Meeting* will be held where:

(4)   Council is required to hear submissions in accordance with section 223(b) of the Local Government Act 1989, or in accordance with the Community Engagement Policy.

(5)   Council elects to hear submissions from the community on matters outlined in the notice of the *Hearings Council Meeting.*

(6)   Any item that the Council elects to hear submissions for must be:

　　　(a) a matter within the powers of the *Council*;

　　　(b) a matter subject to a *Council* decision-making process which has commenced but is not yet complete;

　　　(c) consistent and in accordance with any Act or its Regulations; and

　　　(d) consistent with any Council or Operational Policy, Local Law or adopted Council Strategy or Plan.

(7)   Any item that the Council elects to hear submissions for must not be:

　　　(a) of an operational, minor or routine nature;

　　　(b) be defamatory or objectionable in language or nature;

　　　(c) be prejudicial to any person or *Council;*

　　　(d) be identical or substantially similar to *a matter* that has been considered by the *Council* in the preceding six (6) months;

(8)   Unless all Councillors unanimously agree by resolution to hear a matter that is not specified on in the resolution or notice of the *Hearings Council Meeting,* only the matters specified will be heard.

The following procedures will apply to a *Hearings Council Meeting*:

(9)   Notice of desire to speak to the matters advertised in the *Hearings Council Meeting* notification must be submitted to Council prior to the deadline stated on that notice, or two (2) business days prior to the meeting, whichever comes first.

(10)   In any case where written submissions are requested, these must be provided by the deadline specified in the public notice/advertisement and indicate whether the submitter wants to speak at a *Hearings Council Meeting.*

(11)   Submitters will be allocated five (5) minutes to speak to matter and/or their submission.

(12)   Councillors will be allowed to ask questions of speakers at the conclusion of their five minute presentation time.

(13)   No decisions of the Council will be made on the matters addressed at the *Hearings Council Meeting.*

12.   Meeting Locations

*Scheduled Council Meeting*s will be held:

(1)   in the *Council Chambers* or any building within the *Civic Centre Precinct* as determined by the *Chief Executive Officer*; or

(2)   another location outside the *Civic Centre Precinct* by resolution of the *Council*.

13.   Cancellation of Meeting

(1)   The *Chief Executive Officer* may postpone or cancel a *Scheduled Council Meeting* if, in his or her opinion:

(a)   the content of an *Agenda* is such that the *Scheduled Council Meeting* is unnecessary; or

(b)   in the case of an emergency.

(2)   Where the *Chief Executive Officer* postpones or cancels a *Scheduled Council Meeting*, he or she must give such notice to *Councillors* and the public as is practicable.

(3)   The *Chief Executive Officer* must submit a *Written* report of the circumstances requiring the postponement or cancellation of a *Scheduled Council Meeting* to the next *Scheduled Council Meeting*.

14.   Altering Meeting Dates, Time and Venue

(1)   The *Council* may, by resolution, alter the day, time and/or place at which a *Scheduled Council Meeting* will be held, and must provide reasonable notice of the change to the public.

(2)   In consideration of public interest in *Agenda* items or an emergency arising, the *Chief Executive Officer,* in consultation with the *Mayor,* may, without resolution of *Council,* alter the place at which an *Ordinary meeting* will be held, and must provide reasonable notice of the change to the public.

15.   Notice of *Meetings* to the Public

(1)   Public notice of all *Council Meetings* will be provided by the *Chief Executive Officer* in accordance with this rule 16.

(2)   Public notice of *Scheduled Council Meetings* will be provided by:

(a)   a schedule of all *Scheduled Council Meetings*, including the date, time and place for each *Scheduled Council Meeting*, as updated from time to time, being displayed on the *Council Website*; and

(b)   the *Agenda* for a *Scheduled Council Meeting* being displayed on the *Council Website* no less than two (2) days before the Scheduled Council Meeting.

(3)   Public notice of *Additional Council Meetings* will be provided by:

(a)   notice of the date, time and place of the *Additional Council Meeting* being displayed on the *Council Website* as soon as practicable after the *Additional Council Meeting* is called under rule 12; and

(b)   the *Agenda* for the *Additional Council Meeting* being displayed on the *Council Website* as far in advance of the *Additional Council Meeting* as possible.

(4)   Despite the provisions of this rule 16, the *Chief Executive Officer* may determine to provide shorter public notice of an additional *Council Meeting* where he or she considers it necessary or desirable to do so, in his or her absolute discretion.

16.   Notice of Meetings to Councillors

(1)   The notice for a Council Meeting must state the date, time and place of the Council Meeting and the business to be dealt with, incorporating the Agenda for the Council Meeting, and must be delivered to each Councillor by email, to the Councillor's Council-provided email address at least forty-eight (48) hours before the Council Meeting, unless the Chief Executive Officer determines, in his or her absolute discretion, that a shorter time is necessary

(2)   A notice of a *Council Meeting* will be served on a *Councillor* who has been granted *Leave of Absence* unless the *Councillor* has requested *In Writing* to the *Chief Executive Officer* to discontinue the giving of notice of any *Council Meeting* to be held during his or her absence.

DIVISION 3 – QUORUMS

17.   Quorum

The *Quorum* for any *Council Meeting* is an *Absolute Majority*.

18.   Inability to Obtain a *Quorum*

If a *Quorum* is not present within thirty (30) minutes of the time appointed for the commencement of any *Council Meeting* or adjournment, those *Councillors* present or, if there are no *Councillors* present, the *Chief Executive Officer* or, in his or her absence, a *Director*, may adjourn the *Council Meeting* for a period not exceeding seven (7) days from the date of the adjournment.

Also see Rule 27.

19.   Inability to Maintain a *Quorum*

If during any *Council Meeting* or adjournment a *Quorum* is lost and cannot be regained within 30 minutes, those *Councillors* present or, if there are no *Councillors* present, the *Chief Executive Officer* or, in his or her absence, a *Senior Officer*, may adjourn the *Council Meeting* for a period not exceeding seven (7) days from the time of adjournment.

20.   Inability to Maintain a *Quorum* due to Conflicts of Interest from *Councillor*s

If a *Quorum* cannot be gained or maintained at a *Council Meeting* or adjournment due to conflicts of interest among the *Councillors*, *Council* will consider whether the decision can be made by dealing with the matter in an alternative manner, in accordance with section 67 of the *Act*.

21.   Call of the *Council*

(1)   If a *Quorum* of *Councillors* cannot be formed and maintained due to the absence of *Councillors*, the *Chief Executive Officer* may require all *Councillors* to attend a *Call of the Council Meeting.*

(2)   A *Call of the Council Meeting* must be treated as an *Additional Council Meeting*.

(3)   If a call of the *Council* has been required, immediately after the opening of the meeting, the *Chief Executive Officer* must call the name of:

(a)   the *Mayor*; and

(b)   each *Councillor* in alphabetical order.

(4)   Each person present must answer to his or her name, all excuses for absence must be considered and to each excuse the following question must be put to the vote:

"Is the excuse of Cr_____a reasonable excuse to the satisfaction of *Council*?"

DIVISION 4 – BUSINESS OF MEETINGS

22.   Order of Business

(1)   The order in which business is listed on the *Agenda* shall be determined by the *Chief Executive Officer* so as to facilitate and maintain open, efficient and effective processes of government.

(2)   Subject to any changes made by the *Chief Executive Officer* in his or her absolute discretion, the default order of business is as follows:

        (a)   Welcome and Acknowledgement of Country;

        (b)   *Councillor* Apologies and *Leave of Absence* Applications;

        (c)   (On Notice) *Mayor*al Presentation

        (d)   (*On Notic*e) Petitions and Joint Letters

        (e)   Public Question Time;

        (f)   Disclosure of Conflict of Interest in any item on the Agenda; (see chapter 5)

        (g)   Adoption and Confirmation of the *Minutes* of previous *Meetings*;

        (h)   *Officer Reports;*

        (i)   Reports from *Committees;*

        (j)   Informal meeting records; (Chapter 6 (1))

        (k)   *Mayor*al & *Chief Executive Officer Council* Activities – Summary Report

        (l)   (*On Notice*) Notices of Motion;

        (m)   General Business;

        (n)   Urgent Business.

23.   Councillor Apologies and Leave of Absence Applications

(1)   Apologies shall be read out by the *Chair* at the commencement of each *Meeting*.

(2)   All requests for *Leave of Absence* shall be submitted to the *Chief Executive Officer in Writing* and approved by resolution of the *Council*.

(3)   Section 35 of *the Act* states that a *Councillor* ceases to hold office if the *Councillor* is absent from *Council Meetings* for a period of four (4) consecutive months without leave being obtained from the *Council*.

24.   *Mayor*al Presentations

From time to time, the *Mayor*, as the principle spokesperson for Council, may give a short presentation or make a statement relating to his or her civic and ceremonial duties or to issues of interest and/or importance to the *Council*, provided that the presentation is no longer than five (5) minutes.

25.   Petitions and Joint Letters

(1)   A petition or joint letter received by the *Council* or an individual *Councillor* must be lodged with the *Chief Executive Officer* at least five (5) days before *Council Meeting* at which it is to be considered to ensure sufficient time to include the petition or joint letter in the *Agenda*.

(2)   A petition submitted to the *Council* must:

   (a)   be in legible and permanent writing;

   (b)   have the full name, address and signature of all individual signatories;

   (c)   not be defamatory, indecent, abusive or objectionable in language or content;

   (d)   not relate to matters beyond the powers of the *Council*;

   (e)   include the whole of the request of the petitioners or signatories on each page; and

   (f)   consist of single-sided pieces of paper and must not be pasted, stapled, pinned or otherwise affixed to any other piece of paper.

(3)   Notwithstanding rule 25(2) (a), (b), (e) and (f), an electronic petition may be received by the Council or an individual Councillor and submitted to the next Council Meeting in accordance with rule 25(1) for Council's consideration.

(4)   The *Chief Executive Officer* must arrange for petitions to be submitted to the next practicable Ordinary meeting following their receipt.

(5)   Only the petitioner's request and the number of signatories will be included in the *Agenda* for the *Council Meeting* at which it will be considered.

(6)   If a petition is addressed to an individual *Councillor*, and listed on the *Agenda*, that *Councillor* may read the petition out at the *Council Meeting* without speaking to it. Other petitions will be read by the *Chief Executive Officer* or his or her delegate.

(7)   Unless rule 25(9) applies, the only motions that may be considered for any petitions are:

   (a)   that the petition be received;

   (b)   that the petition be referred to the *Chief Executive Officer* for consideration and response; or

   (c)   that the petition be referred to the *Chief Executive Officer* for an *Officer Report* to a future *Council Meeting*.

(8)   If the petition relates to any item already on the *Agenda* for the *Council Meeting* at which the petition is submitted, the matter may be dealt with in conjunction with that *Agenda* item.

(9)   If the petition relates to an operational matter, the *Council* must refer it to the *Chief Executive Officer* for consideration.

(10)   If the petition relates to:

   (a)   a planning matter which is the subject of a public notification process under the *Planning and Environment Act 1987*; or

   (b)   a matter which is the subject of a public submission process under Section 223 of the *Local Government Act 1989* or a community engagement process under the *Community Engagement Policy*,

   the petition will be treated as a joint submission in relation to the matter.

(11)   A petition may nominate a person to whom a reply must be sent, but if no person is nominated or is the obvious intended contact person, the *Council* may reply to the first signatory who appears on the petition.

(12)   Any petitions or joint letters that do not comply with *these Rules* will not be tabled at a *Council Meeting*.

26.   Public Question Time

(1)   Unless the *Council* resolves otherwise, there must be a public question time at every *Scheduled Council Meeting* to enable members of the public to submit questions to the *Council*.

(2)   Rule 26(1) does not apply during any period when a *Scheduled Council Meeting* is closed to members of the public or during a *Caretaker Period*.

(3)   Unless the *Chief Executive Officer* determines, in his or her absolute discretion, to permit a question to be submitted in a different way, all questions must be received *In Writing* on the prescribed form available on the *Council Website* and state the name and address of the person submitting the question.

(4)   All questions must be received no later than 15 minutes after before the commencement of the *Scheduled Council Meeting* at which the question is to be asked.

(5)   No person may submit more than two (2) questions to any one (1) *Scheduled Council Meeting*. A question may be split into a maximum of two parts only. If more than two parts to a question are received, only the first two parts will be considered. Similarly, if more than two questions are received, only the first two questions will be considered. All parts of a question must be relevant to the same subject of enquiry.

(6)   A question may be disallowed by the *Chair* if the *Chair* has determined that:

(a)   the person directing the question, or their representative, is not present in the gallery;

(b)   the question is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;

(c)   the question deals with a subject matter already answered;

(d)   the question is aimed at embarrassing a *Councillor* or *Officer* or any other person; or

(e)   the question relates to *Confidential Information*.

(7)   The *Chair* or *Chief Executive Officer* or his or her delegate must read to the *Scheduled Council Meeting* the name of the person who has submitted a permitted question.

(8)   The *Chief Executive Officer* or his or her delegate must read the text of the question and the *Chair* may then direct that the question to be answered by the *Chief Executive Officer* or a nominated *Officer*.

(9)   All questions must be asked as succinctly as is possible and answers to questions should be as complete as is practical under the circumstances. Further questions or debate on the response shall not be allowed.

(10)   Like questions may be grouped together and a single answer provided.

(11)   The *Chair, Chief Executive Officer* or *Officer* to whom a question is directed may take a question on notice. If a question is taken on notice, a *Written* copy of the answer must be sent to the person who asked the question and to all *Councillor*s.

(12)   The name of the questioner, the question and the response must be recorded in the *Minutes*, as an
official record of the questions submitted to the *Scheduled Council Meeting*.

27.   Changes to the Order of Business

Once the *Agenda* for a *Council Meeting* has been prepared and sent to *Councillors*, the order of business for
the *Council Meeting* may only be altered by resolution of the *Council*. This includes a request for an item to be
brought forward.

28.   Presentation of Officer Reports

Officer Reports may be summarised for the purposes of verbal public presentation by the *Chief Executive
Officer* or his/her delegate at the *Council Meeting* at which they are to be considered.

29.   *General Business*

(1)   If the *Agenda* for a *Scheduled Council Meeting* makes provision for *General Business*, business of a
minor or routine nature may be admitted for the consideration of *Council* at the discretion of the *Chair*.

(2)   The *Chair* must reject an item of *General Business* if it:

(a)   is not of a minor or routine nature;
(b)   substantially affect the levels of *Council* service;
(c)   commits *Council* to *Expenditure* not included in the adopted budget;
(d)   is intended to establish or amend *Council* Policy;
(e)   commits *Council* to any contractual arrangement;
(f)   requires the giving of prior notice;
(g)   is defamatory or objectionable in language or nature;
(h)   may be prejudicial to any person or *Council;*
(i)   is identical or substantially similar to *a matter* that has been considered by the *Council* and
lost in the preceding six (6) months;
(j)   is outside the powers of the *Council*;
(k)   is a matter subject to a *Council* decision-making process which has commenced but is not yet
complete;
(l)   is inconsistent with any Act or its Regulations; or
(m)   is inconsistent with any Council or Operational Policy, Local Law or adopted Council Strategy or
Plan.

(3)   Councillors wishing to speak to *General Business* may speak for a maximum of two (2) minutes.

(4)   Officers present at the meeting will be allowed to address or respond to any matters raised by
Councillors during *General Business*.

30.   *Urgent Business*

(1)   Business which has not been listed on the *Agenda* for a *Council Meeting that is not of a minor or
routine nature* can only be admitted as *Urgent Business* by resolution of the *Council*, and only then if it:

(a)   relates to or arises out of a matter which has arisen since distribution of the *Agenda*; and

(b)   cannot safely or conveniently be deferred until the next *Council Meeting*.

(2)   Notwithstanding anything to the contrary in *these Rules*, a *Councillor* (with the agreement of the
Council Meeting) may only submit or propose an item of *Urgent Business* if the:

(a)   matter relates to business that does not:

(i)   substantially affect the levels of *Council* service;

(ii)   commit *Council* to *Significant Expenditure* not included in the adopted budget;

        (iii)   establish or amend *Council* Policy;

        (iv)   commit *Council* to any contractual arrangement; or

        (v)   require, pursuant to any other policy determined by *Council* from time to time, the giving of prior notice; and

    (b)   proposed motion(s) is *In Writing* and given to the *Chair* who must seek a resolution of approval from *Council Meeting*.

(3)   A *Councillor* proposing that a matter be admitted as *Urgent Business* must lodge it *In Writing* with the *Chief Executive Officer* no later than 30 minutes prior to commencement of the *Council Meeting* at which it is to be considered.

(4)   The *Chief Executive Officer* will advise the *Mayor* of any matter that the *Chief Executive Officer* determines appropriate for *Council* to consider admitting as *Urgent Business*.

DIVISION 5 - VOTING

31.   Voting – How Determined

To determine a motion before a *Council Meeting*, the *Chair* will:

(1)   first call for those in favour of the motion; and

(2)   then those opposed to the motion,

and will then declare the result to the *Council Meeting*.

32.   Casting Vote

In the event of a tied vote, the *Chair* must, unless *the Act* or this Local Law provides otherwise, exercise a casting vote.

33.   Voting – By Show of Hands

Voting on any matter will be by show of hands.

34.   Vote to be taken in Silence

Except that a *Councillor* may demand a *Division*, *Councillors* must remain seated in silence while a vote is being taken.

35.   Motion to be Read Again

(1)   The *Chair* may direct the *Chief Executive Officer* or his or her delegate or the mover of the motion to read the motion or amendment to the *Council Meeting* before the vote is taken.

(2)   Before any matter is put to the vote, a *Councillor* may request the motion or amendment be read again.

36.   Recount of Vote

The *Chair* may direct that the vote be re-counted as often as may be necessary to be satisfied of the result.

37.   Declaration of Vote

(1)   The *Chair* must declare the result of the vote as soon as it is taken.

(2)   When declaring the vote, the *Chair* shall state the number of votes FOR and the number of votes

AGAINST the motion and the surname of each *Councillor* who voted FOR the motion, AGAINST the motion and DID NOT VOTE and whether the motion is carried or lost.

38.   No discussion once Vote declared

Once a vote on a motion is taken no further discussion relating to the motion is allowed unless the discussion relates to:

(1)   a *Rescission Motion* which a *Councillor* is proposing to lodge in respect of the motion voted on; or

(2)   follows a resolution having been rescinded.

See Division 9 – Rescission Motions

39.   Procedure for a Division

(1)   The request by a *Councillor* for a *Division* must be made to the *Chair* either immediately prior to or immediately after the vote has been taken, but cannot be requested after the *Council* has moved to the next item of business on the *Agenda*.

(2)   No *Councillor* is prevented from changing his or her original vote when voting on the *Division*.

(3)   When a *Division* is called for, the *Chair* will:

(a)   first ask each *Councillor* wishing to vote FOR the motion to raise a hand and, upon such request being made, each *Councillor* wishing to vote FOR the motion must raise his or her hand. The *Chair* will then state, and the *Chief Executive Officer* (or any person authorised by the *Chief Executive Officer* to attend the *Council Meeting* and take the *Minutes* of such *Council Meeting*) must record in the *Minutes*, the names of those *Councillors* voting FOR the motion;

(b)   then ask each *Councillor* wishing to vote AGAINST the motion to raise a hand and, upon such request being made, each *Councillor* wishing to vote AGAINST the motion must raise his or her hand. The *Chair* will then state, and the *Chief Executive Officer* (or any person authorised by the *Chief Executive Officer* to attend the *Council Meeting* and take the *Minutes* of such *Council Meeting*) must record in the *Minutes*, the names of those *Councillors* voting AGAINST the motion; and

(c)   the *Chief Executive Officer* (or any person authorised by the *Chief Executive Officer* to attend the *Council Meeting* and take the *Minutes* of such *Council Meeting*) must record in the *Minutes* the names of those *Councillors* who DID NOT VOTE on the motion.

DIVISION 6 – MOTIONS AND DEBATE

40.   Councillors may Propose Notices of Motion

Councillors may propose an issue is listed on the *Agenda* by lodging a *Notice of Motion* in accordance with the procedures outlined in this Division.

41.   Notices of Motion

(1)   A *Notice of Motion* must be *In Writing*, signed and dated by the *Councillor* and lodged with the *Chief Executive Officer* by 12 noon on the Wednesday before the next *Scheduled Councillor Briefing,* prior to the *Notice of Motion* being placed on the Agenda of the next available *Scheduled Council Meeting* to allow sufficient notice to each *Councillor* of the matters and inclusion in the *Agenda.*

(2)   The *Chief Executive Officer* must reject any *Notice of Motion* which:

(a)   is vague;

(b)   is identical or substantially similar to a *Notice of Motion* or a *Rescission Motion* that has been considered by the *Council* and lost in the preceding six (6) months;

(c)   is defamatory;

(d)   may be prejudicial to any person or *Council*;

(e)   is objectionable in language or nature;

(f)   is outside the powers of the *Council*;

(g)   is submitted during the *Caretaker Period*; or

(h)   is a matter subject to a *Council* decision-making process which has commenced but is not yet complete.

(3)   If the *Chief Executive Officer* rejects a *Notice of Motion* under rule 41(2), they will inform the *Councillor* who lodged the *Notice of Motion* of that rejection and the reasons for it. The *Councillor* will be provided with 24 hours to lodge a revised *Notice of Motion* provided that the *Council Meeting* at which the *Notice of Motion* is to be considered is more than 24 hours from the time of rejection.

(4)   The *Chief Executive Officer* may reject and refer any *Notice of Motion* to the *Council's Operational Service Request Process* if it relates to a matter that he or she determines is more appropriately addressed that way.

(5)   In addition to rule 41(2), and subject to rules 41(6) and (7), the *Chief Executive Officer* may require a *Councillor* who lodges a *Notice of Motion* to amend it to call for an *Officer Report* if the *Notice of Motion*:

(a)   substantially affects the level of *Council* services;

(b)   commits the Council to expenditure in excess of $5,000 that has not been included in the adopted budget;

(c)   establishes or amends a *Council* policy; or

(d)   commits the *Council* to any contractual arrangement.

(6)   Where a *Notice of Motion* is likely to commit *Council* to *Significant Expenditure* not included in the adopted budget then the *Notice of Motion* must only call for referral to *Council* for its consideration as part of its future year's annual budget and public submission process.

(7)   The *Chief Executive Officer* may determine that a *Notice of Motion* contains *Confidential Information* and ought to be treated as being confidential unless the *Council* resolves otherwise.

(8)   The full text of any *Notice of Motion* accepted by the *Chief Executive Officer* must be included in the *Agenda*.

(9)   The *Chief Executive Officer* must arrange for an *Officer Report* to be prepared and presented to the *Council* for the purposes of rule 41(5). Where practicable the *Officer Report* should be presented to the next *Scheduled Council Meeting*.

(10)   The *Chief Executive Officer* must cause all *Notices of Motion* to be sequentially numbered, dated and entered in a register.

(11)   Except by leave of the *Council*, each *Notice of Motion* before any *Council Meeting* must be considered in the order in which it was entered into the register under rule 41(10).

(12)   If a *Councillor* who has lodged a *Notice of Motion* is absent from the *Council Meeting* at which the *Notice of Motion* is to be considered, or fails to move the *Notice of Motion* when called upon to do so by the *Chair*, any other *Councillor* may move the *Notice of Motion*.

(13)   If a *Councillor* moving a *Notice of Motion* wishes to amend it, he or she may do so by seeking leave of the *Council* to amend the *Notice of Motion* prior to it being seconded.

(14)   Another *Councillor* can put forward an amendment to a *Notice of Motion* for consideration, which must be dealt with in accordance with *these Rules*, except that a *Notice of Motion* to confirm a previous resolution of the *Council* cannot be amended.

(15)   The *Chair*, having lodged a *Notice of Motion* in accordance with this rule 41, must vacate the *Chair* of if he or she intends to move the *Notice of Motion*, and the *Council* must appoint a temporary *Chair* for the consideration of the item.

(16)   If a *Notice of Motion* is not moved at the *Council Meeting* at which it is listed, then it lapses.

42.   *Chair*'s Duty

Any motion which:

(1)   is defamatory;

(2)   is objectionable in language or nature;

(3)   is vague or unclear in intention;

(4)   is outside the powers of the *Council*;

(5)   is irrelevant to an item of business on the *Agenda* and has not been admitted as *Urgent Business*; or

(6)   purports to be an amendment but is not,

must not be accepted by the *Chair*.

43.   Introducing an Officer Report

Before an *Officer Report* is considered by the *Council* and any motion moved in relation to it, the *Chief Executive Officer* or his or her delegate may introduce the report by a short statement of not more than two (2) minutes.

Also see rule 29 – Presentation of Officer Reports

44.   Procedure for Introducing a Motion or an Amendment

(1)   The procedure for moving any motion or amendment is:

    (a)   the mover may briefly state the nature of the motion or amendment and then must move it without speaking to it;

    (b)   the motion or amendment must be seconded by a *Councillor* other than the mover. If the motion or amendment is not seconded, the motion or amendment will lapse for want of a seconder;

    (c)   if a motion or amendment is moved and seconded, the *Chair* must call for any *Councillor* questions and then ask whether the motion or amendment is opposed and whether any *Councillor* wishes to speak to the motion or amendment;

    (d)   if no *Councillor* indicates opposition or a desire to speak to the motion or amendment, the *Chair* may declare the motion or amendment carried without discussion;

    (e)   if a *Councillor* indicates opposition or a desire to speak to the motion or amendment, then the *Chair* must invite the mover to address the *Council Meeting*;

    (f)   after the mover has addressed the *Council Meeting*, the seconder may address the *Council Meeting*;

(g)   after the seconder has addressed the *Council Meeting* (or after the mover has addressed the *Council Meeting* if the seconder does not wish to address the *Council Meeting*), the *Chair* must invite debate by calling on any *Councillor* who wishes to speak to the motion or amendment, providing an opportunity to alternate between those wishing to speak against the motion or amendment and those wishing to speak for it; and

(h)   after the *Chair* has invited debate on the motion or amendment, and, in the case of a motion, offered the right of reply under rule 53, the *Chair* must put the motion or amendment to the vote.

(2)   If the *Chair* wishes to speak to a motion or amendment, he or she may only do so once all other *Councillors* wishing to speak to it have done so, and just before closure of debate by the mover of the motion or amendment.

45.   Right of Reply

(1)   The mover of a motion which has not been amended may, once debate has been exhausted, exercise a right of reply to matters raised during the debate. (Time Limit – two (2) minutes)

(2)   The mover of a motion loses his or her right of reply if an amendment to the motion is carried.

(3)   The mover of an amendment to a motion does not have a right of reply.

(4)   A *Councillor* exercising a right of reply must not introduce any new matter.

(5)   After a right of reply has been taken, but subject to any *Councillor* exercising his or her right to ask any question concerning or arising out of the motion, the motion must be immediately put to the vote without any further discussion or debate.

46.   Moving an Amendment

(1)   Subject to rule 55(2), a motion which has been moved and seconded may be amended by leaving out or adding words. Any words must be relevant to the subject of the motion.

(2)   A motion to confirm a previous resolution of the *Council* cannot be amended.

(3)   An amendment cannot be the negative of, or substantially contrary to, the motion.

(4)   Any *Councillor* moving an amendment will be allocated one (1) minute to explain the reasons for the amendment. The statement must be an explanation only and will not entertain the benefits or detriments of the amendment or the substantive motion.

(5)   No notice needs to be given of any amendment, however, if any *Councillor* intends to move an amendment, it must be done prior to the right of reply being exercised.

47.   Agreed Alterations to a Motion or Amendment

(1)   A motion having been moved and seconded may, with the consent of the mover and seconder, be amended by leaving out, inserting or adding words which must be relevant to the original motion or amendment and framed so as to complement it as an intelligible and consistent whole, provided that the amendment is made before the motion or amendment is voted on.

(2)   With the leave of the *Chair*, both the mover and seconder of a motion may agree to an alteration to the original motion proposed by any other *Councillor*. This does not necessitate the recording of an amendment into the *Minutes* of the *Council Meeting* as the alteration would then form part of the substantive motion.

48.   Who May Propose an Amendment

An amendment may be proposed or seconded by any *Councillor*, other than the mover or seconder of the original motion.

49.   Who May Debate an Amendment

A *Councillor* may address the *Council Meeting* once (1) on any amendment, whether or not they have spoken to the original motion, but their debate must be confined to the terms of the amendment.

50.   How Many Amendments May be Proposed

(1)   Any number of amendments may be proposed to a motion but only one (1) amendment may be accepted by the *Chair* at any one (1) time.

(2)   No second or subsequent amendment, whether to the motion or an amendment of it, may be taken into consideration until the previous amendment has been dealt with.

51.   An Amendment once Carried

(1)   If an amendment is carried, the motion as amended becomes the motion before the *Council Meeting*.

(2)   The amended motion will then be dealt with in accordance with *these Rules*.

52.   Foreshadowing a Motion

(1)   At any time during debate, a *Councillor* may foreshadow a motion to inform the *Council* of his or her intention to move a motion at a later stage in the *Council Meeting*. This does not extend any special rights to the foreshadowed motion.

(2)   A foreshowed motion may be prefaced with a statement that in the event a particular motion is resolved in a certain way a *Councillor* intends to move an additional motion.

(3)   A motion foreshadowed has no procedural standing and is merely a means to assist the flow of the *Meeting*.

(4)   The *Chief Executive Officer* or his/her delegate is not expected to record a foreshadowed motion in the *Minutes* until the foreshadowed motion is formally moved.

53.   Withdrawal of a Motion

Before any motion is put to the vote, it may be withdrawn by the mover with agreement of the seconder or by resolution of the *Council*.

54.   Separation of Motions

Where a motion contains more than one (1) part a *Councillor* may request the *Chair* to put the vote in separate parts.

55.   *Chair* may Separate or Allow Motions to be Moved in a Block

(1)   The *Chair* may decide to put any motion to the vote in separate parts.

(2)   The *Chair* may allow or request *Councillors* to move "like items" in a block.

56.   Motions In Writing

(1)   A *Councillor* wishing to move a motion other than a recommendation or alternate motion included in an *Officer Report* (detailed in the *Agenda*) must prepare the motion *In Writing* and either read it out to the *Council Meeting* or submit it to the *Chair*.

(2)   The *Chair* may adjourn the *Council Meeting* while the motion is being *Written* or may request that the *Council* defer the matter until the motion has been *Written*, allowing the *Council Meeting* to proceed uninterrupted.

(3)   The *Chair* may request the *Chief Executive Officer* or the person taking the *Minutes* of the *Council*

Meeting to read the motion or amendment to the *Council meeting* before the vote is taken.

57.   Debate must be Relevant to the Motion

(1)   Debate must always be relevant to the motion before the *Council Meeting* and, if not, the *Chair* will request the speaker to confine debate to the subject matter.

(2)   If, after being told to confine debate to the motion before the *Council Meeting*, the speaker continues to debate irrelevant matters, the *Chair* may disallow the speaker any further comment in respect of the matter before the *Council Meeting*.

(3)   A speaker to whom a direction has been given under rule 66(2) must comply with that direction.

DIVISION 7 – PROCEDURAL MOTIONS

58.   Procedural Motions

(1)   Unless otherwise prohibited, a *Procedural Motion* may be moved at any time and must be dealt with immediately by the *Chair*.

(2)   *Procedural Motions* require a seconder.

(3)   The *Chair* is unable to move or second a *Procedural Motion*.

(4)   Notwithstanding any other provision in *these Rules*, *Procedural Motions* must be dealt with in accordance with the procedures set out in Appendix 1 to *these Rules.*

DIVISION 8 – SPEAKING TO THE MEETING

59.   Rising when speaking

(1)   Except in cases of sickness or infirmity, a *Councillor* must rise when speaking at a *Council Meeting*.

(2)   The *Chair* may remain seated when speaking at a *Council Meeting*.

(3)   It is unnecessary to rise when speaking at a *Delegated* or *Community Asset Committee Meeting*.

60.   Speaking Times

(1)   A *Councillor* must not speak longer than the times prescribed in this Local Law i.e.:

(a)   the mover of a motion or amendment – five (5) minutes;

(b)   the seconder of a motion or amendment – three (3) minutes;

(c)   any other *Councillor* – three (3) minutes; and

(d)   the mover of a motion exercising their right of reply – two (2) minutes.

(2)   An extension of speaking time may be granted by the *Chair* ~~but only one (1) extension is permitted~~ for each *Councillor*. Any extension of speaking time must not exceed two (2) minutes. <u>There is no limit to the number of extensions that can be requested, with discretion to grant any extension being that of the Chair's.</u>

(3)   A motion for an extension of speaking time must be proposed:

(a)   immediately before the speaker commences debate;

(b)   during the speaker's debate; or

(c)   immediately after the speaker has concluded debate but before the next speaker has commenced.

(4)   A motion for an extension of speaking time cannot be accepted by the *Chair* if another speaker has commenced his or her debate.

61.   Interruptions, Interjections and Relevance

A *Councillor* must not be interrupted except by the *Chair* or upon a *Point of Order. All debate and discussion must be relevant to the item presented and interjections will not be allowed.*

See rule 70 - Point of Order

62.   Priority of Address

In the case of competition for the right to speak, the *Chair* must decide the order in which *Councillors* will be heard.

63.   *Councillor*s Not to Speak Twice to Same Motion or Amendment

Except that the mover of a motion (other than an amendment) has the right of reply and that any *Councillor* may take a *Point of Order*, a *Councillor* must not speak more than once to the same motion or amendment.

64.   Right to Ask Questions

(1)   A *Councillor* may, when no other *Councillor* is speaking, ask through the *Chair* any question concerning or arising out of the motion or amendment before the *Chair*.

(2)   The *Chair* has the right to limit questions and direct that debate be commenced or resumed.

DIVISION 9 - RESCISSION MOTIONS

65.   Rescission Motion

(1)   Motions to revoke, rescind or alter a previous resolution of the *Council* can only be made in the following ways:

    (a)   *Notice of Motion*; or

    (b)   recommendation contained in an *Officer Report*, included in the *Agenda*,

    that a previous decision be altered or revoked.

(2)   A *Notice of Motion* lodged by a *Councillor* and proposing a *Rescission Motion* must:

    (a)   be signed by the *Councillor* and dated;

    (b)   not relate to a resolution that has been acted on;

    (c)   not, in the opinion of the *Chief Executive Officer*, have the effect, if passed, of placing of the *Council* at significant legal, financial or other risk, including non-compliance with statutory obligations; and

    (d)   be delivered or sent electronically to the *Chief Executive Officer* setting out:

        (i)   the resolution to be rescinded; and

        (ii)   the *Council Meeting* at, and date on, which the resolution was made.

(3)   A resolution will be deemed to have been acted on if:

    (a)   its content or substance has been formally communicated *In Writing* by the *Chief Executive Officer* or another *Officer* to a person whose interests are materially affected by it;

    (b)   a statutory process has been commenced; or

    (c)   work has been commenced in respect of if,

    so as to vest enforceable rights in or obligations on the *Council* or any other person.

(4)   The *Chief Executive Officer* or an appropriate *Officer* must defer implementing a resolution which:

    (a)   has not been acted on; and

(b)   is the subject of a *Rescission Motion* which has been delivered or sent to the *Chief Executive Officer* in accordance with rule 65(2)(d),

unless deferring implementation of the resolution would, in the opinion of the *Chief Executive Officer*, have the effect of:

(c)   depriving the resolution of its usefulness or efficacy; or

(d)   placing the *Council* at significant legal, financial or other risk.

66.   Rescission, If Lost

If a motion to rescind or alter a previous resolution is lost, an identical or similar motion may not be put before the *Council* for at least six (6) months from the date it was last lost, unless:

(1)   the *Council* resolves that the *Rescission Motion* be re-listed at a future *Council Meeting*; or

(2)   an *Officer Report* is included in an *Agenda* for a *Council Meeting.*

67.   Rescission, If Not Moved

If a *Rescission Motion* is not moved at the *Council Meeting* at which it is listed, it lapses.

68.   Rescission Motion May Be Moved By Any Councillor

A *Rescission Motion* listed on an *Agenda* may be moved by any *Councillor* present at the *Council Meeting* but may not be amended.

DIVISION 10 – POINTS OF ORDER

69.   Points of Order

(1)   A *Point of Order* may be raised on the grounds that a matter is:

(a)   contrary to *these Rules*;

(b)   an act of disorder or conduct in contravention of the *Councillor Code of Conduct*;

(c)   defamatory;

(d)   irrelevant to the matter before *Council*;

(e)   outside the *Council*'s power; or

(f)   frivolous, vexatious or constitutes improper conduct.

(2)   A *Councillor* expressing a difference of opinion or contradicting a speaker is not grounds for raising a *Point of Order*.

70.   Procedure for Point of Order

(1)   The *Councillor* taking the *Point of Order* must nominate the ground under rule 69(1) relied upon to support the *Point of Order* being taken.

(2)   If called to order, the *Councillor* who is speaking must stop and remain silent until the *Point of Order* is decided upon, unless otherwise directed by the *Chair*.

(3)   The *Chair* may request a *Councillor* provide an explanation in respect to the *Point of Order* raised.

71.   Chair to Decide Point of Order

(1)   The *Chair* when ruling on a *Point of Order* must state the reason for the ruling.

(2)   The *Chair* may adjourn the *Council Meeting* to consider a *Point of Order* but must otherwise rule upon it as soon as it is raised.

(3)   All other matters before the *Council* are to be suspended until the *Point of Order* is decided.

72.   Final Ruling on a *Point of Order*

(1)   The decision of the *Chair* in respect of a *Point of Order* will not be open for discussion and will be final and conclusive unless the majority of *Councillors* present vote in favour of a motion of dissent.

(2)   A motion of dissent on a *Point of Order* must state the provision, rule, practice or precedent to be substituted for the *Chair*'s ruling.

(3)   A motion of dissent in relation to a *Point of Order* is not a motion of dissent in the *Chair* and the *Chair* must at all times remain in the *Chair* and he or she will maintain his or her right to a second vote.

(4)   A motion of dissent on a *Point of Order* will take precedence over all other business and if carried must be acted on instead of the ruling given by the *Chair*.

73.   Criticism of *Officer*s

The *Chief Executive Officer* may make a brief statement at a *Council Meeting* in respect of any public statement (whether made at a *Council Meeting* or not) which has been critical of or may adversely affect an *Officer*.

74.   Ordering Withdrawal of Remark

(1)   Whenever any *Councillor* at a *Council Meeting* makes use of any expression or remark that is disorderly or capable of being applied offensively to any other *Councillor* or *Officer*, the offending *Councillor* may be required by the *Chair* to withdraw the expression or remark and to make a satisfactory apology to the *Council Meeting*.

(2)   The *Chair* may require a *Councillor* to withdraw any remark that is defamatory, indecent, abusive or offensive in language or substance.

(3)   A *Councillor* required to withdraw a remark must do so immediately without qualification or explanation.

DIVISION 11 – SUSPENSION OF STANDING ORDERS

75.   Suspension of Standing Orders for the Purpose of Discussion

(1)   The provisions of *these Rules* may be suspended for a particular purpose by resolution of the *Council*.

(2)   The *Suspension of Standing Orders* will be used to enable full discussion of any issues without the constraints of formal procedures. An appropriate motion would be "*That Standing Orders be suspended to enable discussion on_____*".

(3)   Once the discussion has taken place and before any motion can be moved the *Resumption of Standing Orders* will be necessary. An appropriate motion would be "*That Standing Orders be resumed*".

(4)   No motion may be accepted by the *Chair* or be lawfully dealt with during any *Suspension of Standing Orders*.

DIVISION 12 – MEETING ADJOURNMENTS

76.   Adjourning the *Meeting*

(1)   In addition to any procedures for adjourning a *Council Meeting* provided in *these Rules*, the *Council* may, from time to time, resolve to adjourn a *Council Meeting:*

   (a)   if the *Council Meeting* becomes disorderly and order cannot be restored;

   (b)   to allow for additional information to be presented to the *Council Meeting*; and

   (c)   in any other situation where adjournment is considered by the *Council* to be desirable.

(2)   A *Council Meeting* cannot be adjourned for a period exceeding seven (7) days from the date of the adjournment.

(3)   An appropriate motion would be: "*That the meeting be adjourned until_____".* (Time and date to be specified which does not exceed seven (7) days.)

(4)   No discussion is allowed on any motion for adjournment of the *Council Meeting*, but if the motion is lost, the substantive matter before the *Council Meeting* must be disposed of before any subsequent motion for adjournment of the *Council Meeting* is moved.

77.   Notice for Adjourned *Meeting*

(1)   If a *Council Meeting* is adjourned, the *Chief Executive Officer* will ensure that the *Agenda* for the continuation of the adjourned *Council Meeting* is identical to the *Agenda* for the *Council Meeting* which was originally adjourned.

(2)   Except where a *Council Meeting* is adjourned until later on the same day, the *Chief Executive Officer* must give all *Councillors Written* notice of a new date for the continuation of the adjourned *Council Meeting* and every reasonable attempt must be made to advise the public of the new *Council Meeting* date.

(3)   Where it is not practical to provide *Written* notice to *Councillors* because time does not permit that to occur then, provided a reasonable attempt is made to contact each *Councillor*, contact by telephone, electronic form, or in person will be sufficient.

DIVISION 13– MINUTES & RECORDING OF MEETINGS

78.   Keeping of *Minutes*

The *Chief Executive Officer* (or other person authorised by the *Chief Executive Officer* to attend the *Council Meeting* and to take the *Minutes* of such *Council Meeting*) must keep *Minutes* of each *Council Meeting* and those *Minutes* must record:

(1)   the date and time the *Council Meeting* was commenced, adjourned, resumed and concluded;

(2)   the names of the *Councillors* and whether they are present, an apology, on *Leave of Absence* or other details as provided;

(3)   the titles of the *Officers* in attendance;

(4)   any disclosure of a conflict of interest made by a *Councillor*;

(5)   arrival and departure times (including temporary departures) of *Councillors* during the course of the *Council Meeting*;

(6)   each motion and amendment moved, including the mover and seconder of the motion or amendment;

(7)   the outcome of every motion or amendment, whether it was put to the vote and the result to indicate whether the motion or amendment was carried, lost, withdrawn, lapsed, amended and the names of every *Councillor* and how they voted (either FOR or AGAINST or DID NOT VOTE);

(8)   where a *Division* is called, the names of every *Councillor* and the way their vote was cast (either FOR or AGAINST or DID NOT VOTE);

(9)   details of a failure to achieve a *Quorum* and any adjournment whether as a result of that or otherwise;

(10)   the time and reason for any adjournment of the *Council Meeting* or *Suspension of Standing Orders*;

(11)   closure of the *Council Meeting* to members of the public and the reason for such closure; and

(12)   any other matter which the *Chief Executive Officer* deems should be recorded to clarify the intention of the *Council Meeting* or the reading of the *Minutes.*

79.   Availability of *Minutes*

Advice that the *Minutes* are available must be provided to all *Councillors* no later than forty-eight (48) hours before the next *Scheduled Council Meeting.*

80.   Confirmation of *Minutes*

At every *Council Meeting* the *Minutes* of the previous *Council Meeting(s)* must be dealt with as follows:

(1)   when confirming the *Minutes* of a *Council Meeting*, the *Chair* shall ask *Councillors* "Are any changes required to the *Minutes*?";

(2)   opposition can only be expressed on the basis that the record contained in the *Minutes* is incorrect (in line with rule 86) or inaccurate and the *Chair* must not allow discussion or motions on any issue other than an alleged omission from, or inaccuracy of, the *Minutes*;

(3)   if a *Councillor* indicates opposition, he or she must specify the particular item or items in the *Minutes* concerned and can, after asking any questions to clarify the matter, only move a motion to rectify the alleged error(s) in the record;

(4)   if no *Councillor* indicates opposition, the *Chair* must, after seeking a mover and seconder, put the matter to the vote and declare the *Minutes* to be confirmed; and

(5)   after the *Minutes* are confirmed, they must be signed by the *Chair* of the *Council Meeting* at which they were confirmed.

81.   Deferral of Confirmation of *Minutes*

The *Council* may resolve to defer the confirmation of *Minutes* until later in the *Council Meeting* or until the next *Scheduled Council Meeting* as appropriate.

82.   Recording of Council Meetings

(1)   The *Chief Executive Officer* or their delegate shall record and, where feasible, livestream via Council's website on suitable equipment, all proceedings of *Council Meetings* except where the *Council Meeting* is closed to the public to consider *Confidential Information*.

(2)   Recordings of *Council Meetings* will be retained and available for public for viewing or listening on the *Council Website* for a period of twelve (12) months from the date of the *Council Meeting.*

(3)   *Visitors* are to be advised that the *Council Meeting* is being livestreamed and recorded and will be made available on the *Council Website.*

(4)   *Visitors* will also be advised by appropriate venue signage that, while care is taken through recording and filming to maintain a person's privacy as an attendee in the *Council Chamber*, they may be recorded on audio and film.

(5)   Media representatives may, with the consent of the *Council,* record any part of the *Council Meeting.* The consent of the *Council* must not be unreasonably withheld, and may be revoked any time during the course of the relevant *Council Meeting.* The Chair shall provide reasons why permission has been revoked.

DIVISION 14 – CONDUCT AND BEHAVIOUR

83.   Conduct of *Councillor*s

During the course of any *Council Meeting*, *Councillors* must comply with the *Councillor Code of Conduct, a* copy of which is available on the *Council Website*, or can be obtained by contacting the *Chief Executive Officer's* office.

84.   Conduct of *Visitors*

(1)   *Visitors* must not interject or take part in the debate at a *Council Meeting*.

(2)   *Visitors* must extend due courtesy and respect to the *Council* and the processes under which it operates and *Councillors* and *Officers* present at the *Council Meeting* and must take direction from the *Chair* whenever called on to do so.

(3)   *Visitors* must not operate photographic audio or video recording equipment or any other recording device at any *Council Meeting* without first obtaining the consent of the *Council*.

85.   *Chair* May Remove

(1)   The *Chair* may order and cause the removal of any person including a *Councillor* who disrupts any *Council Meeting* or fails to comply with a direction.

(2)   A person removed from a *Council Meeting* must leave the *Council Chamber* or move to a public area of the *Council Chamber* where they can no longer disrupt the *Council Meeting.*

86.   Removal from the *Meeting*

If necessary, the *Chair* may ask the *Chief Executive Officer* or Victoria Police to remove from the *Council Meeting* any person who acts inconsistently with *these Rules* and whom the *Chair* has ordered to be removed from the *Council Meeting* under rule 94.

87.   *Chair* may Adjourn Disorderly *Meeting*

If the *Chair* is of the opinion that disorder at the *Council* table or in the *Council Chamber* makes it desirable to adjourn a *Council Meeting*, the *Chair* may adjourn the *Council Meeting* to a later time on the same day, or to some later day prior to the next *Scheduled Council Meeting*, at a time and date and venue to be fixed.
See Division 12 – Meeting Adjournments

PART F – *COUNCILLOR* BRIEFINGS, DEPUTATIONS & PRESENTATIONS

88.   Deputations and Presentations

(1)   Members of the public may present deputations to the *Council* and these will usually be considered at an *Informal Meeting of Councillors*.

(2)   A person who seeks, or persons who seek, to make a deputation or presentation to the *Council* shall make a *Written* request to do so to the *Chief Executive Officer*.

(3)   The *Chief Executive Officer* shall determine which *Informal Meeting of Councillors* the request shall be referred to for consideration.

(4)   Time limits may be set for speakers and *Councillors* may question the deputation on matters raised for the purpose of clarification.

PART G - MISCELLANEOUS

89.   Procedure Not Provided in the Local Law

Where a situation has not been provided for in *these Rules*, the *Council* may determine the matter by resolution.

90.   Policies and Guidelines

The *Council* may adopt any policies or guidelines from time to time for the purpose of exercising any discretions provided by *these Rules*.

Appendix 1 – Procedural Motions

Procedural Motions Table:

Procedural Motion	Form	Mover/Seconder	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on a Motion
1. Adjournment of debate to later hour and/or date	That this matter be adjourned to "am/pm" and/or "date"	Any *Councillor* who has not moved or seconded the motion or otherwise spoken to the motion.	(a) During the election of a *Chair*; (b) When another *Councillor* is speaking	Motion and amendments postponed to the stated time and/or date	Debate continues unaffected	Yes
2. Adjournment of debate indefinitely	That this matter be adjourned until further notice.	Any *Councillor* who has not moved or seconded the motion or otherwise spoken to the motion.	(a) During the election of a *Chair*; (b) When another *Councillor* is speaking; (c)When the matter is one in respect of which a call of the *Council* has been made.	Motion and any amendment postponed but may be resumed at any later *Meeting* if on the *Agenda*	Debate continues unaffected	Yes
3.The Closure	That the motion be now put.	Any *Councillor* who has not moved or seconded the motion or otherwise spoken to the motion.	During nominations for *Chair*	Motion or amendment in respect of which the closure is carried is put to the vote immediately without debate of this motion, subject to any *Councillor* exercising his or her right to ask any question concerning or arising out of the motion.	Debate continues unaffected	No

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Procedural Motion	Form	Mover/Seconder	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on a Motion
4. Laying question on the table	That the question lie on the table	Any *Councillor* who has not moved or seconded the motion or otherwise spoken to the motion.	(a) During the election of a *Chair*; *(b)* During a *Meeting* which is a call of the *Council;* (c) When the motion would have the effect of causing *Council* to be in breach of a legislative requirement	Motion and amendment is not further discussed or voted on until: (a) the *Council* resolves to take the question form the table at the same *Meeting*; (b) the matter is placed on an *Agenda* and the *Council* resolves to take the question from the table.	Debate continues unaffected	No
5. Previous question	That the question be not now put	A *Councillor* who has spoken to the motion or any amendment of it.	(a) During the election of a *Chair*; (b) When another *Councillor* is speaking; (c) When the matter is one in respect of which a call of the *Council* has been made. (d) When an amendment is before the *Council*; or (e) When a motion would have the effect of causing the *Council* to be in breach of a legislative requirement.	(a) No vote or further discussion on the motion until it is placed on an *Agenda* for a later *Meeting*; (b) Proceed to next business.	Motion (as amended up to that time) put immediately without further amendment or debate.	Yes

Procedural Motion	Form	Mover/Seconder	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on a Motion
6. Proceeding to next business	That the *Meeting* proceed to the next business. Nb: This Motion (a) May not be amended; (b) May not be debated; and (c) Must be put to the vote as soon as seconded.	A *Councillor* who has spoken to the motion or any amendment of it.	(a) During the election of a *Chair*; (b) When another *Councillor* is speaking; (c)When the matter is one in respect of which a call of the *Council* has been	If carried in respect of: (a) An amendment, *Council* consider the motion without reference to the amendment *(b)* A motion – no vote or further discussion on the motion until it is placed on an *Agenda* for a later *Meeting*.	Debate continues unaffected	No
7. Alter the order of business	That the item listed as ## on the *Agenda* be considered before/after the item listed as item ##.	Any *Councillor* (including the *Mayor/Chair*)	During debate	Alters the order of business for the *Meeting*.	Items are considered in the order as listed in the *Agenda*.	No

Procedural Motion	Form	Mover/Seconder	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on a Motion
8. *Suspension of Standing Orders*	That Standing Orders be suspended to ##(*reason must be provided*)	Any *Councillor* (including the *Mayor/Chair*)	During any debate	The rules of the *Meeting* are temporarily suspended for the specific reason given in the motion.	*Meeting* continues unaffected.	No and no debate or decision on any matter. Resolution to resume Standing Orders is the only decision permissible.
9. Resumption of Standing Orders	That the Standing Orders be resumed.	Any *Councillor* (including the *Mayor/Chair*)	When Standing Orders have not been suspended.	The temporary suspension of the rules of the *Meeting* is removed.	The *Meeting* cannot continue.	No
10. Consideration of confidential matter(s)	That, in accordance with sections 89(2) and 77(2) of *the Act*, the *Meeting* be closed to members of the public for the consideration of item ## which has been designated confidential on the grounds it relates to ## (insert *grounds* **from *s.77(2))***	Any *Councillor*	N/A	The *Meeting* is closed to members of the public.	The *Meeting* continues to be open to the public.	Yes
11. Reopen the meeting.	**That the *Meeting* be reopened to members of the public.**	**Any *Councillor***	**N/A**	**The *Meeting* is reopened to members of the public.**	***Meeting* remains closed to members of the public.**	**No.**

Chapter 3 – Meeting Procedure for Delegated Committees

1.   **Meeting Procedure Generally**

If *Council* establishes a *Delegated Committee*:

all of the provisions of Chapter 2 apply to meetings of the *Delegated Committee*; and
any reference in Chapter 2 to:

a *Council meeting* is to be read as a reference to a *Delegated Committee* meeting;

a Councillor is to be read as a reference to a member of the *Delegated Committee*; and

the Mayor is to be read as a reference to the Chair of the *Delegated Committee*.

2.   **Meeting Procedure Can Be Varied**

Notwithstanding Rule 1, if *Council* establishes a *Delegated Committee* that is not composed solely of Councillors:

Council may; or

the *Delegated Committee* may, with the approval of *Council*

resolve that any or all of the provisions of Chapter 2 are not to apply to a meeting of the *Delegated Committee*, in which case the provision or those provisions will not apply until *Council* resolves, or the *Delegated Committee* with the approval of *Council* resolves, otherwise.

Chapter 4 – Meeting Procedure for Community Asset Committees

1.   **Introduction**

In this Chapter, "Instrument of Delegation" means an instrument of delegation made by the *Chief Executive Officer* under section 47(1)(b) of the *Act*.

2.   **Meeting Procedure**

Unless anything in the instrument of delegation provides otherwise, the conduct of a meeting of a *Community Asset Committee* is in the discretion of the *Community Asset Committee*.

Chapter 5 – Disclosure of Conflicts of Interest

1.   **Introduction**

The following Rules in this Chapter apply only upon Division 1A of Part 4 of the *Local Government Act 1989* being repealed.[*]

2.   **Definition**

In this Chapter:

"meeting conducted under the auspices of *Council*" means a meeting of the kind described in section 131(1) of the Act, and includes a meeting referred to in Rule 1 of Chapter 6 (whether such a meeting is known as a 'Councillor Briefing' or by some other name); and

a member of a *Delegated Committee* includes a Councillor.

3.   **Disclosure of a Conflict of Interest at a Council Meeting**

A Councillor who has a conflict of interest in a matter being considered at a *Council meeting* at which he or she:

is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Council meeting* immediately before the matter is considered; or

intends to be present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Council meeting* commences a written notice:

advising of the conflict of interest;

explaining the nature of the conflict of interest; and

detailing, if the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person, the:

name of the other person;

nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Council meeting* immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

4.   **Disclosure of Conflict of Interest at a Delegated Committee Meeting**

A member of a *Delegated Committee* who has a conflict of interest in a matter being considered at a *Delegated Committee* meeting at which he or she:

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[*] At the time of making these Rules the date on which Division 1A of Part 4 of the *Local Government Act 1989* is expected to be repealed is 24 October 2020.

is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Delegated Committee* meeting immediately before the matter is considered; or

intends to present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the Delegated Committee meeting commences a written notice:

advising of the conflict of interest;

explaining the nature of the conflict of interest; and

detailing, if the nature of the conflict of interest involves a member of a *Delegated Committee's* relationship with or a gift from another person the:

name of the other person;

nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The member of a *Delegated Committee* must, in either event, leave the *Delegated Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

5.   **Disclosure of a Conflict of Interest at a Community Asset Committee Meeting**

A Councillor who has a conflict of interest in a matter being considered at a *Community Asset Committee* meeting at which he or she:

is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Community Asset Committee* meeting immediately before the matter is considered; or

intends to present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Community Asset Committee* meeting commences a written notice:

advising of the conflict of interest;

explaining the nature of the conflict of interest; and

detailing, if the nature of the conflict of interest involves a member of a Councillor's relationship with or a gift from another person the:

name of the other person;

nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the *Chief Executive Officer Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Committee Asset Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

6.   Disclosure at a Meeting Conducted Under the Auspices of Council

A Councillor who has a conflict of interest in a matter being considered by a meeting held under the auspices of *Council* at which he or she is present must:

disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the meeting immediately before the matter is considered;

absent himself or herself from any discussion of the matter; and

as soon as practicable after the meeting concludes provide to the *Chief Executive Officer* a written notice recording that the disclosure was made and accurately summarising the explanation given to those present at the meeting.

7.   Disclosure by Members of Council Staff Preparing Reports for Meetings

A member of Council staff who, in his or her capacity as a member of Council staff, has a conflict of interest in a matter in respect of which he or she is preparing or contributing to the preparation of a Report for the consideration of a:

    Council meeting;

    Delegated Committee meeting;

    Community Asset Committee meeting

must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* disclosing the conflict of interest and explaining the nature of the conflict of interest.

The *Chief Executive Officer* must ensure that the Report referred to in sub-Rule 7.1 records the fact that a member of Council staff disclosed a conflict of interest in the subject-matter of the Report.

If the member of Council staff referred to in sub-Rule 7.1 is the *Chief Executive Officer* the written notice referred to in sub-Rule 7.1 must be given to the *Mayor*; and the obligation imposed by sub-Rule 7.2 may be discharged by any other member of Council staff responsible for the preparation of the Report.

8.   Disclosure of Conflict of Interest by Members of Council Staff in the Exercise of Delegated Power

A member of Council staff who has a conflict of interest in a matter requiring a decision to be made by the member of Council staff as delegate must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* explaining the nature of the conflict of interest.

If the member of Council staff referred to in sub-Rule 8.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

9.   Disclosure by a Member of Council Staff in the Exercise of a Statutory Function

A member of Council staff who has a conflict of interest in a matter requiring a statutory function to be performed under an Act by the member of Council staff must, upon becoming aware of the conflict of interest, immediately provide a written notice to the *Chief Executive Officer* explaining the nature of the conflict of interest.

If the member of Council staff referred to in sub-Rule 9.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

10.   Retention of Written Notices

The *Chief Executive Officer* must retain all written notices received under this Chapter for a period of three years.

Chapter 6 – Miscellaneous

1.   Informal Meetings of Councillors

If there is a meeting of Councillors that:

- is scheduled or planned for the purpose of discussing the business of *Council* or briefing Councillors;

- is attended by at least one member of Council staff; and

- is not a *Council meeting*, *Delegated Committee* meeting or *Community Asset Committee* meeting

the *Chief Executive Officer* must ensure that a summary of the matters discussed at the meeting are:

- tabled at the next convenient *Council meeting*; and

- recorded in the minutes of that *Council meeting*.

3.   Confidential Information

If, after the repeal of section 77(2)(c) of the *Local Government Act 1989*, the *Chief Executive Officer* is of the opinion that information relating to a meeting is confidential information within the meaning of the *Act*, he or she may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.

Information which has been designated by the *Chief Executive Officer* as confidential information within the meaning of the *Act*, and in respect of which advice has been given to Councillors and/or members of Council staff in writing accordingly, will be presumed to be confidential information.

Chapter 7 – Election Period Policy

ELECTION PERIOD POLICY

DOCUMENT CONTROL

Document Title:	*Election Period Policy*
Policy Type:	*Council*
Responsible Branch:	*Executive Services*
Responsible Officer:	*Manager Governance*
Document Status:	*3 August 2020*
Approved By:	*Council*
Adopted Date:	
Review Date:	

Table of Contents

1.1   PURPOSE

During the period preceding a Council election the Council assumes a "caretaker role". This period is defined in   the Act as the 'Election Period'.

The purpose of this Policy is to ensure that the business of local government in the City of Warrnambool continues throughout an Election Period in a responsible and transparent manner in accordance with statutory requirements and established "caretaker" conventions.

Councils Procedure and proceedings functions are set out in Part 3 Division 2 of the 2020 Local Government Act the caretaker provisions that Councils must take heed of are contained in section 69.

1.2   SCOPE

This policy applies to all Councillors and staff.

During an Election Period the business of the Council continues, and ordinary matters of administration still need to be addressed. This policy establishes a series of caretaker practices which aim to ensure that actions of the Council do not bind an incoming council and limit its freedom of action.

1.3   DEFINITIONS

Term	Definition/Meaning
Act	Local Government Act 2020
Election Period	The period that: Starts at the time that nominations close on nomination day; and Ends at 6pm on election day
Nomination Day	The last day on which nominations to be a candidate at a Council election may be received in accordance with the Act and the regulations
Publication	includes any means of publication, including letters and electronic information on the Internet
Public Consultation	A process that involves inviting individuals, groups or organisations or the community generally to comment on an issue or proposed action or proposed policy, and which includes discussion of that matter with the public
Council Resources	Includes the financial, human and material resources of Council and includes – offices, vehicles, staff, hospitality, services, property, equipment (phones, computers etc.) and stationery etc.

2.   POLICY

2.1   POLICY STATEMENT

This policy commits the Council during an Election Period to:
- not making any major decisions;
- not making decisions that significantly affect the municipality or unreasonably bind the incoming Council;
- ensuring that public resources, including staff resources, are not used for election

campaign purposes, or in a way that may improperly influence the result of an election; and

- **not publishing or distributing electoral matter, unless it is simply information about the election process.**

This policy prescribes the actions and procedures the organisation, Councillors and staff will implement during an Election Period in observance of the statutory requirements and in the interests of good governance and a fair election generally.

2.2   POLICY POSITION

This policy applies during any Council Election Period and covers:
- **Major decisions made by the Council;**
- **Scheduling consideration and announcement of major decisions;**
- **Use of the Council's resources including staff and materials published by Council;**
- **Access to information by Councillors and candidates;**
- **Council's online presence including social media;**
- **Communications and media services;**
- **Attendance and participation at Council organised activities and events;**
- **Public Consultation.**

2.3   ROLES AND RESPONSIBILITIES

2.3.1   Councillors

Councillors are bound by sec. 76D and 76E of the Local Government Act 1989 regarding misuse of position and improper direction and improper influence. A breach of sec. 76D attracts serious penalties including possible imprisonment.

During an Election Period, Councillors must not use Council resources for campaigning to increase advantage over other candidates or to influence voters.

2.3.2   Chief Executive Officer

The Chief Executive Officer will ensure, as far as practicable, that all Councillors and staff are informed of the application of this policy at least 30 days prior to the commencement of an Election Period and instructions are provided to staff on the implementation of the procedures detailed in this policy.

During an Election Period the Chief Executive Officer will be the official spokesperson for the Council in relation to all matters.

3.   PROCEDURES

3.1   DECISION MAKING PROCESSES DURING AN ELECTION PERIOD

a)   It is an established democratic principle that elected bodies should not unnecessarily bind an incoming government during an election period. The Council therefore commits to this principle in that it will make every endeavour to avoid making decisions that inappropriately bind the incoming Council. This includes a commitment to not making any "Major Decision" or "Significant Decisions" as specified in this policy.

c) The Chief Executive Officer will ensure, as far as practicable, that matters of Council business requiring Major Decision or Significant Decision are scheduled for Council to enable resolution prior to the commencement of an Election Period or deferred where appropriate for determination by the incoming Council.

d) Scope exists for Council to hold a Council meeting but only in the most urgent or extraordinary circumstances or any statutory circumstances or any statutory processes that may arise. *Refer clause 3.1.3*

3.1.1 Major Decision

a) A 'Major Decision means any decision relating to:

(i) the employment or remuneration of a Chief Executive Officer, other than a decision to appoint an acting Chief Executive Officer;

(ii) termination or the appointment of a Chief Executive Officer;

(iii) committing the Council to expenditure exceeding 1% of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; and

(iv) enabling the use of Council's resources in a way that is intended to influence, or is likely to influence, voting at the election.

b) If Council considers that there are extraordinary circumstances where the community would be significantly disadvantaged by the Council not making a particular Major Decision, the Council will, by resolution, request an exemption from the Minister for Local Government.

c) The prohibitions on Major Decisions apply to Special Committees and a person acting under delegation.

3.1.2 Significant Decisions

a) Over and above the decisions specified as Major Decisions, the Council will avoid making other decisions during an Election Period that are of a significant nature and which would unnecessarily bind an incoming Council.

b) "Significant Decisions" include:

(i) Irrevocable decisions that commit the Council to substantial expenditure or major actions; and

(ii) Irrevocable decisions that will have a major impact on the municipality or the community.

c) The Council acknowledges that it has an ongoing responsibility to act in the best interests of the community. Therefore, where a delay in making a "Significant Decision" would result in significant detriment to the local community, or the broader community, the Council may make an exception to this procedure. In making an exception to this procedure, the Council

will deal with the matter impartially, having regard to the long-term interests of the community and as transparently as possible.

d) In the case of a decision that significantly affects the municipality or binds the incoming Council, which is not expressly prohibited, a number of factors will be considered, including:

(i)   The urgency of the issue - could a decision be reasonably deferred until the next Council is in place;

(ii)   The possibility of financial and/or legal repercussions if it is deferred;

(iii)   Whether the decision is likely to be controversial; and

(iv)   The best interests of Council.

3.1.3 **Council Meetings**

Note: The Council will not hold an ordinary Council Meeting during an Election Period. This section only applies to reports for an unscheduled Council Meeting, if such a meeting is called.

In order to facilitate compliance with its commitment to ensuring appropriate decision-making during elections, Council adopts the following procedure:

a)   **During an Election Period, the Chief Executive Officer will ensure that a "Caretaker Statement" is included in every report submitted to a Council meeting (if required) for a decision.**

b)   **The "Caretaker Statement" will specify one of the following:**

(i)   *"The recommended decision is not a "Major Decision" or a "Significant Decision" within the meaning of this policy"; or*

(ii)   *"The recommended decision is not a "Major Decision". The recommended decision is a "Significant Decision" within the   meaning of this policy, but an exception should be made for the following reasons   [insert reasons for making an exemption]"; or*

(iii)   *"The recommended decision is to seek an exemption from the Minister because the matter requires a "Major Decision"; or*

(iv)   *"The recommended decision is a "Major Decision", but an extraordinary circumstances exemption was granted by the Minister for Local Government on [insert date]".*

c)   **During an Election Period, the Council will not make a decision on any matter or report that does not include one of these Caretaker Statements.**

3.1.4 Delegated Committees and Advisory Committees

The operation of all Delegated Committees and Advisory Committees will be suspended upon the commencement of an Election Period.

3.2   PUBLIC CONSULTATION DURING AN ELECTION PERIOD

a)   **Public consultations are best to be avoided during an Election Period.**

b)   **This clause does not apply to public consultation required under any statutory provisions, including the Planning and Environment Act 1987.**

c)   **Consultations may be undertaken during an Election Period to facilitate the day-to-day business of Council, to ensure matters continue to be proactively managed. Consultations will avoid any express or implied links to a Council election.**

d)   **Consultations under statutory provisions shall only proceed after express agreement by the Chief Executive Officer and then if it relates solely to the normal day-to-day business**

of Council.

3.3   COUNCIL PUBLICATIONS DURING AN ELECTION PERIOD

3.3.1 Certification of Council publications during an election period

a)   The Council will not publish material with public funds that may influence, or be seen to influence, voting in a Council election.

b)   The Council will not:

(i)   Print, publish or distribute; or
(ii)   Cause, permit or authorise to be printed, published or distributed on behalf of the Council;

any advertisement, handbill, pamphlet or notice during an election period unless it has been certified, in writing, by the Chief Executive Officer.

c)   This prohibition applies to all documents produced for the purpose of communicating with the community, including:

(i)   Council newsletters
(ii)   Advertisements and notices e.g. job advertisements, public notices of contracts etc.
(iii)   Media releases
(v)   Leaflets and brochures
(vi)   Mailouts to multiple addresses

d)   Council will avoid all publication activity during an Election Period except where essential for the conduct of Council operations. Where printing, publishing or distributing a document is deemed essential to Council business during an Election Period the Chief Executive Officer's certification is required. Publication includes electronic information and web-based productions.

e)   The procedure for certifying publication is:

Step	Procedure
1	During an Election Period all proposed publications that are normally sent to the Communications unit and/or other Council units for publication e.g. Organisational Development for job advertisements must be sent in the first instance to the Manager Governance
2	The Manager Governance is responsible for checking that no election material is present (other than factual election process information). *Refer clause 3.3.5*
3	Should the proposed publication contain electoral material, it will be returned to the author for correction and re-submission.
4	Should the proposed publication not contain electoral material, the Manager Governance will send the material to the Chief Executive Officer for certification, by advising: *"This material has been checked and does not contain any electoral or electoral related matter to the best of my knowledge. Can you please certify in writing that you authorise for this material to be printed, published or distributed?"*
5	If the proposed publication is approved by the Chief Executive Officer, he/she

		will certify this in writing: *"I certify that the attached material is suitable for printing, publishing or distributing on behalf of Warrnambool City Council"*
	6	**The Manager Governance is responsible for maintaining the record of certification of documents and advising relevant officers of the publication approval.**

f) Councillors may publish campaign material on their own behalf, as long as the material does not originate from, or is authorised by, the Council or use Council logos.

3.3.2. Council's Online Facilities (includes Social Media)

a) The Council website is the main corporate site; there are separate websites for some activities including Warrnambool Art Gallery, Aquazone, Lighthouse Theatre, Surfside Holiday Park and Flagstaff Hill Maritime Village. The Council also   has a number of social media sites including twitter feeds and Facebook pages.

b) Council auspiced social media must not be used for election campaigning.

c) At the start of an Election Period any online information on Council hosted sites about Councillors who are candidates will be restricted to their name and contact details.

d) Council agendas and minutes of meetings do not require certification if they are published in the usual way on the website.

e) Any references on Council's website to the election will only relate to the election process.

f) Any new material published on Council's website during an Election Period that may be considered an advertisement, handbill, pamphlet or notice must be subject to the certification   process.

g) Any publication on social media sites such as, Facebook, twitter etc. which are auspiced by Council, will require certification by the Chief Executive Officer.

h) During an Election Period Facebook and twitter posts are to be kept to minimum, normal day- to-day activities only. No launches or announcement of any new projects, policy initiatives, or programs must be made. Where possible, the functions that permit comments and posts by the public on Council social media will be disabled during an Election Period and if so, t h e   Council will provide an explanation via social media on this being necessitated in accordance with this Policy.

i) No new Council You Tube videos will be uploaded during an Election Period.

j) Council's Communications unit monitors the Council's corporate website, Facebook site and twitter feeds between the hours of 8.15am and 5.00pm on weekdays (excluding public holidays). During an Election Period monitoring will extend to after hours and weekends and will be undertaken by the Communication unit which will have the editing access to delete any material posted that makes reference to candidates or a Council election.

3.3.3 Council Publications

a) Any current Council publication which may be potentially affected by this policy will be reviewed by the Communication unit in consultation with the Manager Governance to

ensure that any circulated, displayed or otherwise publicly available material during an Election Period does not contain material that may be construed as "electoral matter".

b)   Council's City Assist unit undertake an audit of brochures and pamphlets in all Council's customer service centres and remove any which might contain electoral matter prior to an Election Period.

c)   Any references to Councillors in Council publications printed, published or distributed during an Election Period must not include promotional text.

d)   Emails that are part of the normal conduct of Council business should not require certification. However, emails with multiple addressees, used for broad communication with the community, will be subject to the certification process.

e)   Mass mail outs or identical letters sent to a large number of people by or on behalf of Council must be subject to the certification process.

f)   Council staff should not prepare Councillors' private mail or electoral correspondence and such material must not be printed on Council stationery or using Council equipment.

g)   Councillors may use the title "Councillor" in their election material, as they continue to hold that position during an Election Period. To avoid confusion, Councillors shall ensure that any election publication using the title "Councillor" clearly indicates that it is their own material and does not represent Council.

h)   Material printed or disseminated during an Election Period to publicise a function or event must be subject to the certification process.

3.3.4   Council Annual Report

a)   Council is required to produce an Annual Report and this generally will coincide with an Election Period. This publication is not considered an 'advertisement, handbill, pamphlet or notice' and does not require certification.

b)   The Annual Report must not include material that is electioneering or that publicises the attributes or achievements of individual Councillors.

c)   A summary version of the Annual Report is regarded as a pamphlet and must be subject to the certification process.

d)   Printed copies of the text version of the Annual Report will only be distributed upon request until the expiration of an Election Period.

3.3.5 Electoral Material

Material is definitely an electoral matter if it:
- Publicises the strength or weaknesses of a candidate;
- Advocates the policies of the Council or of a candidate;
- Responds to claims made by a candidate;
- Publicises the achievements of the elected Council;
- Publicises matters that have already been the subject of public debate;
- About matters that are known to be contentious in the community and likely to be the subject of election debate;

- **Deals with Election Candidates statements;**
- **Refers to Councillors or candidates by name or by implicit reference.**

3.4   USE OF COUNCIL RESOURCES DURING AN ELECTION PERIOD

a)   **Public resources must not be used in a manner that would influence the way people vote in elections. The Council commits to this principle in that it will ensure that Council resources are not used inappropriately during an Election Period. This includes a commitment to comply with the following procedures.**

b)   **The Council will ensure that due propriety is observed in the use of all Council resources, and staff are required to exercise appropriate discretion in that regard. In any circumstances where the use of Council resources might be construed as being related to a candidate's election campaign, advice is to be sought from the relevant Director.**

c)   **Council resources, including offices, support staff, hospitality services, equipment and stationery will be used exclusively for normal Council business during an Election Period. and shall not be used in connection with any electioneering activity.**

d)   **No Council events, logos, letterheads, or other Warrnambool City Council branding can be used for, or linked in any way to, a candidate's election campaign.**

e)   **The Chief Executive Officer or any staff should not be asked to undertake any tasks connected directly or indirectly with electioneering.**

f)   **Photos or images taken by or provided by the Council are not to be used by Councillors for the purposes of electioneering or in support of their election campaign. This applies equally to images on Council websites that may be able to be copied. *Also refer to clause 3.7***

g)   **No election material or active campaigning is to be conducted at Council sponsored events or to be displayed in any Council building.**

h)   **Staff must not undertake an activity that may affect voting in the election or authorise, use or allocate a Council resource for any purpose that may influence voting in the election.**

i)   **If staff that feel they are being placed in a compromising situation by a request from a Councillor they should refer the Councillor to the Chief Executive Officer for clarification.**

j)   **Any staff member who considers that a particular use of Council resources may influence voting in an election or provide an undue advantage for a candidate shall advise the relevant Director before authorising, using or allocating the resource. The Director in consultation with the Chief Executive Officer will decide if the use of Council resources is appropriate or not.**

k)   **Public events will only be organised and run if it is totally unavoidable to conduct such events during an Election Period and then only with the express permission of the Chief Executive Officer.**

l)   **Speeches for Councillors will only be prepared by staff in relation to events that are part of the normal services or operation of the Council and such speeches will not be**

circulated or available for publication.

m)   **Neither the Council logo nor Council stationery will be used by Councillors in any way that relates to the election.**

n)   **Equipment and facilities provided to Councillors for the purpose of conducting normal Council business will not be used for campaigning purposes.**

o)   **Reimbursement of Councillor expenses incurred during an Election Period should only apply to costs incurred in the performance of normal Council duties, and not for campaigning and not for expenses that could be perceived as supporting or being in connection with a candidate's election campaign.**

p)   **Where Councillors have Council funded services, such as mobile phones, land lines and internet connections, and where it is impractical for Councillors to discontinue their use of these during the election, then Councillors will either reimburse the Council or not make a Council claim that exceeds normal usage levels for usage of those services during an Election Period.**

q)   **Councillors with their own private mobile phones may continue to seek reimbursement of telephone expenses incurred in undertaking Council business related calls. Councillors will be required to declare that those expenses were incurred in undertaking normal Council business.**

r)   **During an Election Period, Councillors shall not participate in any regional and or interstate travel in their capacity as a Councillor. In circumstances where it is imperative that the Mayor (or nominee) represent Council on a delegation or forum, the Council may by resolution approve such attendance. If consideration by the Council is impractical the Chief Executive Officer may determine the issue.**

3.5   ACCESSING COUNCIL INFORMATION DURING AN ELECTION PERIOD

a)   **The Council recognises that all election candidates have rights to information from the Council administration and that it is important that sitting Councillors continue to receive information that is necessary to fulfil their elected roles.**

b)   **Neither Councillors nor candidates will receive information or advice from staff that might be perceived to support election campaigns, and there shall be complete transparency in the provision of all information and advice during an Election Period.**

c)   **Information and briefing material prepared by staff for Councillors during an Election Period will relate only to factual matters or to existing Council services to assist Councillors in conducting normal day to day activities.**

d)   **An Information Request Register will be maintained by the Manager Governance commencing on the opening of nominations. The Register will be a public document (available for inspection) that records all requests for information of a non-election nature by all candidates, and the responses given to those requests.**

e)   **Responses to candidate's requests will only be issued through the Manager Governance. Staff in receipt of a candidate request must refer the request and any proposed response to the relevant Director and Manager Governance. Only information that can be reasonably accessed will be released.**

f)   Any Freedom of Information (FOI) application lodged during an Election Period will be dealt with where possible outside of an Election Period. (the FOI Act specifies a 45-day period in providing a response)

3.6   ASSISTANCE TO CANDIDATES

a)   The Council affirms that all candidates standing for the Council election will be treated equally.

b)   Any assistance and advice to be provided to candidates as part of the conduct of a Council election will be provided equally to all candidates.

c)   All election related enquiries from candidates will be directed to the Returning Officer or, where the matter is outside the responsibilities of the Returning Officer, to the Manager Governance.

3.7   COMMUNICATIONS AND MEDIA SERVICES DURING AN ELECTION PERIOD

a)   The Council's communication systems and media services will not be used in any way that might influence the outcome of a Council election.

b)   During an Election Period, staff must not initiate any public statement that   relates to an election issue. Public statements are not only formal press releases but also verbal comments at meetings, functions and events where attending as part of their Council role.

c)   Council newsletters will not be printed by the Council during an Election Period.

d)   Any edition(s) of Council's C2C published within two months prior to the commencement of an Election Period will only contain general information pertaining to the election process and will not contain any photograph of a Councillor or candidate, or any statement by a Councillor or candidate. Articles will minimise   references to specific Councillors and will not identify any Councillor in a manner that could   promote a Councillor as an election candidate.

e)   In response to media inquiries the Chief Executive Officer, Directors or the Manager Communications will only provide a response and such information should relate only to current services and operations.

f)   During an Election Period, the Council initiated communications shall be restricted to the communication of normal Council activities.

g)   No media advice or assistance will be provided to Councillors in relation to election campaign matters.

h)   No publicity will be provided that involves specific Councillors during an Election Period.

i)   Councillors should not use their position as an elected representative or their access to staff and other Council resources or information in support of an election campaign. This includes photos or images provided by the Council for past Council activities.

j)   Any requests from Councillors for media advice or assistance during an Election Period will be referred to the Chief Executive Officer.

k) **Media releases will not mention or quote any Councillor(s) during an Election Period.**

l) **Contact with the local media will be restricted to the communication of normal Council activities and responding to questions not involving an election or possible election outcomes.**

m) **Publicity for Council events (if any during an Election Period) will be restricted to the communication of factual material and will not mention or quote any Councillor or candidate.**

n) **Councillor participation at Council sponsored events during an Election Period will not be used to gain attention in support of an election campaign.**

4. GOVERNANCE

4.1 Policy Owner

a) **The Manager Governance shall be responsible for monitoring the currency of this Policy.**

b) **Staff enquiries regarding the implementation of this policy should be directed to either Manager Governance or the relevant Director.**

c) **Councillor or candidate enquires should be directed to the Manager Governance or the Chief Executive Officer.**

4.2 Policy Review

This policy will be reviewed no later than six (6) months prior a Council General Election.

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1. Executive Summary

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

The 6 months actual results indicate a favourable financial position to forecast of $2.162m.

Key Financial Results	Adopted Budget $'000	Forecast $'000	YTD Forecast $'000	YTD Committed $'000	YTD Variance to Forecast $'000	
Rates	41,436	41,651	41,586	41,671	85	▲
Recurrent Income	34,504	32,686	14,931	16,142	1,211	▲
Recurrent Expenditure	(64,716)	(66,811)	(33,787)	(33,330)	458	▲
Net Recurrent Surplus/(Deficit)	**(30,212)**	**(34,125)**	**(18,856)**	**(17,187)**	**1,669**	▲
Project Income	1,477	2,242	1,595	1,827	232	▲
Project Expenditure	(1,487)	(5,445)	(1,665)	(1,564)	101	▲
Net Project Surplus/(Deficit)	**(10)**	**(3,203)**	**(70)**	**262**	**332**	▲
Capital Income	5,070	10,657	4,125	4,380	255	▲
Capital Expenditure	(20,515)	(32,337)	(17,496)	(17,705)	(209)	▼
Net Capital Surplus/(Deficit)	**(15,445)**	**(21,680)**	**(13,370)**	**(13,325)**	**46**	▲
Loan Drawdowns	5,950	6,650	0	0	0	▬
Loan Repayments	(1,694)	(1,619)	(785)	(755)	30	▲
Net Financing Position	**4,256**	**5,031**	**(785)**	**(755)**	**30**	▲
Surplus / (Deficit) Brought Forward	0	12,357	0	0	0	▬
Total	25	31	8,505	10,666	2,162	▲

Recurrent: is $1.669m favourable to forecast due to the following main reasons:

- Childcare receiving transitional funding from the Commonwealth Government.
- Holiday Parks opening up sooner than originally forecast with higher occupancy than anticipated. The parks are complying with COVID19 restrictions and have implemented additional measures to keep campers safe.
- Additional building and development activity has increase permit income.

Projects: these are mainly funded projects where we have received income in advance of delivering the work or service. This includes some initial funding from the Working for Victoria program.

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

Potential Budgetary Impacts

- Council is a member of the MAV Workcover mutual scheme and the scheme has a shortfall that each member Council will need to contribute to cover this. The shortfall attributable for the Warrnambool City Council is $107,000, however this is partly offset with staff stand downs reducing the net liability to $55,000.
- The Livestock Exchange requires some urgent capital works following the collapse of a raised concrete walkway. Worksafe and structural engineers are assessing the whole site and a plan will be developed with a report presented to Council including the rectification costs.

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2. Certification Statement

The financial position of Council has been reviewed and it has been determined that a Revised Budget under s95 of the Local Government Act 2020 is not required.

Council will prepare an updated forecast that will better align with the current COVID19 environment and the impacts that this is having on our operations.

_____

Vikki King
Acting Chief Executive Officer

Monthly Financial Report

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3. COVID19 Impact

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

Cost Centre	Budget / Trend	Actual	Impact
Income			
Parking Management	1,934,851	851,882	(1,082,969)
Aquazone	1,455,036	210,620	(1,244,415)
Lighthouse Theatre	1,331,005	160,118	(1,170,887)
Art Gallery	173,819	135,265	(38,554)
Warrnambool Multi-Purpose Stadium	294,681	25,651	(269,029)
Gymnastics Stadium	251,264	17,428	(233,836)
Flagstaff Hill & Visitor Information Centre	869,519	208,478	(661,041)
Holiday Parks	1,464,500	625,277	(839,223)
Total Income	**7,774,675**	**2,234,720**	**(5,539,955)**
Expenses			
Aquazone	1,902,821	1,163,682	739,138
Lighthouse Theatre	1,432,254	480,713	951,541
Art Gallery	557,122	593,939	(36,817)
Warrnambool Multi-Purpose Stadium	296,675	214,820	81,856
Gymnastics Stadium	276,029	145,239	130,791
Flagstaff Hill & Visitor Information Centre	1,368,688	852,236	516,452
Holiday Parks	1,186,091	1,013,236	172,855
Total Expenses	**7,019,680**	**4,463,865**	**2,555,815**
Total COVID19 Impact			**(2,984,140)**

Recovery

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

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

This is supplemented by Council's own recovery program:

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

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4. Statement of Comprehensive Income

	Adopted Budget $'000	Forecast $'000	YTD Forecast $'000	YTD Committed $'000	YTD Variance to Forecast $'000	%	
Revenue							
Rates and Charges	41,436	41,651	41,586	41,676	90	0.2%	▲
Statutory Fees and Fines	1,580	1,580	724	928	205	28.3%	▲
User Fees	11,332	10,785	3,977	5,133	1,156	29.1%	▲
Recurrent Grants	12,235	11,609	6,457	6,909	452	7.0%	▲
Non-Recurrent Grants	4,559	6,445	3,252	3,365	114	3.5%	▲
Contributions - Cash	801	3,794	890	767	(123)	(13.8%)	▼
Contributions - Non Cash	4,000	4,000	0	0	0	0.0%	▼
Other Income	336	758	147	303	156	105.9%	▲
Interest Income	284	284	142	74	(68)	(47.8%)	▼
Revenue Total	**76,561**	**80,905**	**57,174**	**59,155**	**1,981**	**3.5%**	▲
Expenses							
Employee Benefits	32,005	33,607	15,738	15,660	78	0.5%	▲
Materials and Services	23,484	27,956	14,555	14,236	320	2.2%	▲
Bad and Doubtful Debts	101	101	6	0	6	98.6%	▲
Finance Costs	328	328	193	176	17	8.9%	▲
Other Expenses	886	854	389	382	6	1.6%	▲
Depreciation	12,871	12,500	0	7	(7)	0.0%	▼
Net loss / (gain) on asset disposal	1,210	791	(383)	(371)	(11)	(7.8%)	▼
Expenses Total	**70,885**	**76,137**	**30,498**	**30,090**	**408**	**1.3%**	▲
Net Surplus / (Deficit)	**5,676**	**4,768**	**26,675**	**29,065**	**2,390**	**9.0%**	▲
Other Comprehensive Income							
Net asset revaluation	10,000	10,000	0	0	0	0.0%	▬
Total Comprehensive Income	**15,676**	**14,768**	**26,675**	**29,065**	**2,390**	**9.0%**	▲
Net Underlying Surplus / (Deficit)	**1,676**	**768**	**26,675**	**29,065**	**2,390**	**9.0%**	▲

Net Surplus: The year to date net surplus of $29.07m is $2.390m favourable to forecast. The operating surplus will reduce during the remainder of the financial year to a forecast of $4.77m due to expenditure levels outpacing revenue as the full rates revenue was raised in July.

Revenue: are $1.981m favourable to forecast due to:

- User fees being higher than forecast, mainly in the Childcare and Holiday Parks as explained in the Executive Summary, with other business areas also opening earlier than expected (ie. Aquazone).
- Statutory fees are higher which reflects the additional building and development activity.
- Recurrent grants are favourable to forecast and mainly related to early payment of State & Federal grants.

Expenses: are $0.408m favourable to forecast.

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5. Balance Sheet

	2020/21 Opening Balance $'000	Movement $'000	YTD Closing Balance $'000
Current Assets			
Cash & Cash Equivalents	7,678	11,144	18,822
Investments	18,000	(7,000)	11,000
Trade and Other Receivables	2,909	20,918	23,827
Other Assets	1,936	(813)	1,123
Current Assets Total	**30,523**	**24,250**	**54,773**
Non-Current Assets			
Trade and Other Receivables	10	0	10
Investments in associates	720	0	720
Property Plant & Equipments	630,689	2,225	632,915
Non-Current Assets Total	**631,419**	**2,225**	**633,644**
Total Assets	**661,942**	**26,475**	**688,417**
Current Liabilities			
Trade and Other Payables	9,993	(1,197)	8,796
Trust Funds and Deposits	1,050	202	1,253
Provisions	6,663	0	6,663
Interest-bearing Loans and Borrowings	1,529	(631)	897
Current Liabilities Total	**19,236**	**(1,626)**	**17,610**
Non-Current Liabilities			
Provisions	1,165	0	1,165
Interest-bearing Loans and Borrowings	6,772	(124)	6,648
Non-Current Liabilities Total	**7,938**	**(124)**	**7,814**
Total Liabilities	**27,173**	**(1,750)**	**25,423**
Net Assets	**634,769**	**28,225**	**662,994**
Equity			
Accumulated Surplus	239,573	29,390	268,964
Reserves	394,030	0	394,030
Total Equity	**633,604**	**28,204**	**662,994**

Cash & Investments: the second quarter rates (due November) have increased the amount of cash reserves with major capital works not due until later in the financial year. Reid oval has begun, however there have been no major progress payments to date.

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

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6. Capital Expenditure and Funding

Capital Expenditure: year to date committed expenditure is $17.71m which is $0.21m higher than forecast. The actual expenditure to date is $6.60m with $11.11m on order.

Capital Funding: year to date, this has been financed by 77% from Council Reserves. The increase in grant funding is due to grant payments received from the Reid Oval, Lake Pertobe and the Fisheries department.

	Adopted Budget $'000	Forecast $'000	YTD Forecast $'000	YTD Committed $'000	YTD Variance to Forecast $'000	
Expenditure						
New	1,478	2,629	1,633	1,605	28	▲
Renewal	15,936	24,706	13,014	13,253	(239)	▼
Upgrade	3,005	4,847	2,760	2,758	2	▲
Expansion	96	156	89	89	0	▬
Capital Expenditure	**20,515**	**32,337**	**17,496**	**17,705**	**(209)**	▼
Funding						
Contributions - Cash	40	2,905	404	324	(80)	▼
Non-Recurrent Grants	4,559	6,445	3,252	3,365	114	▲
Proceeds on Disposal of Assets	471	890	469	454	(15)	▼
Borrowings	2,700	0	0	0	0	▬
General Reserve	12,745	22,097	13,370	13,561	191	▲
Capital Funding	**20,515**	**32,337**	**17,496**	**17,705**	**209**	▲

Capital Expenditure Actuals vs Revised Budget
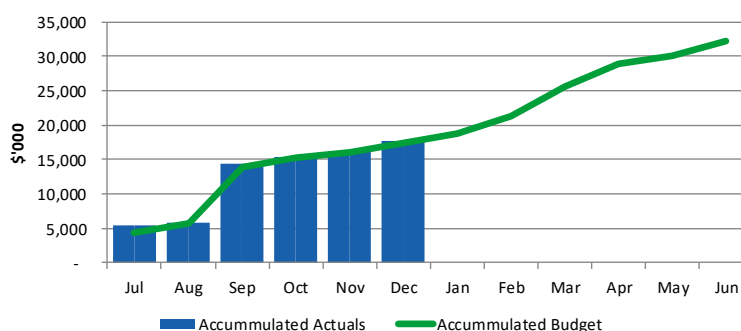
YTD Capital Funding
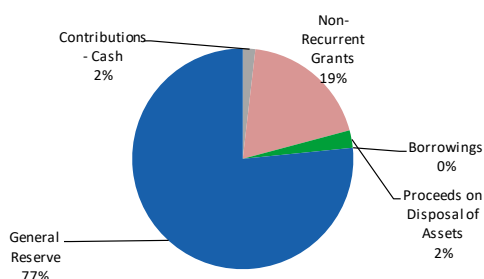
YTD Capital Expenditure by Category
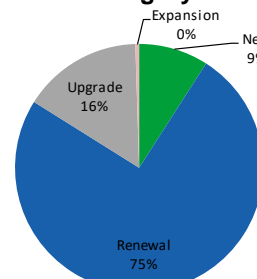
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7. Treasury Report

Cash: Total cash held (including investments) at the end of December is $29.82m, of which $8.55m is restricted.

Investments: The average interest rate held on investments at the end of December has decreased to 0.66% and is reflective of the decreasing cash rate which the RBA recently reduced to 0.10%.

Total Cash and Restricted Cash

Investments and Interest Rate Comparison

Borrowing Balance and Interest Expense
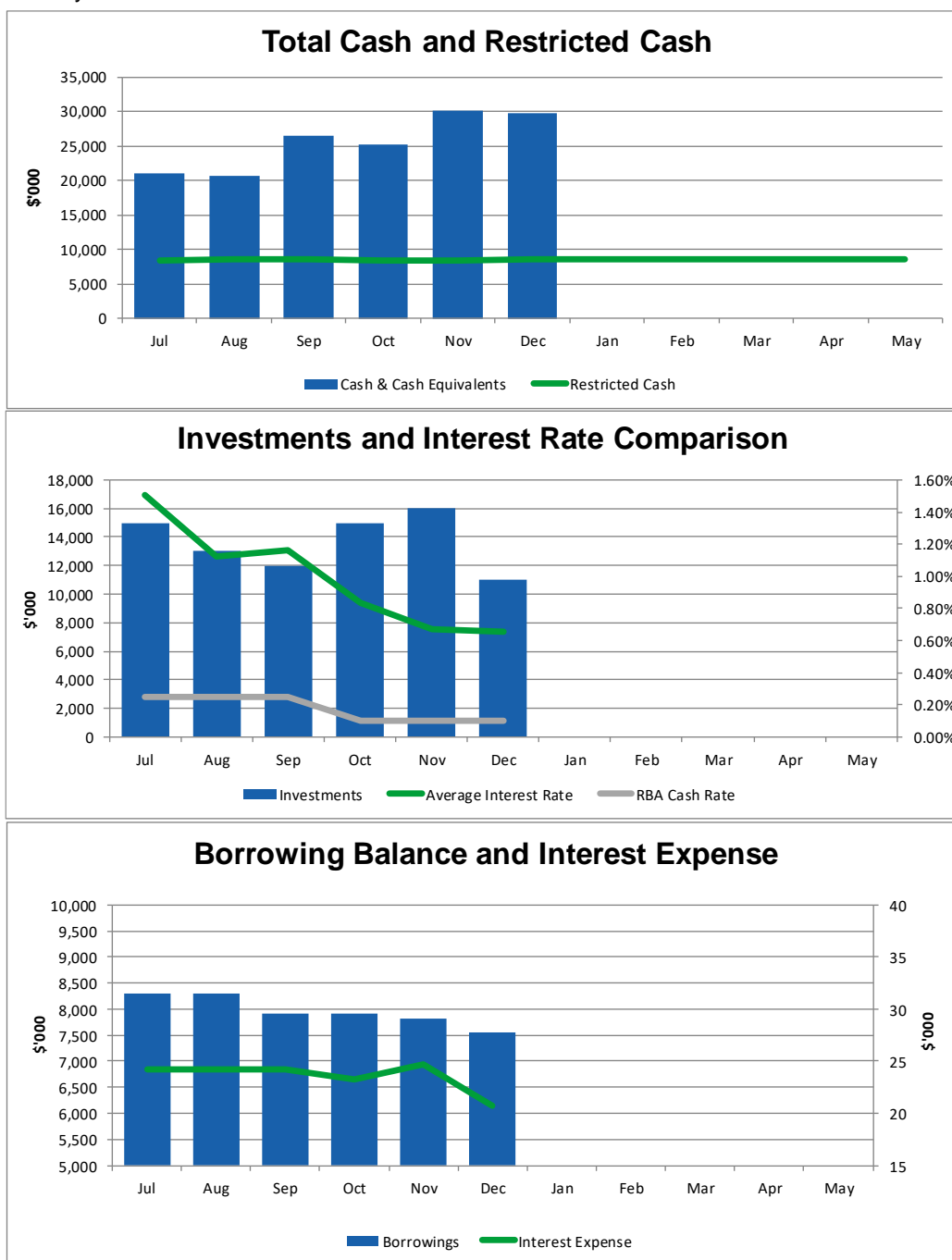
8. Debtors Report

Non Rate Debtors: were $2.103m in December, with $0.450m or 89% classified as current.

- 30 Days $1.538m (73%) – includes a grant claim for the Reid Oval of $1.5m
- 60 Days $1k (0%) – No material amounts
- 90 Days $116k (6%) – includes a $100k contribution with a sporting club that has been negotiated to be paid by the end of the financial year. Council is working with the overdue debtors and is setting up payment plans where appropriate.
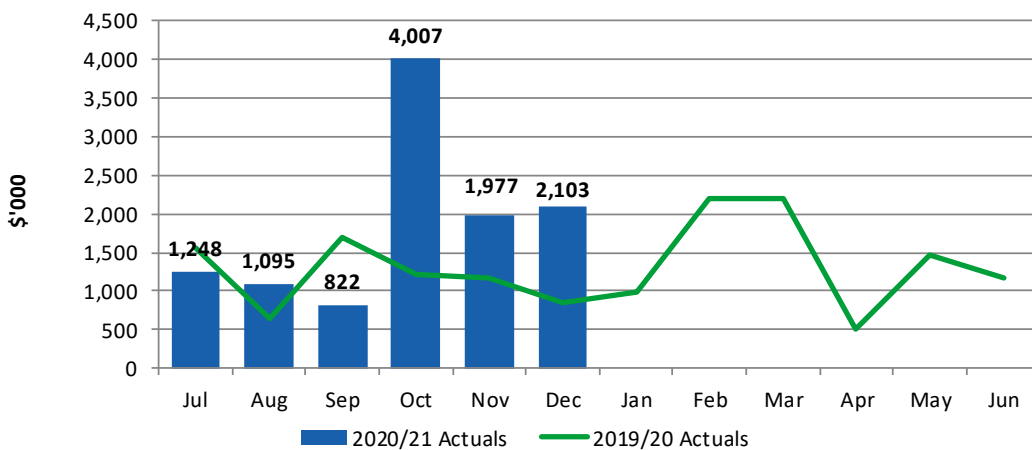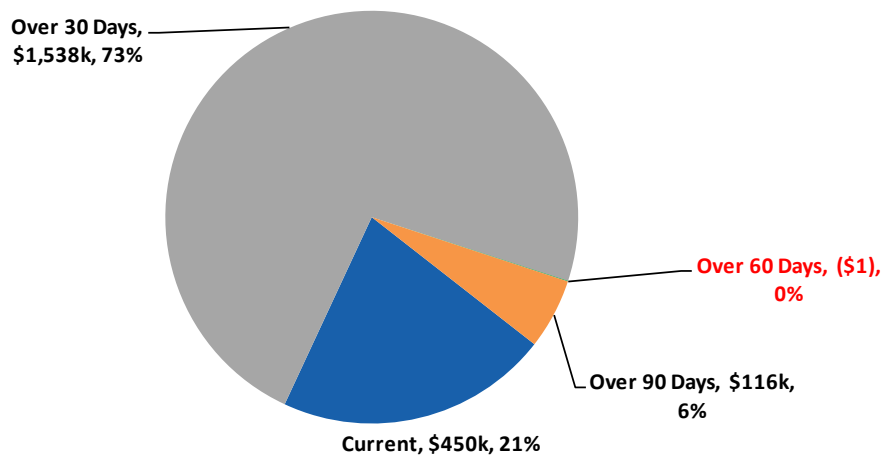
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9. Budget/Forecast Variations

Item	Ledger No.	Variation Status	Budget Variation $	Cumulative Total $
Adopted Budget Surplus				25,000
Rollovers - Net			(12,357,368)	(12,332,368)
Cash Surplus Bought Forward			12,357,368	25,000
Forecast Adjustments			6,000	31,000
July to October Variations		Council	0	
Contribution for joint bridge condition audit - Corangamite Shire	225000-3137		33,053	64,053
Expenditure for joint bridge condition audit - Corangamite Shire	225000-3137		(33,053)	31,000
TAC small infrastructure grant	523500-3242		16,398	47,398
TAC small infrastructure expenditure	523500-3242		(16,398)	31,000
Childrens week grant - WAG	325750-1510		1,000	32,000
Childrens week expenditure - WAG	325750-1510		(1,000)	31,000
Maar Nation Gallery grant	538000-3174		45,000	76,000
Maar Nation Gallery expenditure	538000-3174		(45,000)	31,000
Fletcher Jones Foundation funding (WAG development officer)	538000-3243		20,000	51,000
Warrnambool Art Galllery (WAG) development officer	538000-3243		(20,000)	31,000
Revised Budget Surplus				**31,000**

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10. Procurement Report

	YTD 2020/21	Actuals 2019/20	Actuals 2018/19	Actuals 2017/18
Total Payments	$27.029m	$51.881m	$59.648m	$62.468m
Total Number of Invoices	7,873	18,618	18,277	19,051
Total Number of Purchase Card Transactions	2,114	5,418	6,757	6,199
% Usage of Purchase Card Transactions	21%	23%	27%	25%
No. of Active Suppliers	2,749	2,591	2,677	2,438
No. of Suppliers Paid This Financial Year	1,071	1,692	1,741	1,745
No. of Suppliers who have been used only once	512	702	697	678
No. of Automated Invoices	864	894	1,494	709
No. of Invoices below $100	2,057	4,231	4,196	4,775
No. of Suppliers for Top 20% of Expenditure	5	8	4	3

Community Engagement Policy

POLICY TYPE: Warrnambool City Council

APPROVAL DATE: Month Year
REVIEW DATE:

DOCUMENT CONTROL

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

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1. INTRODUCTION

1.1. Purpose

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

1.2. Scope

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

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

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

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

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

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

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

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

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

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

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

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

- residents and ratepayers;
- representative, interest and lobby groups;
- community organisations;
- service clubs;
- cultural organisations;
- government; and
- business.

1.3. Definitions

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

1.4. References

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

2. POLICY

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

2.1. Policy statement

Core activities and values

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

- community engagement includes the promise that the public's contribution will be included in the decision-making process;
- community engagement promotes sustainable decisions by recognising and communicating the needs and interests of participants, the broader community and

decision-makers;

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

2.2. Deliberative Engagement

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

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

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

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

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

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

2.3. Legislative Requirements

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

Where a community engagement process is undertaken, a plan for that engagement will be developed and will include a clearly defined objective and scope.

All community engagement processes will include providing participants with access to

objective, relevant and timely information.

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

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

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

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

3. PROCEDURE

3.1 Procedure statement

To help guide decisions around engagement choices Council recognises the participation spectrum developed by the International Association for Public Participation as the recommended guide to engagement activities. The Community Engagement Toolkit provides advice as to an appropriate level of participation (see Further Information and Advice).

IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Above: Community Engagement Model - the IAP2 public participation spectrum.

3. FURTHER INFORMATION AND ADVICE

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

4. GOVERNANCE

4.1. Owner

The responsible officer for this policy is the Manager Communications, who will ensure the policy is implemented and reviewed.

4.2. Review

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

4.3. Compliance Responsibility

4.3.1. Executive Management Team (Chief Executive and Directors)

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

4.3.2. Managers and Supervisors

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

4.3.3. All Employees

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

4.4. Charter of Human Rights Compliance

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

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

WARRNAMBOOL CITY COUNCIL

Open Space Asset Management Plan

June 2020

Asset Management Plan

Warrnambool City Council

Executive Summary

The Purpose of this Asset Management Plan

The purpose of this Open Spaces Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Open Spaces assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the Open Spaces portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

Objectives of the Open Spaces Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

Alignment with ISO 55000

Council is considering the following as part of the ISO 55000 alignment:

➤ To effectively govern an organisation, the governing body needs assurance that their assets are well managed
➤ Leadership and commitment from all managerial levels is essential to successful asset management
➤ "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
➤ Your organisation determines which assets are to be included
➤ It is good business practice and always think about continuous improvement

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
   - Operational planning and control
   - Supporting activities
   - Control activities
   - Other related processes

SPM Assets' 7 Point Asset Planning Framework – How to be Aligned

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The below figure illustrates a framework on how to achieve alignment and manage assets efficiently and effectively. In summary:

1. Know your services
2. Know the assets and costs needed to deliver those services
3. Know what you need (both now and into the future)
4. Know what's possible – asset and non-asset solutions
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
7. Make decisions and deliver outcomes

Asset Management Objectives

It is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

➢ **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.

➢ **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.

➢ **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

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The longer-term value of this solution would be:

➢ Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works
➢ Having a more robust planned approach to your works-programme – evidence based using scientific methods
➢ Better knowing and managing current and future risk
➢ Having a well-maintained component level asset register with good confidence

Overall Condition

Overall the assessed components of the Open Spaces are in a very good condition, in which 56% of components in very good condition (by value - $4.7 million) and 33% of components in good condition (by value - $2.8 million) as illustrated in the figure below. A further 8% are in moderate condition (by value - $633K) while 4% of components are in a poor or very poor condition (by value - $296K).
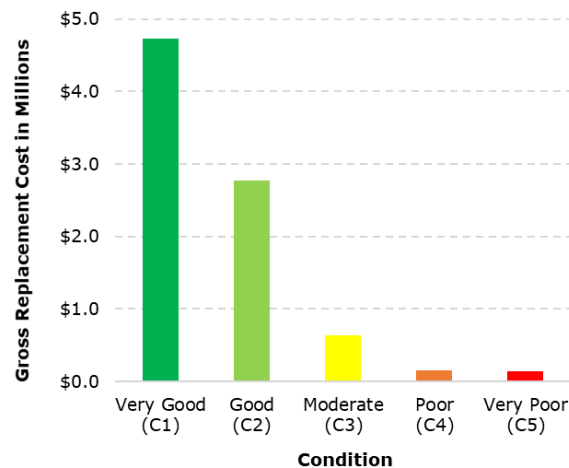
The $296K of components in poor or very poor condition largely relates to the following component groups:

➢ Open Space - $237K
➢ Exterior & Sundries - $35K
➢ Sporting - $19K

Renewals and Replacements

The figure below shows the forecast 15-year renewals expenditure required for all Open Spaces subcategories, including the possible backlog. It shows that over the next 15 years $9.3 million is required (an annual average of $617K) to address both the backlog (a total value of $532K), and annual lifecycle expenditure. The three highest peaks of expenditure occur in 2027, 2028 and 2031.

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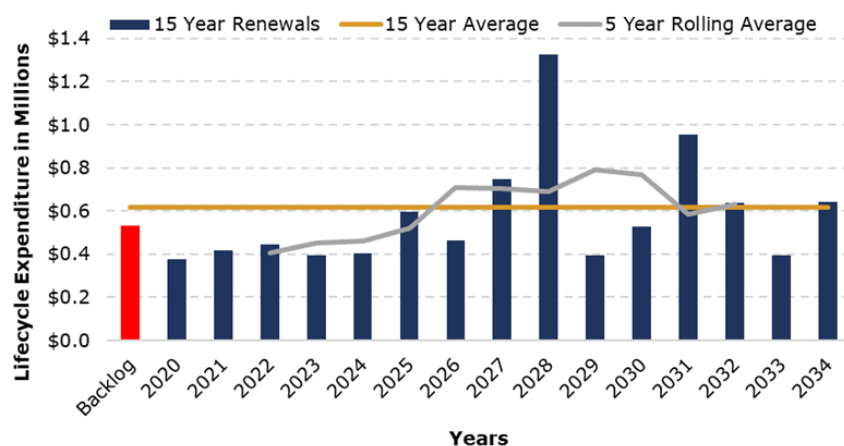
Planned Upgrade Projects

The table below lists the planned upgrade projects for Play Spaces over the next 10 years as outlined in the Draft Play Space Strategy 2019-2028.

Renewal Projects – Play Spaces			
Year	Name of Play Space	Classification	Action
2019/20	Pappas Drive	3	Includes upgrades to meet community expectations.
	Mahogany Gardens	4	Includes upgrades to meet community expectations.
	E Johnson Reserve/Lake Pertobe	1	Includes upgrades to meet community expectations.
2020/21	Fletcher Jones Gardens	3	Includes upgrades to meet community expectations.
	Pecten Avenue Reserve	3	Includes upgrades to meet community expectations.
	Brierly Recreation Reserve	3	Includes upgrades to meet community expectations.
2022/23	Lake Pertobe Central	1	Includes upgrades to meet community expectations.
	Breton Street	3	Includes upgrades to meet community expectations.
2023/24	Kings Park	3	Includes upgrades to meet community expectations.
	Bradley/Archibald Street	4	Includes upgrades to meet community expectations.
	Botanic Gardens	2	Includes upgrades to meet community expectations.
2024/25	Ponting Reserve	3	Includes upgrades to meet community expectations.

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Renewal Projects – Play Spaces			
	Auty Street North Reserve	4	Includes upgrades to meet community expectations.
	Nicholls Drive	3	Includes upgrades to meet community expectations.
2025/26	Jubilee Park	2	Includes upgrades to meet community expectations.
	Wendy Matthews	3	Includes upgrades to meet community expectations.
2026/27	Laurina Close/Baeckea Reserve	2	Includes upgrades to meet community expectations.
2027/28	Wendy Matthews	3	Includes upgrades to meet community expectations.
	Hickford Reserve	3	Includes upgrades to meet community expectations.
2028/29	Shirley Grove	3	Includes upgrades to meet community expectations.
	Natalie Court	3	Includes upgrades to meet community expectations.

The table below outlines the immediate (to be rectified within the next year) and high (to be rectified within the next 1-3 years) priority projects from the Lake Pertobe Masterplan 2018.

Upgrade Projects – Lake Pertobe			
Priority	**Year**	**Theme**	**Description**
Immediate	2020	Infrastructure	Investigate feasible options for replacement of the swing bridge feature in Play Area 3.
			Creative and innovative design will be included in all new projects (e.g. wayfinding and signage, shelters, functional art, picnic decks, play features etc.).
		Connectivity and Wayfinding	Install wayfinding maps of the reserve in selected high traffic locations to facilitate easy navigation of the reserve and raise awareness of the variety of experiences and activities on offer.
		Play Infrastructure	Design and construct an exciting, unique, inclusive, challenging and innovative play space in Play Area 2 for 0 to 12 years.
		Arts and Culture	As 'Pertobe' is derived from the word 'pirtupp' meaning small sandpiper in Aboriginal language, include the bird as a theme where appropriate, to acknowledge local aboriginal culture and identity within the reserve.
High	2021 - 2023	Infrastructure	Prepare an infrastructure style guide to create a consistent and appropriate character. The guide should include seats,

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Upgrade Projects – Lake Pertobe			
			waste receptacles (rubbish/recycle), drinking fountains/water bottle refilling stations, bike racks, lighting and picnic tables.
			Install additional seating and picnic tables which meet the needs of all users (including some seats with arm rests, back rests and wheelchair accessible tables).
			Develop an App to increase engagement and enjoyment.
		Connectivity and Wayfinding	Develop and implement a wayfinding strategy for areas within and adjacent to Lake Pertobe.
			Name all walking paths/loops, play areas and barbecue shelters to improve navigation and wayfinding.
			Construct new shared path across the southern side of Lake Pertobe Reserve to link all pedestrian crossing points on Pertobe Road as well as create raised crossing points.
			Construct a new (shared) path to create pedestrian and cycle-friendly connections across the southern boundary of the reserve linking with path on the northern side of Pertobe Road.
		Accessibility	Include information about accessible destination points and infrastructure (paths, play, social, toilets etc.) in the wayfinding information.
		Play Infrastructure	Design and develop a diverse range of exciting, unique, challenging and innovative play for all ages by designating specific user groups for each play area: Play Area 1 - Youth/Adventure - Ages 12 years plus Play Area 3 - Slides etc. - All ages/Mixed Area
			Provide additional challenging adventure play opportunities in Play Area 1.
			Include additional inclusive play elements and improve accessibility in all Play Areas by removing barriers such as raised timber edges and sand soft fall and replacing with accessible pathways and surfaces, as appropriate.
		Arts and Culture	Include and share stories about Lake Pertobe's heritage, indigenous culture, stormwater/drainage functions and environmental values through

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Upgrade Projects – Lake Pertobe			
			improvements, wayfinding, precinct names and other on-site information.
		Recreation and Social Use	Install clear signage at entry points and along pathways, and communicate via other channels available, to indicate where dogs are permitted and not permitted at Lake Pertobe.
			Investigate the formation of a Friends of Lake Pertobe group to increase community involvement in the implementation of the Masterplan.

The table below outlines the high (to be rectified within the next year) and medium priority (within the next 1-3 years) upgrade projects for the Botanic Gardens as outlined in the Warrnambool Botanic Gardens Master Plan 2017.

Upgrade Projects – Botanic Gardens			
Priority	**Year**	**Theme**	**Description**
High	2020	Connectivity and Wayfinding	Construct an elevated walkway to the north side of the Fernery to avoid the Moreton Bay Fig tree's root buttress.
			Construct a concrete footpath on the northern perimeter (along Botanic Road).
			Install boardwalks or flexible surfacing to create accessible and safe paths where tree roots are affecting internal pathways.
			Design and construct an arbour and new garden beds to Entrance no. 5 (Botanic Road) to improve its sense of arrival
		Accessibility	Remove the narrow asphalt path between the sundial and parterre.
			Increase the width of the paths to the southeast side of the lake and the northwest of the existing toilets.
			Construct a DDA compliant surface to the existing drinking fountain near Entrance no. 7.
			Construct a path between Entrance no. 6 stile opening at the school crossing to link the gardens loop path and the new public toilets.
			Provide an accessible drinking fountain/bottle refill tap near entrance no. 5.
		Heritage and Art	Install additional interpretive signage describing Guilfoyle's design philosophy, plant names and horticultural features.

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Upgrade Projects – Botanic Gardens				
		Gardens and Landscaping	Link Swan Reserve and the Botanic Gardens through the provision of signage at both the gardens and Swan Reserve,	
			Add additional planting of low shrubs within the garden beds particularly under groups of existing trees.	
Medium	2021 - 2023	Infrastructure	Install seating under selected trees, avoiding palms and pine trees.	
			Install picnic platforms.	
		Connectivity and Wayfinding	Design and install wayfinding signage to Russell's Creek Walking Trail and to Swan Reserve.	
			Design and install information at entrances no. 1, 5, 6 and 8 to provide a site map and indicate walking distances/times to other destinations near the gardens.	
		Accessibility	Install tactile bands on the footpath at the corner of Botanic Road and Queens Road.	
		Heritage and Art	Implement a program to design and install sculptures/artworks throughout the gardens.	
			Retain some sections of the limestone edging to the asphalt pathways as a heritage feature.	
		Play	Retain and refurbish the giraffe swing.	
			Design and develop sensory and nature play areas.	

The upgrade projects that are part of Great South Coast Regional AFL, Cricket and Netball Strategy 2019 are included in the table below. These projects are expected to be completed in 2020 with a total expenditure of $3.5 million.

Upgrade Projects – AFL, Cricket & Netball	
Open Space	Expenditure
Allansford Recreation Reserve	183,000
Bushfield Recreation Reserve	233,000
Davidson Oval	173,000
Dennington Recreation Reserve	433,000
Mack Oval	23,000
Merrivale Recreation Reserve	73,000
Reid Oval	323,000
Walter Oval	173,000
Brierly Reserve	183,000
Harris Street Reserve	50,000
Jetty Flat Reserve	50,000

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Upgrade Projects – AFL, Cricket & Netball	
Open Space	**Expenditure**
Jones Oval	150,000
Warrnambool Stadium (Outdoors)	1,500,000
Total	**$3,547,000**

Growth Projects

The growth projects listed in the table below are solely for the creation of new assets as part of the Open Spaces portfolio. There is currently one new growth project for Play Spaces.

Growth Projects – Play Spaces			
Year	**Name of Play Space**	**Classification**	**Action**
2019/20	Victoria Park Central/Hopkins	2	New play space (in line with RTOS of Victoria Park East & West)

Condition Forecasting – Assessed Component

Although knowing the current condition is important, a component is likely to remain in a good to very good condition for the next 10 years. While critical components will be proactively maintained to ensure the condition is kept within a defined standard. The following figure shows the forecasted condition (if the 'deferred' is addressed) over the next 15 years assuming that the components are replaced/renewed when required – the black line indicates the weighted average of condition and replacement cost.

Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. The table below shows the proportion of the Open Spaces components by their GRC and risk score in a risk matrix. It shows that approximately $248K of components are at extreme risk and $371K are at high risk.

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Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -
Major (4)	Medium (4) $1,294,375	Medium (8) $2172,192	High (12) $26,584	High (16) $108,720	Extreme (20) $248,400
Moderate (3)	Low (3) $4,225,740	Medium (6) $1,085,112	Medium (9) $462,457	High (12) $236,015	High (15) -
Minor (2)	Low (2) $407,877	Medium (4) $62,711	Medium (6) $84,187	Medium (8) $9,729	High (10) -
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Investment Scenario

As seen within the figure below, over the next 15-year period (between 2020 and 2034) an estimated $63.1 million is required ($4.2 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 15 years is $34.2 million if Council addresses all condition-based shortfalls and completes the upgrade projects an additional $28.8 million will be required.

Improvement Actions

The key actions resulting from this Open Spaces Asset Management Plan are:

Data

1. Review the 11 Open Spaces sites where the subcategory (local, municipal, neighbourhood or regional) is not known and update with the correct subcategory
2. Review and update the current component references and components. In particular:

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    a.   Review criticalities of component references – appearance, consequence and safety
3.   Review the list of components that are included within future iterations of the AMP
4.   Complete condition assessments of the play space sites to capture the assets and current condition
5.   Review the list of components that have been identified as 'extreme risk'
6.   Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended:
    a.   Update data form with completed works
    b.   Regular staff inspections
    c.   Three-year rolling condition surveys – targeting high importance areas
7.   Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance
8.   Complete valuations for all 193 Open Space sites or include the valuation information in the next iteration of this AMP
9.   Obtain quotes to complete the list of upgrade and growth projects to ensure accurate financial projections

People

10. Identify who is responsible for managing and maintaining the Asset Management Plan
11. Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers

Processes
12. Develop levels of service for Play Spaces based on the provision, development, operations, levels of usage and servicing and maintenance requirements by hierarchy level
13. Review and update the maintenance levels of service for Parks, Gardens and Environment
14. Review the list of components that have been identified as extreme risk
15. Implement the 80/80/20 asset management objective over the next three years
    a.   80% of the work completed is planned
    b.   80% of the works program is driven from the planning process
    c.   20% of the asset register is updated, maintained, improved and changed every year
16. Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.

Systems

17. Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions

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1   Introduction

1.1   Purpose

Warrnambool City Council (Council) engaged SPM Assets Pty Ltd (SPM Assets) in December 2019 to work in a collaborative approach to improve the supporting documentation associated with sound asset management, which includes the preparation of Asset Management Plan (AMP) for the Open Spaces sites.

An Open Space has been defined as publicly owned land set aside for leisure, recreation and nature conservation purposes. It includes pockets of natural landscape within the urban area, sports reserves, and areas of high scenic, cultural or conservation value.

The purpose of this Open Spaces AMP is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Open Spaces assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

This AMP demonstrates proactive management of assets, records the current and future quality shortfalls and lists the projects and initiatives required to address the shortfalls in a way that is affordable and delivers the services required by Council. The AMP is used as a tool to provide information that decisions can be based on – this is an evidence-based asset plan. It also addresses compliance with regulatory requirements and communicates forecast shortfalls or surplus in funding used to provide the required levels of service.

Objectives of the Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in March 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

1.2   Background

Council first licenced the SPM Assets software application in April 2014. Council undertakes cyclic visual condition assessments and manages all Open Spaces assets using the SPM Assets software application. Since then SPM Assets has been engaged by Council for several projects since then

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including completing condition assessments and the development of maintenance plans and 5 year works programmes.

On 5 March 2020, a workshop was held between SPM Assets and Council representatives to discuss the current and future service specific requirements for Open Spaces. The attendees included:

- ➢ Manager Infrastructure Services
- ➢ Acting Coordinator Strategic Assets
- ➢ Team Leader Parks, Gardens and Environment
- ➢ Coordinator Municipal Operations
- ➢ Service Manager
- ➢ Engineer

1.3 Alignment with ISO 55000

ISO 55000 is a series of international standards that have been created by the International Standard Organisation (ISO) for the ongoing management of physical assets. These standards have been developed from the previously published PAS 55 standards which were developed in 2002-2004 and edited in 2008.

The ISO 55000 suite includes three standards:

- ➢ ISO 55000 – overview, principles and terminology
- ➢ ISO 55001 – management system & requirements
- ➢ ISO 55002 – guidelines on the application of ISO 55001

Important considerations:

- ➢ To effectively govern an organisation, the governing body needs assurance that their assets are well managed
- ➢ Leadership and commitment from all managerial levels is essential to successful asset management
- ➢ "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
- ➢ Your organisation determines which assets are to be included
- ➢ It is good business practice and always think about continuous improvement

Figure 1-1 lists some of the elements of an ISO 55000 Asset Management System. Understanding the hierarchy of plans and processes is essential – remembering that the ISO is more about implementing a process rather than writing an AMP – the AMP is the output of the process:

- ➢ Know your reason why – what are the services being delivered through the assets
- ➢ Policies and objectives signed off by the governing body will make the process work

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
   - • Operational planning and control
   - • Supporting activities
   - • Control activities
   - • Other related processes

Figure 1-1 Elements of an ISO 55000 Asset Management System

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> ➤ Strategic AMP – looking long term and considering capital concepts through to disposal
> ➤ AMPs – can also be longer term and more aligned with a specific service being delivered and can focus more on maintenance and renewal
> ➤ Implementation of the AMP and works-programmes – all roads lead to the works programme as this is what you do to make a difference
> ➤ Evaluate performance and improve processes, systems and data

Furthermore, section 2.5.3.1 of ISO 55000 states:

"An asset management system impacts the whole organisation, including its stakeholders and external service providers, and can use, link or integrate many of the organisation's activities and functions that would otherwise be managed or operated in isolation. The process of establishing an asset management system requires a thorough understanding of each of its elements and the policies, plans and procedures that integrate them. The asset management system requirements described in ISO 55001 are grouped in a way that is consistent with the fundamentals of asset management:

1. Context of the organisation (ISO 55001:2014, Clause 4)
2. Leadership (ISO 55001:2014, Clause 5)
3. Planning (ISO 55001:2014, Clause 6)
4. Support (ISO 55001:2014, Clause 7)
5. Operation (ISO 55001:2014, Clause 8)
6. Performance evaluation (ISO 55001:2014, Clause 9)
7. Improvement (ISO 55001:2014, Clause 10)

Council follows the 'asset management system' that the ISO 55000 describes. Therefore, this Asset Management Plan (AMP) summarises the outputs resulting from the process and describes the associated key inputs, assumptions, practices and systems.

1.4   Asset Management Framework

1.4.1   Overview

Warrnambool City Council has stated the following vision as outlined in their Council Plan (2017-2021):

To make Warrnambool Australia's most liveable city

The following five objectives support Council's vision:

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

Specifically, for Open Spaces, Council has the following overarching vision as outlined in the Open Space Strategy:

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Warrnambool will have a high quality, diverse, accessible open space network that reflects community needs and enhances social connection, environmental protection and economic benefit

In order to archive this vision, the following principles have been developed to guide the planning and management of the Open Spaces:

➢ Accessible – a variety of open spaces that are accessible to all residents, regardless of age, ability and culture. Residents should have at least one open space within walking distance of their home.
➢ Adaptable – be flexible, multi-use and provide opportunities for passive and active recreation that is responsive to community needs.
➢ Connected – open space corridors and shared trails that improve the connectivity of the network and provide links for walking, cycling and biodiversity movement.
➢ Diverse - provide a variety of experiences and cater for a range of recreational needs.
➢ Efficient – consider adaptability and maintenance in the development and management of open space.
➢ Equitable – access to open space will be distributed as fairly as possible across the municipality.
➢ Protective for the environment – preserve and enhance areas with environmental values and provide appropriate public access to waterways and coastal environments

1.4.2   Asset Management Objectives

On 2 December 2019, Council adopted the following goals and commitments as part of their Asset Management Policy:

➢ Asset management will be service driven and will align with the strategic priorities and directions of the Council
➢ To achieve and sustain a high level of asset management maturity
➢ To achieve certification with ISO 55000, International Standards for Asset Management
➢ Asset management will be integrated into corporate governance including enterprise planning, reporting and risk management frameworks and practices
➢ Maximise the value of Council's capital, operations and maintenance expenditures within current revenues, to optimise agreed levels of service, service delivery potential and manage related risks and costs over the entire life of infrastructure assets
➢ Decommission and dispose of assets that are under-utilised and no longer economically, socially or sustainably viable
➢ Involve and consult with the community and key stakeholders on determining service standards
➢ Service delivery assets will be created, acquired, maintained and rehabilitated to enable the organisation to meet its strategic service delivery goals efficiently and effectively
➢ Service/Asset Management Strategies and Plans will include processes which provide accountability to the community
➢ Allocate appropriate resources to ensure Asset Management practices can be undertaken and the timely maintenance and renewal of those assets so that 'life cycle' costs are optimised
➢ Accurately report on all aspects of Councils assets in terms of Operations, Maintenance, Renewal, Upgrade, Expansion and New
➢ Ensure that the roles and responsibilities of all asset owners, managers and users are well defined and understood. Reinforce and support asset management roles and responsibilities across the organisation at a functional level. The various key roles,

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responsibilities and delegations associated with service delivery and asset management is documented in the Asst Management Strategy

➢ Invest in appropriate and timely asset management training and development program for staff and Councillors as required

➢ Council will support the implementation of the Asset Management Strategy and foster a strong asset management culture across Council through a cross functional Asset Management Steering Committee

In addition to the above objectives, it is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

➢ **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.

➢ **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.

➢ **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

The longer-term value of this solution would be:

➢ Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works

➢ Having a more robust planned approach to your works-programme – evidence based using scientific methods

➢ Better knowing and managing current and future risk

➢ Having a well-maintained component level asset register with good confidence

1.4.3   SPM Assets' 7 Point Asset Planning Framework

SPM Assets' 7 Point Asset Management Planning Framework involves all areas of business and planning processes and is aligned with ISO55000 and the International Infrastructure Management Manual (IIMM).

Figure 1-2 below illustrates the Framework, which is a service-led planning approach, i.e. it is the health service needs that define the quality standards required now and into the future. The framework is founded on the IIMM principles and is structured to proactively minimise shortfalls by implementing appropriate well thought out asset management strategies. The framework is founded on a culture of continual improvement which focuses on determining the degree of criticality of the assets, to minimise the risk of failure and is based on the following:

1. Know your services
    A mixture of coastal, commercial, industrial, residential, road, rural, township, viewpoint and waterway services.
2. Know the assets and costs needed to deliver those services

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Having a good knowledge of the existing assets provides the planning platform. Realising that the data can have 80% confidence and still be useful, i.e. target the high-quality information management to critical and/or high value assets.

3. Know what you need (both now and into the future)

Recognising the difference between the Levels of Service and site related Quality Standards. It's about knowing the current standards and what they could be in the future and defining and measuring the lowest level.

4. Know what's possible – asset and non-asset solutions

Comparing the current situation with the desired levels of service and quality standards will identify the current and future shortfalls that need to be addressed. Creating a range of 'possible projects' to address the shortfalls moves the process from asset planning to project planning and eventual Capital Asset Management.

5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term

Knowing which 'possible project' is more important than another, needs to consider its outcomes after completion, its affordability, and the risks its managing.

6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls

Allocation of budgets to funded programmes ensures projects are being funded appropriately and that the renewals funding is specifically used to address replacements and renewals, thus avoiding fiscal surprises.

7. Make decisions and deliver outcomes

Decisions are made every day and the right people should be making the right decisions based on information that they can rely on. This is where the real value of capital asset management is realised, i.e. the organisation has the confidence that it is making the right decisions.

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Figure 1-2 SPM Assets' 7 Point Asset Planning Framework

1.5   Relationship with Other Planning Documents

The AMP considers the following documents:

- ➢ Asset Management Policy 2019
- ➢ Council Plan 2017-2021 (2019 revision)
- ➢ Draft Play Space Strategy 2019-2028
- ➢ Lake Pertobe Masterplan 2018
- ➢ Open Space Strategy 2014
- ➢ Parks, Gardens and Environment Maintenance Levels of Service 2013
- ➢ Risk Management Policy 2015
- ➢ Warrnambool Botanic Gardens Masterplan 2017
- ➢ Warrnambool City Council Budget 2019 – 2020

1.6   AMP Structure

The AMP is the output of the asset management planning process. It documents the associated procedures, objectives, policies, standards, drivers, future renewal projects, lifecycle replacement projections and improvement tasks.

The AMP has been written so that any reader can understand how the assets are being considered and managed. Commentaries on renewal theories and the reasoning of renewal and maintenance policies provide the reader with the context or reason why certain practices have been implemented.

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The AMP is a communication document first and foremost. It summarises the vast information held in the supporting computer systems and provides the reasoning of why maintenance and lifecycle expenditure is needed in the future. The 'nuts and bolts' detail is available directly from the management systems if the reader needs further detail of a specific asset or asset group.

Council's objectives and policies are the primary driver for the asset management process and dictate all aspects of the asset management approach. This document recognises these requirements and uses SPM Assets' 7 Point Planning Framework and software applications as the primary implementation tools. In its simplest form, the asset register is populated, it is analysed, and a program of works is produced based on providing a defined 'level of service'.

Key sections of the AMP are based on the International Infrastructure Management Manual (IIMM) and are summarised as follows:

- ➢ Asset Description – summary of assets and current condition
- ➢ Levels of Service – specifies the services and levels of service to be provided by Council
- ➢ Lifecycle Management – how Council will manage its existing and future assets to provide the required services
- ➢ Risk Management – applying a risk-based analysis to the lifecycle results
- ➢ Financial Summary – what funds are required to provide the required services
- ➢ Asset Management Practices – documenting the practices that are required to maintain best practice in asset management going forward
- ➢ Asset Management Improvement Plan – what are the next steps?

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2 Asset Description

2.1 Overview

A total of 1,687 visually assessed components have been picked up during the onsite condition assessments of the 193 Open Spaces sites. The Gross Replacement Cost (GRC) of the assessed components has been identified as $8.4 million. Table 2-1 summarises the number of sites, properties and components for the Open Spaces category.

Table 2-1 Open Spaces – Overview			
Subcategory	**No. Sites**	**No. Property Records**	**No. Components**	**GRC**
Local	110	124	245	477,346
Municipal	26	26	376	3,216,914
Neighbourhood	29	34	305	1,000,261
Regional	17	27	679	2,916,670
Unknown	11	11	82	812,908
Total	**193**	**222**	**1,687**	**$8,424,099**

Improvement Action: There are currently 11 sites which have not been classified to a subcategory (local, municipal, neighbourhood, regional). It is recommended that these sites are included within the correct subcategory before the next iteration of this AMP.

Improvement Action: It is recommended that Council completes condition assessments of the play space sites to update the Open Space asset register as the total number of components excludes any playground equipment.

2.2 Survey Methodology

2.2.1 Site Assessment

A total of 193 Open Spaces sites have been assessed between 2013 and 2019. Most of the onsite condition assessments have been completed by Council staff using the Mobile application of the SPM Assets software on a tablet PC device. The assessment approach that was implemented, and the SPM Assets software, have been directly aligned with ISO 55000, IIMM, NAMS Property Manual and IPWEA/NAMS Practice Note 3. The condition assessments were conducted to identify the current condition of components, update property level information including capturing any space changes and refurbishments and answering Property Quality Standards (PQS).

2.2.2 Data Model

The data model for the Open Spaces sites has been broken down into grounds and properties so that components can be assigned to a level that work can be carried out e.g. the replacement of the bollards at the Foreshore Reserve grounds.

This AMP focuses on Open Spaces owned or managed by Council and includes the following assets:

- ➢ Fences
- ➢ Art features – including bollards, flagpoles, monuments and sculptures
- ➢ Hard courts

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- ➢ Play equipment including cricket, ovals and nets
- ➢ Roadside furniture
- ➢ Sprinklers (irrigation)
- ➢ Turf & garden beds

The following assets have been excluded from this AMP:

- ➢ Tree surrounds
- ➢ Seawalls/breakwater
- ➢ Buildings – included within the Building AMPs for Community Facilities, Corporate & City Growth and Infrastructure
- ➢ Infrastructure/drainage – included within the Drainage AMP

Improvement Action: These assets will be reviewed and may be included in future iterations of this AMP. Any projects associated with these assets will be included within the relevant board in the SPM Assets Programs application.

2.3   Property Level Information

2.3.1   Valuations

Council currently does not hold any valuation information in the SPM Assets software. It is recommended that Council either completes valuations of its Open Spaces assets or includes this information in the next iteration of this AMP.

Improvement Action: It is recommended that Council completes valuations of all Open Spaces assets prior to the next iteration of this AMP.

2.3.2   Condition Grade Index by Subcategory

Definition

The Condition Grade Index (CGI) is the average condition grade of assessed components weighted by their Gross Replacement Cost (GRC). A low CGI e.g. 1.5 means that the components have been assessed to be in good to very good condition whereas a high grade such as 2.3 means that the components are mainly in a poor to very poor condition. The overall CGI for the Open Spaces assets is 1.60 which indicates that most of the Open Spaces are in a good condition.

Result

Table 2-3 lists the number of Open Spaces assets by subcategory for each of the CGI ranges and suggests that 73% of the assets are considered to be in either a good or very good condition and only 5% of Open Spaces assets have a CGI greater than 2.6.

Table 2-2 CGI of Open Spaces						
Subcategory	**CGI Ranges**					**Total**
	<- Very Good		**Very Poor ->**			
	1.0-1.4	**1.4-1.7**	**1.7-2.2**	**2.2-2.6**	**>2.6**	
Local	20	8	20	14	6	68

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Table 2-2 CGI of Open Spaces						
Subcategory	**CGI Ranges**					**Total**
	<- Very Good			**Very Poor ->**		
	1.0-1.4	**1.4-1.7**	**1.7-2.2**	**2.2-2.6**	**>2.6**	
Municipal	8	5	5	4	-	22
Neighbourhood	10	2	9	3	1	25
Regional	5	3	3	1	-	12
Unknown	1	1	2	1	-	55
Total	**44**	**19**	**39**	**23**	**7**	**132**
Proportion	*33%*	*14%*	*30%*	*17%*	*5%*	*100%*

Improvement Action: The total number of sites where a CGI has been calculated is 132. While there are 193 sites included in the Open Spaces, 61 sites have been excluded from the CGI calculations as these sites have no components. It is recommended that these sites are assessed to ensure that all relevant components have been captured.

2.4   Description of Components

2.4.1   Component Groups and Types

Table 2-4 provides a breakdown of the number of components by subcategory for the Open Spaces sites. A total of 150 unique components have been assessed that identify 1,687 assets, i.e. a component can have multiple assets within a property.

Table 2-3 Subcategory Component Breakdown		
Subcategory	**No. Components**	**Proportion (%)**
Local	245	15%
Municipal	376	22%
Neighbourhood	305	18%
Regional	679	40%
Unknown	82	5%
Total	**1,687**	**100%**

The Gross Replacement Cost (GRC) of the assessed components has been identified as $8.4 million. Table 2-5 and Table 2-6 summarises the GRC by component group and component type respectively. The Open Space and Exterior components have the highest GRC of $6.7 million and $1.1 million respectively while the Playgrounds components have the lowest GRC of $17K.

Table 2-4 GRC by Component Group		
Component Group	**No. Components**	**GRC**
Exterior & Sundries	368	1,059,908

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Table 2-4 GRC by Component Group

Component Group	No. Components	GRC
External Fabric	17	102,447
Interior Finishes	10	103,796
Open Space	1,171	6,735,235
Playgrounds	2	17,098
Services	62	157,277
Sporting	56	225,938
Structure	1	22,400
Total	**1,687**	**$8,424,099**

Table 2-5 GRC By Component Group and Type

Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	56	201,016
	Paving	24	433,100
	Sundries	287	418,772
	Swimming Pools	1	7,020
External Fabric	External Stairs	5	87,015
	External Walls	10	9,504
	Roof	1	1,400
	Windows & Doors	1	4,528
Interior Finishes	Fixtures & Fittings	9	20,336
	Floor Finishes	1	83,460
Open Space	Access	54	1,498,873
	Art & Features	21	96,082
	Bins & Surrounds	54	69,188
	Electrical	31	468,603
	Exterior Fabric	2	4,160
	Fences & Walls	299	2,244,361
	Fountains	5	189,167
	Furniture	173	248,128
	Gates	83	64,178
	Infrastructure	4	2,920
	Jettys	32	1,294,812
	Landscaping	14	196,699
	Roads and Pavements	12	154,035

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Table 2-5 GRC By Component Group and Type			
Component Group	**Component Type**	**No. Components**	**GRC**
	Shelters	2	16,028
	Signs	385	188,001
Playgrounds	Skate / BMX	2	17,098
Services	Electrical	32	148,949
	Sanitary Plumbing	30	8,328
Sporting	Gym	6	12,919
	Netting	8	8,351
	Playing Surfaces	20	129,288
	Poles & Goals	22	75,381
Structure	Structure	1	22,400
Total		**1,687**	**8,424,099**

2.4.2 Condition

Overall the assessed components of the Open Spaces sites are in a very good condition, in which 56% of components in very good condition (by value - $4.7 million) and 33% of components in good condition (by value - $2.8 million) as illustrated in Figure 2-1. A further 8% are in moderate condition (by value - $633K) while 4% of components are in a poor or very poor condition (by value - $296K).

The $296K of components in poor or very poor condition largely relates to the following component groups:

- ➢ Open Space - $237K
- ➢ Exterior & Sundries - $35K
- ➢ Sporting - $19K
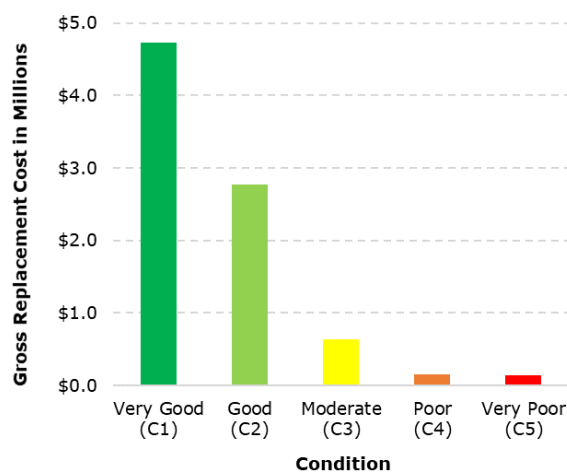
Figure 2-1 Condition Profile of Open Spaces

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2.4.3 Critical Assets

The component criticality criteria established within the SPM Assets Reference library provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level. It is based on the following criteria:

- ➢ **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
- ➢ **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the site or asset
- ➢ **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

- ➢ Consequence of Failure of **medium-high** to **high criticality**
- ➢ Occupational Health and Safety of **medium-high** to **high criticality**
- ➢ Appearance of **high criticality**

In total there are 429 components that fit the above criteria with a total GRC of $3.7 million. Table 2-7 lists the critical assets by component group and type, the number of components and GRC.

Table 2-6 List of Critical Components			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Paving	24	433,100
	Sundries	107	155,432
External Fabric	External Stairs	5	87,015
	External Walls	4	3,528
	Roof	1	1,400
	Windows & Doors	1	4,528
Interior Finishes	Floor Finishes	1	83,460
Open Space	Access	14	250,880
	Art & Features	1	5,188
	Bins & Surrounds	16	3,581
	Electrical	31	468,603
	Exterior Fabric	2	4,160
	Fences & Walls	16	163,609
	Fountains	2	188,825
	Furniture	55	164,493
	Gates	57	56,180
	Infrastructure	1	2,576
	Jettys	26	1,246,437
	Landscaping	13	171,799

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Table 2-6 List of Critical Components			
Component Group	**Component Type**	**No. Components**	**GRC**
	Roads and Pavements	12	154,035
	Signs	26	18,687
Services	Electrical	9	5,486
	Sanitary Plumbing	4	2,124
Structure	Structure	1	22,400
Total		**429**	**$3,697,526**

2.4.4   Local

There are 60 unique components that describe the 245 assets associated with the Local subcategory. The Gross Replacement Value (GRC) of the assessed components is $477K. Table 2-8 details the replacement cost of assets by component group and type.

Table 2-7 GRC By Component Group and Type – Local			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	3	17,260
	Sundries	33	31,952
Open Space	Access	2	32,480
	Art & Features	4	14,113
	Bins & Surrounds	3	561
	Electrical	4	25,648
	Fences & Walls	56	154,364
	Furniture	63	92,672
	Gates	4	3,111
	Infrastructure	1	2,576
	Jettys	1	8,304
	Roads and Pavements	2	12,964
	Shelters	1	8,014
	Signs	32	13,750
Services	Electrical	3	1,266
	Sanitary Plumbing	2	360
Sporting	Netting	3	1,079
	Playing Surfaces	14	36,867
	Poles & Goals	14	20,005
Total		**245**	**$477,346**

Overall the components are in a very good condition with 53% of components in very good condition (by value - $253K) and 34% of components in good condition (by value - $160K) as illustrated in Figure 2-2. A further 9% are in moderate condition (by value - $41K) and 5% in poor or very poor condition (by value - $23K).

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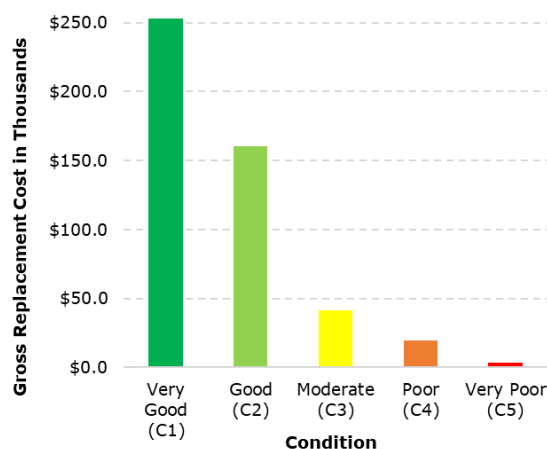
Figure 2-2 Condition Profile of Local

The $23K of components in poor or very poor condition largely relate to the following component groups.

➢ Open Space - $17K

  o   Linnear Park - $11K

2.4.5 Municipal

There are 86 unique components that describe the 376 assets associated with the Municipal subcategory. The Gross Replacement Value (GRC) of the assessed components is $3.2 million. Table 2-9 details the replacement cost of assets by component group and type.

Table 2-8 GRC By Component Group and Type – Municipal			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	6	70,762
	Paving	15	373,000
	Sundries	78	188,022
External Fabric	External Stairs	3	85,034
	Roof	1	1,400
	Windows & Doors	1	4,528
Interior Finishes	Fixtures & Fittings	6	13,472
	Floor Finishes	1	83,460
Open Space	Access	16	260,118
	Art & Features	10	50,322
	Bins & Surrounds	13	15,833
	Electrical	7	160,300

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Table 2-8 GRC By Component Group and Type – Municipal			
Component Group	**Component Type**	**No. Components**	**GRC**
	Fences & Walls	91	1,007,026
	Furniture	18	23,377
	Gates	16	17,949
	Jettys	11	553,117
	Landscaping	3	10,400
	Roads and Pavements	7	51,632
	Shelters	1	8,014
	Signs	46	17,090
Playgrounds	Skate / BMX	2	17,098
Services	Electrical	16	130,746
	Sanitary Plumbing	5	1,102
Sporting	Poles & Goals	2	50,712
Structure	Structure	1	22,400
Total		**376**	**$3,216,914**

Overall the components are in a very good condition with 53% of components in very good condition (by value - $1.7 million) and 31% of components in good condition (by value - $1.0 million) as illustrated in Figure 2-3. A further 11% of components are in moderate condition (by value - $351K) and 5% in a poor or very poor condition (by value - $154K).
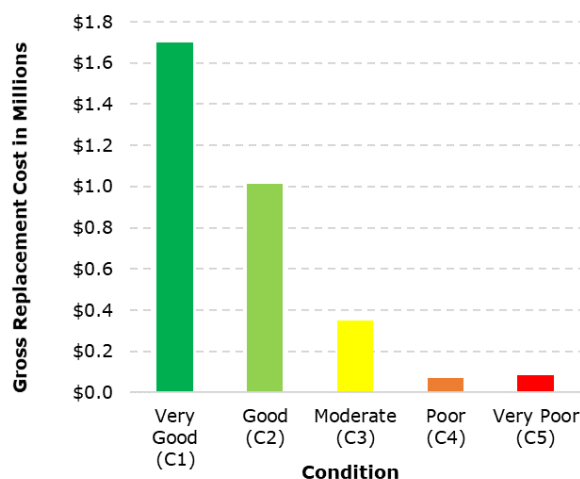
Figure 2-3 Condition Profile of Municipal

The $154K of components in poor or very poor condition largely relate to the following component groups.

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- ➢ Open Space - $126K

  - o Friendly Societies Reserve - $81K
  - o Dennington Recreation Reserve - $16K

- ➢ Exterior & Sundries - $23K
  - o Warrnambool Skate Park - $11K

2.4.6 Neighbourhood

There are 65 unique components that describe the 305 assets associated with the Neighbourhood subcategory. The Gross Replacement Value (GRC) of the assessed components is $1.0 million. Table 2-10 details the replacement cost of assets by component group and type.

Table 2-9 GRC By Component Group and Type – Neighbourhood			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	26	39,797
	Paving	2	3,400
	Sundries	48	34,002
External Fabric	External Walls	8	4,680
Interior Finishes	Fixtures & Fittings	3	6,864
Open Space	Access	4	179,684
	Art & Features	1	1,038
	Bins & Surrounds	9	5,722
	Electrical	5	44,884
	Fences & Walls	46	194,896
	Furniture	20	27,595
	Gates	26	13,711
	Infrastructure	3	344
	Jettys	7	163,700
	Landscaping	4	110,301
	Roads and Pavements	1	27,251
	Signs	73	36,791
Services	Sanitary Plumbing	5	1,838
Sporting	Netting	4	6,970
	Playing Surfaces	6	92,421
	Poles & Goals	4	4,372
Total		**305**	**$1,000,261**

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Overall the components are in a very good condition with 53% of components in very good condition (by value - $533K) and 31% of components in good condition (by value - $315K) as illustrated in Figure 2-4. A further 10% are in moderate condition (by value - $98K) and 6% in a poor or very poor condition (by value - $54K).
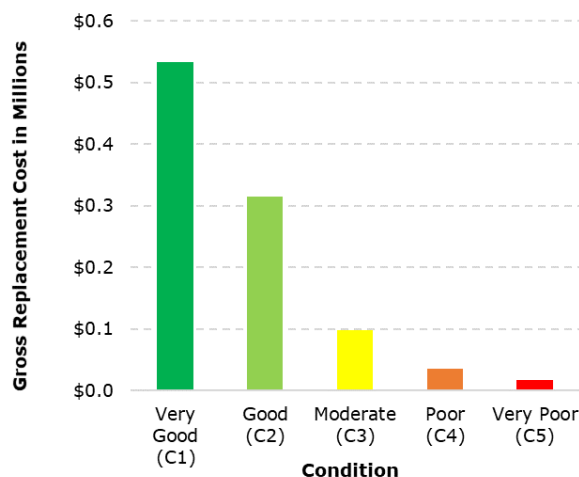
Figure 2-4 Condition Profile of Neighbourhood

The $154K of components in poor or very poor condition largely relate to the following component groups.

> ➢ Open Space - $36K
>
>> ○ Victoria Park - $11K
>
> ➢ Sporting - $14K
>> ○ Jubilee Park (Woodford) - $13K

2.4.7   Regional

There are 91 unique components that describe the 679 assets associated with the Regional subcategory. The Gross Replacement Value (GRC) of the assessed components is $2.9 million. Table 2-11 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-10 GRC By Component Group and Type – Regional			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	18	47,598
	Paving	3	14,200
	Sundries	113	154,772
	Swimming Pools	1	7,020
External Fabric	External Stairs	2	1,981

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Table 2-10 GRC By Component Group and Type – Regional			
Component Group	**Component Type**	**No. Components**	**GRC**
Open Space	Access	28	675,885
	Art & Features	6	30,609
	Bins & Surrounds	27	46,843
	Electrical	15	237,771
	Exterior Fabric	2	4,160
	Fences & Walls	80	628,395
	Fountains	5	189,167
	Furniture	71	103,446
	Gates	34	23,179
	Jettys	9	463,605
	Landscaping	7	75,998
	Roads and Pavements	2	62,188
	Signs	217	114,730
Services	Electrical	13	16,937
	Sanitary Plumbing	17	4,674
Sporting	Gym	6	12,919
	Netting	1	301
	Poles & Goals	2	292
Total		**679**	**$2,916,670**

Overall the components are in a very good condition with 62% of components in very good condition (by value - $1.8 million) and 31% of components in good condition ($918K) as illustrated in Figure 2-5. A further 4% are in moderate condition (by value - $116K) and 2% in a poor or very poor condition (by value - $60K).

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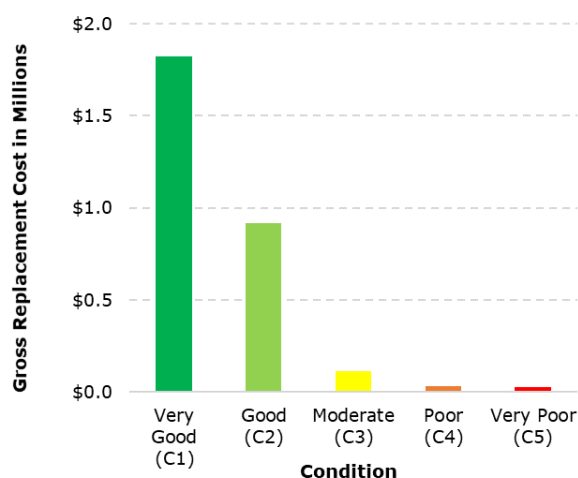
Figure 2-5 Condition Profile of Regional

The $60K of components in poor or very poor condition largely relate to the following component groups.

- Open Space - $57K

  - Brierly Recreation Reserve - $24K
  - Foreshore (Lady Bay – Flume) - $19K

2.4.8   Unknown

There are 32 unique components that describe the 82 assets associated with the Unknown subcategory. The Gross Replacement Value (GRC) of the assessed components is $813K. Table 2-12 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-11 GRC By Component Group and Type – Unknown			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	3	25,599
	Paving	4	42,500
	Sundries	15	10,024
External Fabric	External Walls	2	4,824
Open Space	Access	4	350,706
	Bins & Surrounds	2	229
	Fences & Walls	26	259,681
	Furniture	1	1,038
	Gates	3	6,228
	Jettys	4	106,086

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Table 2-11 GRC By Component Group and Type – Unknown			
Component Group	**Component Type**	**No. Components**	**GRC**
	Signs	17	5,640
Services	Sanitary Plumbing	1	354
Total		**82**	**$812,908**

Overall the components are in a very good condition with 51% of components in very good condition (by value - $414K) and 45% of components in good condition (by value - $368K) as illustrated in Figure 2-6. A further 3% are in moderate condition (by value - $27K) and less than 1% are in a poor or very poor condition ($4K).
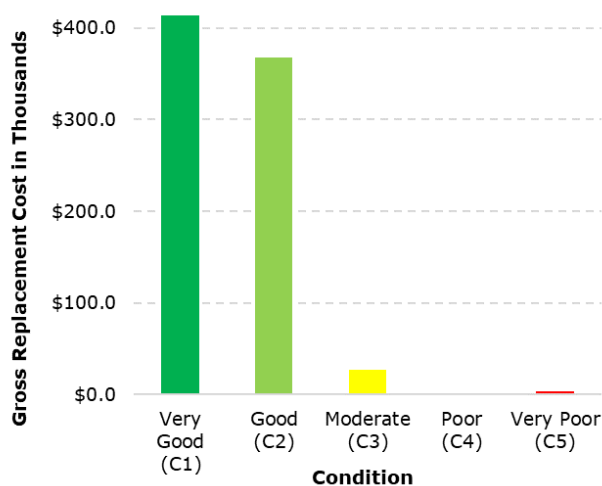
Figure 2-6 Condition Profile of Unknown

2.5   PQS Assessment Results

The functionality and performance of the sites within Council's Open Spaces portfolio has been reviewed and measured using the Property Quality Standard (PQS) process, described in IPWEA/NAMS Practice Note #3. Adopting the PQS mechanism enables the measurement of 'level of service' statements and identification of backlogs. Future scoped projects would address these backlogs and as such, the PQS mechanism will provide a way to prioritise works.

Each PQS question has an 'answer definition' that allows the surveyor to determine the level of service, which will in turn produce a cost if the question fails the standard. This means that the Council can vary the standards so that the cost to achieve a desired standard can easily be modelled.

Applying PQS to properties and keeping the data up to date will identify quality shortfalls that will need to be addressed through asset and non-asset initiatives.

Table 2-12 lists the PQS Statements that have been created to determine the compliance, functionality and performance of Council's Open Space assets.

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Table 2-12 PQS Results by Category		
PQS Category 1	**PQS Category 2**	**Statement**
Open Spaces	Quality of Reserve	Are regulatory signs legible?
		Are there enough bins?
		Are there hidden safety issues?
		Are wayfinding signs legible?
		Drinking taps are adequate?
		Is lighting adequate?
		Is shade adequate?
		Is the level of maintenance provided adequate?
		Play equipment is adequate?
		Seating is adequate?
		What percentage of the park trees appear to be healthy?

Improvement Action: It is recommended that PQS assessments are carried out across all 193 Open Space sites to identify potential functionality and performance shortfalls. It also recommended that costs are calculated to rectify any issues identified by the PQS assessments.

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3   Levels of Service

3.1   Overview

Understanding the desired levels of service of the Open Spaces portfolio is fundamental in order to match assets to service delivery objectives. These asset related requirements are documented in a 'Level of Service Statement' which should align with the organisation's objectives.

The factors affecting levels of service of any organisation can be broken into three broad categories.

1. **Customer requirements**: The expectations of the customer served by the organisation through the utilisation of the asset.
2. **Legislative requirements**: The mandatory provisions or standards set by local, national or international bodies that govern asset utilisation, particularly in terms of various issues affecting the general public.
3. **Strategic goals**: Broad framework-based management directives consistent with the organisation goals and values stated in policies, objectives, and the user asset management plans

The Level of Service statement is the basis for the assessment of the portfolio and the long-term financial planning of operational and capital expenditure. According to this statement, the asset plan targets expenditure to address immediate shortfalls (deferred renewals / backlog) and future requirements as planned expenditure.

The key principles are:

Figure 3-1 Level of Service Process Flow

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➢ Clearly defined strategic objectives
➢ In support of the strategic objectives, an understanding of the difference between technical and customer related objectives
➢ Defined targets
➢ Statement of how the performance will be measured against the targets
➢ Current performance measurement against the level of service to identify the shortfalls

3.2 Alignment with Council's Level of Service Measures

In the 'service-led asset planning' context, the assets are in place to provide for the people that deliver the service. For example, to deliver health and wellbeing services to the community, a local government needs to provide Open Spaces sites. This section defines the services being provided by the organisation.

Establishing both customer and technical level of service standards is a challenging process that often takes several years to complete. Council will need to undertake customer surveys to identify the community's expectations and use this information to establish the 'customer' level of service standards for the provision of community services associated with Open Spaces.

The customer level of service standard identifies the type and number of Open Spaces sites required to deliver community services and achieve strategic objectives, whereas the technical level of service standards identify the quality of the individual Open Spaces sites considering function, condition and energy efficiency as examples.

3.3 Customer Levels of Service

3.3.1 Open Spaces Levels of Service

As outlined in Council's Open Space Strategy, the following Table 3-1 summarises the current strategic levels of service. The open space network was assessed on five principles (provision, accessibility, connectivity, diversity and protection) to determine if the network meets the open space vision. For further details of how each of the twelve planning precincts meet the same criterion, refer to the Open Space Strategy 2014.

Table 3-1 Strategic Levels of Service			
Open Space Principle	**Criteria**	**Result**	**Explanation**
Provision	Meets or exceeds industry standards or benchmarks for proportion of area as open space and per capita provision (overall, for recreation and for sport).	Meets or exceeds assessment criteria	Overall provision of open space in Warrnambool is very good at 32.5 hectares per thousand people. The per capita rate of 14.2 hectares per thousand people for open space with a recreation function compares well with industry benchmarks, as does active open space at 3.5 hectares per thousand people.
Accessibility	Neighbourhood or above open space within 500 metres or local open space within 300 metres of	Some gaps in meeting the assessment criteria	Accessibility to open space in general is very good in Warrnambool with over 95% of properties in residential areas being within a 'walkable' 500m of a

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Table 3-1 Strategic Levels of Service			
Open Space Principle	**Criteria**	**Result**	**Explanation**
	95% of properties in residential areas.		neighbourhood level or above open space, or 300m of a local open space. Access to active (sporting) open space does not quite meet the guidelines in the Victorian Planning Provisions of active open space within 1km of 95% of all residents. 80% of residential properties currently meet this criterion. This would increase to 85% with the future development of active open space in the North of Merri Structure Plan area.
Connectivity	An off-road trail within one kilometre of 95% of properties in residential areas, linked to residents by a network of footpaths; and connectivity between major open spaces and with key community destinations.	Some gaps in meeting the assessment criteria	At present, 78% of residential properties in Warrnambool are within 1km of a major off road trail. This figure increases to 83% with the proposed trail network in the North of Merri structure plan area. Both fall short of the guideline of 95% in the Victorian Planning Provisions. Key gaps exist in connectivity between open spaces, including along the city's waterways. The residential section of Russell's Creek trail is almost complete, with only a few gaps remaining. Filling these gaps and extending the trail as growth areas in the north east develop would greatly improve open space connectivity in Warrnambool. There is also potential to increase connectivity along sections of the Merri River. At present most continuous trails run in a roughly east-west direction, with far fewer connections running north to south. This limits the connectivity across the city. Connectivity between major open spaces and with key community destinations is also variable. Whilst some sections of waterways are reserved, there are some gaps, and some that are reserved are not wide enough to provide an adequate buffer for biodiversity purposes. This will improve somewhat with anticipated riverside reservations in a number of growth areas.
Diversity	Access to a range of open space hierarchies, categories and settings.	Meets or exceeds assessment criteria	The diversity of open spaces in Warrnambool is currently good, with a range of hierarchies, functions and settings. Diversity within local and neighbourhood parks could be improved, which currently offer much the same facilities even within a local area.

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Table 3-1 Strategic Levels of Service			
Open Space Principle	**Criteria**	**Result**	**Explanation**
Environmental Protection	Protection of known environmental features and proportion of open space with conservation as the primary function.	Some gaps in meeting the assessment criteria	At present 42% of open space by area has conservation as its primary function, consisting of 443 hectares of open space. Recent biodiversity mapping undertaken for Warrnambool indicates that most sites of high environmental value currently fall within the open space network and are being actively managed for their conservation value.

3.3.2   Play Space Levels of Service

Council previously used the following as a guide as outlined in the Warrnambool City Council Planning Scheme 56.05-2 Clause 13 for the location of play spaces:

Play spaces within 400 metres of 95% of all residents.

However, this has not been a reliable standard of measure as some place spaces service the entire Warrnambool City and beyond and have a greater walkable catchment of 400 metres e.g. Lake Pertobe. This statement has also resulted in the over production of play spaces at a similar level. As Council owns or manages 60 play spaces with a limited renewal budget it has become difficult to maintain all existing play spaces within a 20 year lifespan, excluding the construction of any new play spaces.

As recommended in the Draft Play Space Strategy, Council needs to adopt a level of service in regards to play spaces which should consider the following factors:

➢   Provision – the number, distribution and scale (hierarchy) of play spaces provided
➢   Development – the components and opportunities to be provided in play spaces according to the hierarchy in which they fit
➢   Operations – the standards to which the different levels of play spaces are maintained and operated, taking into account resource availability

Other factors that will need to be considered in determining the levels of service for play spaces includes:
➢   Level of usage
➢   Servicing and maintenance requirements by hierarchy level

Improvement Action: It is recommended that Council develops levels of service for Play Spaces based on the provision, development, operations, levels of usage and servicing and maintenance requirements by hierarchy level.

3.3.3   Future Strategic Levels of Service

The following section lists a number of factors that may influence Council's future planning decisions in regard to the management of its Open Space network.

Population Growth

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As the population of Warrnambool City is expected to grow over the next 16 years, from a forecast of 36,575 in 2020 to 46,210 in 2036 (Source: .id the population experts), there will be greater demand for access to the Open Spaces assets provided by Council. Figure 3-2 below illustrates the expected population growth of Warrnambool City over a 20-year period (2016-2036).
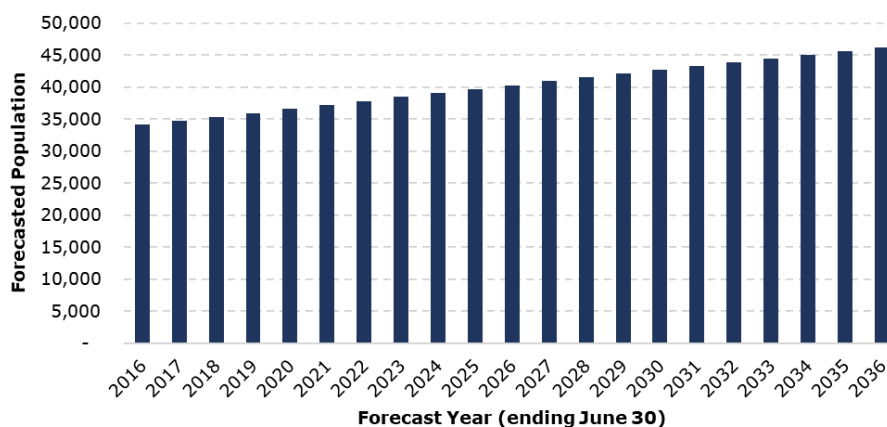
Figure 3-2 Forecasted Population for Warrnambool City (2016- 2036)

As stated in the Community Services and Infrastructure Plan (CSIP) 2012, there is expected to be an increase (34%) in the number of people across all age groups. Table 3-2 lists the expected changes in the age groups of Warrnambool City between 2016 and 2036.

Table 3-2 Warrnambool City - Total Persons[1] between 2016 and 2036								
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
0 to 4	2,085	6.1	2,679	6.6	3,053	6.6	968	46.4%
5 to 9	2,196	6.4	2,696	6.7	3,084	6.7	888	40.4%
10 to 14	2,080	6.1	2,587	6.4	3,063	6.6	983	47.3%
15 to 19	2,286	6.7	2,579	6.4	2,993	6.5	707	30.9%
20 to 24	2,355	6.9	2,504	6.2	2,879	6.2	524	22.3%
25 to 29	2,315	6.8	2,426	6.0	2,688	5.8	373	16.1%
30 to 34	1,984	5.8	2,456	6.1	2,724	5.9	740	37.3%
35 to 39	1,939	5.7	2,522	6.3	2,825	6.1	886	45.7%
40 to 44	2,069	6.0	2,445	6.1	2,849	6.2	779	37.7%
45 to 49	2,251	6.6	2,361	5.9	2,807	6.1	556	24.7%
50 to 54	2,207	6.4	2,343	5.8	2,687	5.8	480	21.7%
55 to 59	2,182	6.4	2,382	5.9	2,571	5.6	389	17.8%
60 to 64	2,032	5.9	2,259	5.6	2,454	5.3	422	20.8%

[1] Source: .id, the population experts

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Table 3-2 Warrnambool City - Total Persons[1] between 2016 and 2036							
Age group (years)	**2016**		**2026**		**2036**		**Change between 2016 and 2036**	
	Number	**%**	**Number**	**%**	**Number**	**%**	**Number**	**%**
65 to 69	1,893	5.5	2,147	5.3	2,384	5.2	491	25.9%
70 to 74	1,451	4.2	1,920	4.8	2,176	4.7	725	50.0%
75 to 79	1,098	3.2	1,660	4.1	1,915	4.1	817	74.4%
80 to 84	857	2.5	1,181	2.9	1,521	3.3	663	77.4%
85 and over	964	2.8	1,175	2.9	1,537	3.3	573	59.4%
Total	**34,243**	**100**	**40,323**	**100**	**46,209**	**100**	**11,966**	**34.9**

Therefore, with the expected increase in the population Council will need to provide more recreational opportunities and open spaces for all age groups. As Warrnambool is also the largest regional city in southwest Victoria, there will also be an increase in the number of visitors to Warrnambool's open spaces network.

The expected increase in the population will result in increased demand for access to Open Spaces assets and therefore Council will need to adopt a strategic level of service to ensure that its assets are well-designed, accessible, sustainable, adaptable and safe.

Housing Densities

According to the Warrnambool City-Wide Housing Strategy there is expected to be an increase in the housing density in many areas of Warrnambool. An increase in housing densities will result in greater demand for open spaces as places for residents to relax, recreate and produce food.

Participation of Informal Exercise

Local and national participation trends have suggested that there is an increase in the popularity of informal exercise and recreational activities such as walking, jogging, cycling and other fitness-related activities. Higher participation in informal exercise will cause more residents and visitors to rely on the existing open spaces.

Environmental Awareness in the Community

As the majority of the natural environment in Warrnambool has been highly modified, with less than 10% of native vegetation remaining, the open space network plays an important role in protecting the remaining vegetation. The open space network also provides sites for reintroduction of beneficial habitat and biodiversity corridors.

Community attitudes are changing with an increase in environmental awareness. Demand has increased for non-motorised transport along with access to well-connected off-road trails and increased interest in community gardens and using local food produce. Demand for these resources and activities should be monitored and new sites only supported where demand comes from the grass-roots level.

Climate change is also expected to be an issue faced by all Councils and will impact the lifestyle enjoyed by the local community as there will be new challenges such as more extreme weather patterns, more serve storm surges and coastal erosion.

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Community Health and Wellbeing

There are several benefits of open spaces in terms of community health and wellbeing including:

- ➢ Supporting childhood development through unstructured play
- ➢ Enhanced social connection
- ➢ Access to organised sport
- ➢ A place for informal exercise
- ➢ Improved mental and physical health
- ➢ Relief from the built environment
- ➢ Spaces to relax, reflect and unwind
- ➢ A setting for socialising and volunteerism
- ➢ Local identity and civic pride
- ➢ A place to express and experience creativity
- ➢ Opportunities to connect with the natural world
- ➢ Provision of community facilities

These benefits are maximised through providing a diverse range of open spaces and recreational opportunities close to where people live, work and recreate.

3.4   Technical Levels of Service

3.4.1   Legislative Requirements

There are several local, state and federal legislation, standards and policies that influence the planning and management of Open Spaces including:

- Building Code of Australia
- Disability Discrimination Act 1992
- Environmental Protection Act 1970
- Flora & Fauna Act
- Heritage Age 1995
- Local Government Act 1989
- Marine & Coastal Act
- Occupational Health and Safety Act 2004
- Road Management Act

3.4.2   Critical Assets in a Poorer Condition

A further generic quality standard can be applied to all Open Space sites that relates to the condition of critical components. In order to meet the quality standard an Open Space site will be required to have all critical components in a moderate condition or better. No functional or compliance targets have been included in this standard.

Table 3-3 summarises the results of applying the Quality Standard based on the definition described above. See APPENDIX B for detailed results relating to each site.

All subcategories have critical components in poor and very poor condition as shown in Table 3-3 below. A total of 43 critical components have been assessed to be in a poor or very poor condition with a replacement cost of $632K. The most significant category in terms of critical components identified to be in a poor or very poor condition by replacement cost are Municipal at $434K and Regional at $52K.

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Table 3-3 Result of Quality Standard for Critical Components			
Subcategory	**No. Critical Components**	**Critical Components in Poor or Very Poor Condition**	
		No.	**GRC**
Local	63	2	10,723
Municipal	116	19	434,090
Neighbourhood	79	11	98,33
Regional	146	9	52,228
Unknown	25	2	36,514
Total	**429**	**43**	**$631,891**

3.5   Maintenance Levels of Service

The maintenance of Open Spaces is the responsibility of the Parks, Gardens and Environment department within Council. The maintenance levels of service are broken down into five key areas: horticultural environment, road reserve responsibilities, built environment, cleaning operations and miscellaneous. The specific levels of service are included within Council's Parks, Gardens and Environment Maintenance Levels of Service October 2013 document.

Improvement Action: It is recommended that Council reviews and updates the maintenance levels of service for Parks, Gardens and Environment to reflect the current maintenance requirements as the last version was adopted in October 2013.

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4   Lifecycle Management

4.1   Overview

The lifecycle management strategy is to maintain the assets to a level that meets the quality standards and asset management objectives in a way that minimises risk. Council achieves this through the following traditional lifecycle management process:

➤ **Renewal and replacements** – informed by the lifecycle analysis reports from the SPM Assets software. The Project-Planning module would be used to apply levels of service standards at each site resulting in planned-projects. Moving from a component level analysis to a project level decision making process. This includes resulting risk ratings to prioritise the timing of future projects.

➤ **Upgrades** – the resulting projects that have been included within the 'Open Spaces Renewal/Replacement Board – 2020' board in the SPM Assets Program application. These projects are based on Council's policies and budgets.

➤ **Growth** – these are likely to be driven by the 'future demand' analysis and at this stage, and simply list any new Open Spaces sites or extensions that are identified in current Council planning documents. These projects are included in the 'Open Spaces Growth and Improvement Board – 2020 AMP' board within the SPM Assets Program application.

➤ **Operations** – servicing and inspections of essential services driven by the Building Code of Australia, and annual cost components such as power usage and cleaning.

➤ **Maintenance** - Council developed preventative maintenance regimes plus reactive maintenance budgets – both balanced with lifecycle renewals to optimise the overall cost of caring for the Open Space.

➤ **Disposals** – consider implementing a business rule for disposals plus current Council strategy documents that may identify future strategic disposals. The business rule could be for example – if the calculated renewal costs plus maintenance and operational costs (over 10 years) are more than 30% of the Capital Replacement Value of the Open Space asset, then consider the asset for disposal or major refurbishment.

Section 4.2.1 details the methods in which an asset's lifecycle is calculated within the SPM Assets database.

4.2   Renewal and Replacements

4.2.1   Predictive Deterioration Models Applied

The data collected through the condition survey process has been analysed using 'age', 'condition' and 'condition-age' based analysis to determine the likely remaining life of each component. The analysis considers the parameters illustrated in Figure 4-1 and is largely influenced by the base life range, the KPI score, age and the assessed condition grade. It is important that the analysis theory as detailed below is understood.

➤ **Condition Based**: - An asset has a base life range, i.e. it's expected to be fully renewed or totally replaced at some point within this range. The calculated base life is determined by applying the resulting KPI score to the base life range, i.e. if the asset is critical then the calculated base life is likely to be closer to the lower end of the range whereas if it is non-critical, then it will be closer to the upper end of the range.

➤ **Condition-Age Based**: – the remaining life generated by the condition-age algorithm is influenced by the age of the component, i.e. if an asset has been assessed to be in a very

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good condition and is old then the remaining life is calculated from the end of the condition grade 1 band. This significantly influences the remaining life of assets assessed to be in a very good and good condition. This algorithm has been applied to various structural and mechanical services assets.

➢ **Age Based**: - Determines the remaining life considering the base life range, criticality and component age. Condition or the assessed remaining life is not considered. This can be the most effective algorithm for plant and equipment style components. This has been applied to the mechanical, fire, lift and electrical components due to the challenges inherent with assessing an accurate condition grade. The likely replacement year equals the construction year plus calculated base life. For example, a component that was installed in 1998 with a 15-year calculated base life would most likely require replacement in 2013. As it is currently 2020, it would be 7 years overdue for replacement. However, if the component is non-critical, this could be acceptable, and it could be allowed to run to failure.

Of the 1,687 components for the Open Spaces sites in the SPM Assets database, the following breakdown of deterioration models has been applied:

➢ 1,624 components use the Condition based model
➢ 62 components use the Condition-Age based model
➢ 1 component uses the Age based model
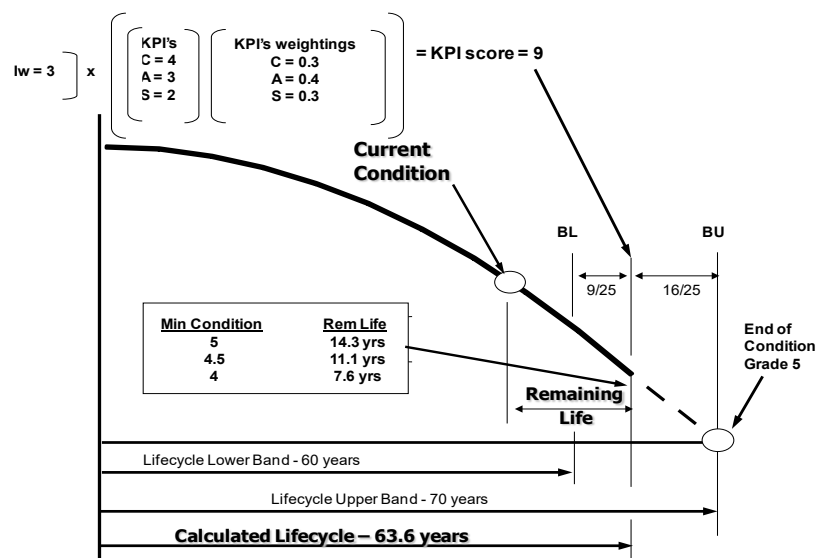
Figure 4-1 Principles of the predictive model

4.2.2   Determining Backlog Renewals

The backlog renewal position has been determined based on any component that has a calculated year of replacement that is prior to 2020. There are a large number and value of assets that are in a backlog position based on this rule, which is summarised in Table 4-1 by component group and component type. The total calculated backlog for the Open Spaces is $532K, with the majority being associated with Exterior & Sundries ($253K) and Open Space ($160K) component groups. The majority of the assets with a calculated year of replacement prior to 2020 are those that were

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assessed as being in a poor or very poor condition, while some are in good or moderate condition but have a short overall base life. Refer to APPENDIX C for details relating to each category (local, municipal, neighbourhood, regional, unknown).

Table 4-1 Potential Backlog by Component Group and Type			
Component Group	**Component Type**	**No. of Instances**	**Calculated Backlog**
Exterior & Sundries	Misc.	3	3,600
	Paving	3	248,400
	Sundries	4	1,600
Interior Finishes	Floor Finishes	1	83,460
Open Space	Access	6	68,420
	Bins & Surrounds	3	500
	Electrical	5	38,472
	Fences & Walls	1	11,400
	Furniture	3	1,110
	Roads and Pavements	4	39,935
	Signs	1	550
Services	Electrical	4	34,377
	Sanitary Plumbing	1	180
Total		**39**	**$532,003**

4.2.3   Portfolio Renewal Forecast

Figure 4-2 shows the forecast 15-year renewals expenditure required for all Open Spaces subcategories, including the possible backlog. It shows that over the next 15 years $9.3 million is required (an annual average of $617K) to address both the backlog (a total value of $532K as detailed in Section 4.5.2), and annual lifecycle expenditure. The three highest peaks of expenditure occur in 2027, 2028 and 2031. Refer to APPENDIX D for a detailed breakdown of the renewal expenditure over the next 15 years by category (local, municipal, neighbourhood, regional, unknown).

Improvement Action: An additional $350K has been added to the 15-year lifecycle forecast to accommodate the replacement of the playground equipment. As part of the Improvement Plan, it is recommended that Council completes assessments of the play spaces across the Open Space portfolio to update the asset register and determine the lifecycle renewal and replacement program of these assets.

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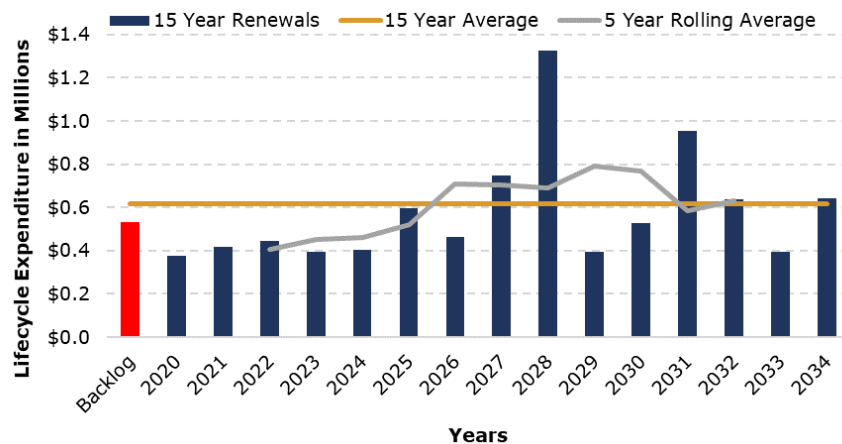
Figure 4-2 Renewal Forecasts over 15 years for All Subcategories

It is important to recognise that the lifecycle projections are the raw results from the predictive model in the SPM Assets software and will need to be further modelled to determine pragmatic projects that align with the available funding.

4.2.4   Condition Forecasting

Although the Condition Grade Index (CGI) provides a good measure at the time of survey, the condition grades will change over time as components deteriorate further and are replaced. While critical components will be proactively maintained to ensure the condition is kept within the defined standards, other components have a reactive maintenance requirement meaning that they will be repaired or replaced when they fail.

Figure 4-3 shows the forecasted condition over the next 15 years for the Open Spaces assuming that the components are replaced/renewed when required. It shows that replacing all components at their forecasted renewal date is required to maintain the CGI at the current levels. Figure 4-4 shows a 'worst-case scenario'; the forecasted condition assuming no renewals or replacements of components for the same period of 15 years.

The black line indicates the overall CGI of the assets at that point in time based on the condition, assigned base life, criticality factors and the unit rate of the individual component. The coloured sections from green to red represent the proportion of components in the five condition grades.

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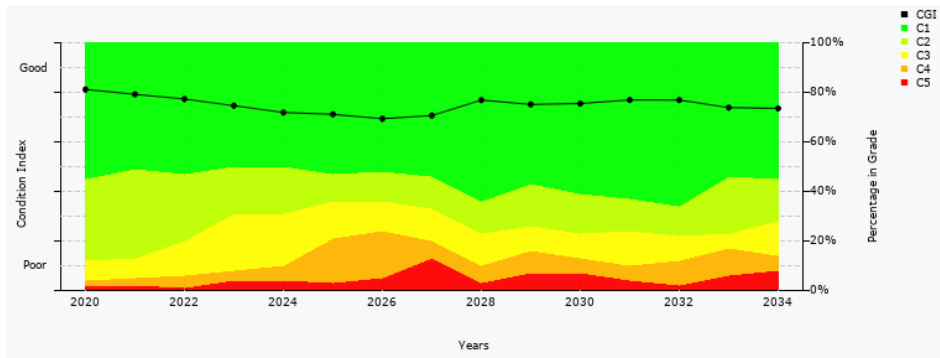
Figure 4-3 Forecasted Condition over the next 15 years assuming components are renewed
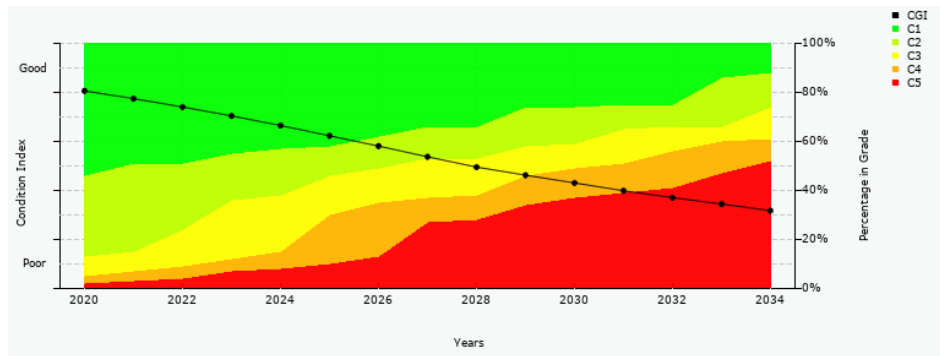
Figure 4-4 Forecasted Condition over the next 15 years assuming no renewal of components

4.3   Upgrades

As outlined in Section 4.1 upgrade projects are based on Council's policies and budgets. Table 4-2 lists the planned renewal projects for Play Spaces over the next 10 years as outlined in the Draft Play Space Strategy 2019-2028.

Table 4-2 Renewal Projects – Play Spaces			
Year	**Name of Play Space**	**Classification**	**Action**
2019/20	Pappas Drive	3	Includes upgrades to meet community expectations.
	Mahogany Gardens	4	Includes upgrades to meet community expectations.
	E Johnson Reserve/Lake Pertobe	1	Includes upgrades to meet community expectations.
2020/21	Fletcher Jones Gardens	3	Includes upgrades to meet community expectations.
	Pecten Avenue Reserve	3	Includes upgrades to meet community expectations.
	Brierly Recreation Reserve	3	Includes upgrades to meet community expectations.

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Table 4-2 Renewal Projects – Play Spaces			
2022/23	Lake Pertobe Central	1	Includes upgrades to meet community expectations.
	Breton Street	3	Includes upgrades to meet community expectations.
2023/24	Kings Park	3	Includes upgrades to meet community expectations.
	Bradley/Archibald Street	4	Includes upgrades to meet community expectations.
	Botanic Gardens	2	Includes upgrades to meet community expectations.
2024/25	Ponting Reserve	3	Includes upgrades to meet community expectations.
	Auty Street North Reserve	4	Includes upgrades to meet community expectations.
	Nicholls Drive	3	Includes upgrades to meet community expectations.
2025/26	Jubilee Park	2	Includes upgrades to meet community expectations.
	Wendy Matthews	3	Includes upgrades to meet community expectations.
2026/27	Laurina Close/Baeckea Reserve	2	Includes upgrades to meet community expectations.
2027/28	Wendy Matthews	3	Includes upgrades to meet community expectations.
	Hickford Reserve	3	Includes upgrades to meet community expectations.
2028/29	Shirley Grove	3	Includes upgrades to meet community expectations.
	Natalie Court	3	Includes upgrades to meet community expectations.

Table 4-3 outlines the immediate (to be rectified within the next year) and high (to be rectified within the next 1-3 years) priority projects from the Lake Pertobe Masterplan 2018. These upgrades aim to strengthen the city's reputation as a family-friendly destination for both residents and visitors by improving connections between Lake Pertobe, the CBD and foreshore area, improving access within the reserve, adding to the play opportunities for all ages and abilities, encouraging more people to explore the whole reserve and enjoy the lakeside environment.

Table 4-3 Upgrade Projects – Lake Pertobe			
Priority	**Year**	**Theme**	**Description**
Immediate	2020	Infrastructure	Investigate feasible options for replacement of the swing bridge feature in Play Area 3.
			Creative and innovative design will be included in all new projects (e.g. wayfinding and signage, shelters,

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Table 4-3 Upgrade Projects – Lake Pertobe			
			functional art, picnic decks, play features etc.).
		Connectivity and Wayfinding	Install wayfinding maps of the reserve in selected high traffic locations to facilitate easy navigation of the reserve and raise awareness of the variety of experiences and activities on offer.
		Play Infrastructure	Design and construct an exciting, unique, inclusive, challenging and innovative play space in Play Area 2 for 0 to 12 years.
		Arts and Culture	As 'Pertobe' is derived from the word 'pirtupp' meaning small sandpiper in Aboriginal language, include the bird as a theme where appropriate, to acknowledge local aboriginal culture and identity within the reserve.
High	2021 - 2023	Infrastructure	Prepare an infrastructure style guide to create a consistent and appropriate character. The guide should include seats, waste receptacles (rubbish/recycle), drinking fountains/water bottle refilling stations, bike racks, lighting and picnic tables.
			Install additional seating and picnic tables which meet the needs of all users (including some seats with arm rests, back rests and wheelchair accessible tables).
			Develop an App to increase engagement and enjoyment.
		Connectivity and Wayfinding	Develop and implement a wayfinding strategy for areas within and adjacent to Lake Pertobe.
			Name all walking paths/loops, play areas and barbecue shelters to improve navigation and wayfinding.
			Construct new shared path across the southern side of Lake Pertobe Reserve to link all pedestrian crossing points on Pertobe Road as well as create raised crossing points.
			Construct a new (shared) path to create pedestrian and cycle-friendly connections across the southern boundary of the reserve linking with path on the northern side of Pertobe Road.
		Accessibility	Include information about accessible destination points and infrastructure (paths, play, social, toilets etc.) in the wayfinding information.

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Table 4-3 Upgrade Projects – Lake Pertobe			
		Play Infrastructure	Design and develop a diverse range of exciting, unique, challenging and innovative play for all ages by designating specific user groups for each play area: Play Area 1 - Youth/Adventure - Ages 12 years plus Play Area 3 - Slides etc. - All ages/Mixed Area
			Provide additional challenging adventure play opportunities in Play Area 1.
			Include additional inclusive play elements and improve accessibility in all Play Areas by removing barriers such as raised timber edges and sand soft fall and replacing with accessible pathways and surfaces, as appropriate.
		Arts and Culture	Include and share stories about Lake Pertobe's heritage, indigenous culture, stormwater/drainage functions and environmental values through improvements, wayfinding, precinct names and other on-site information.
		Recreation and Social Use	Install clear signage at entry points and along pathways, and communicate via other channels available, to indicate where dogs are permitted and not permitted at Lake Pertobe.
			Investigate the formation of a Friends of Lake Pertobe group to increase community involvement in the implementation of the Masterplan.

Table 4-4 outlines the high (to be rectified within the next year) and medium priority (within the next 1-3 years) upgrade projects for the Botanic Gardens as outlined in the Warrnambool Botanic Gardens Master Plan 2017 which aims to guide the development, management and operation and use of the gardens for the next 15 years.

Table 4-4 Upgrade Projects – Botanic Gardens			
Priority	**Year**	**Theme**	**Description**
High	2020	Connectivity and Wayfinding	Construct an elevated walkway to the north side of the Fernery to avoid the Moreton Bay Fig tree's root buttress.
			Construct a concrete footpath on the northern perimeter (along Botanic Road).
			Install boardwalks or flexible surfacing to create accessible and safe paths where tree roots are affecting internal pathways.
			Design and construct an arbour and new garden beds to Entrance no. 5 (Botanic Road) to improve its sense of arrival

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Table 4-4 Upgrade Projects – Botanic Gardens			
		Accessibility	Remove the narrow asphalt path between the sundial and parterre.
			Increase the width of the paths to the southeast side of the lake and the northwest of the existing toilets.
			Construct a DDA compliant surface to the existing drinking fountain near Entrance no. 7.
			Construct a path between Entrance no. 6 stile opening at the school crossing to link the gardens loop path and the new public toilets.
			Provide an accessible drinking fountain/bottle refill tap near entrance no. 5.
		Heritage and Art	Install additional interpretive signage describing Guilfoyle's design philosophy, plant names and horticultural features.
		Gardens and Landscaping	Link Swan Reserve and the Botanic Gardens through the provision of signage at both the gardens and Swan Reserve,
			Add additional planting of low shrubs within the garden beds particularly under groups of existing trees.
Medium	2021 - 2023	Infrastructure	Install seating under selected trees, avoiding palms and pine trees.
			Install picnic platforms.
		Connectivity and Wayfinding	Design and install wayfinding signage to Russell's Creek Walking Trail and to Swan Reserve.
			Design and install information at entrances no. 1, 5, 6 and 8 to provide a site map and indicate walking distances/times to other destinations near the gardens.
		Accessibility	Install tactile bands on the footpath at the corner of Botanic Road and Queens Road.
		Heritage and Art	Implement a program to design and install sculptures/artworks throughout the gardens.
			Retain some sections of the limestone edging to the asphalt pathways as a heritage feature.
		Play	Retain and refurbish the giraffe swing.
			Design and develop sensory and nature play areas.

Improvement Action: It is recommended that Council reviews the list of upgrade projects and obtains quotes to complete the projects and works listed above.

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Table 4-5 lists the upgrade projects as part of the Great South Coast Regional AFL, Cricket and Netball Strategy 2019 which are expected to be completed in 2020. The total expenditure required in 2020 is $3.5 million.

Table 4-5 Upgrade Projects – AFL, Cricket and Netball		
Reserve	**Project Description**	**Expenditure**
Allansford Recreation Reserve	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
	Synthetic wicket upgrade to oval playing surface	10,000
	Cricket training net replacement	23,000
Bushfield Recreation Reserve	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
	Synthetic wicket upgrade to oval playing surface	10,000
	Cricket training net replacement	23,000
	Netball court lighting upgrade	50,000
Davidson Oval	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
	Cricket training net replacement	23,000
Dennington Recreation Reserve	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
	Synthetic wicket upgrade to oval playing surface	10,000
	Cricket training net replacement	23,000
	Netball court lighting upgrade	50,000
	Netball court upgrade	100,000
	Netball court lighting upgrade	100,000
Mack Oval	Cricket training net replacement	23,000
Merrivale Recreation Reserve	Cricket training net replacement	23,000
	Netball court lighting upgrade	50,000
Reid Oval	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
	Cricket training net replacement	23,000
	Netball court upgrade	100,000
	Netball court lighting upgrade	50,000
Walter Oval	Sport field lighting upgrade	100,000
	Cricket training net replacement	23,000
	Netball court lighting upgrade	50,000
Brierly Reserve	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
	Synthetic wicket upgrade to oval playing surface	10,000

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Table 4-5 Upgrade Projects – AFL, Cricket and Netball		
	Cricket training net replacement	23,000
Harris Street Reserve	Playing surface improvements	50,000
Jetty Flat Reserve	Playing surface improvements	50,000
Jones Oval	Sport field lighting upgrade	100,000
	Playing surface improvements	50,000
Warrnambool Stadium (Outdoors)	Netball court upgrade	1,000,000
	Netball court lighting upgrade	500,000
Total		**$3,547,000**

4.4 Growth

As outlined in Section 3.4.1, there is expected to be an increase in the future demand for Open Spaces. In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in March 2020 and from Council planning documents. These projects are solely for new assets to be included within the Open Spaces or extensions that have been identified as 'wish list' items as part of Council's strategic planning. Table 4-6 lists the growth projects for play spaces as outlined in the Draft Play Space Strategy.

Table 4-6 Growth Projects – Play Spaces			
Year	**Name of Play Space**	**Classification**	**Action**
2019/20	Victoria Park Central/Hopkins	2	New play space (in line with RTOS of Victoria Park East & West)

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4.5   Operations Plan

The operational expenditure budget allows for costs associated with the use of the Open Spaces such as salaries and wages, cleaning, security, property management, insurance, council rates, water usage and power usage. Council's existing operations budget for Parks and Gardens has been provided and included in Table 4-7 below. The total annual operational budget is $291K.

Table 4-7 Council's Operations Budget	
Activity	**Adopted Budget**
1013 - Operations	55,800
1014 - Plant Operating Costs	74,416
1070 - Management	161,254
Total	**$291,471**

4.6   Maintenance Plan

The current maintenance policy is mainly reactive alongside the routine maintenance of selected services. Council's existing maintenance budget for Parks and Gardens has been provided and included in Table 4-8 below. The total annual maintenance budget is $3.1 million.

Table 4-8 Council's Maintenance Budget	
Activity	**Adopted Budget**
1023 - Maintenance General	44,455
1101 - Highway Medians Watering	23,771
1105 - Vandalism Expenditure	30,970
1153 - Off Street Car Park Maintenance	9,308
1154 - Power Line Vegetation Clearance	111,616
1155 - Weed Treatment	166,532
1162 - Playgrounds - Inspections	40,571
1163 - Playgrounds - Maintenance & Materials	201,992
1164 - Sport Facility Infrastructure Maintenance	48,000
1167 - Storm Damage Response	28,616
1221 - Litter Collection	174,020
1283 - Minor Improvements	81,647
1347 - Fire Hazard Eradication	23,462
1715 - Planting of Annuals & Shrubs	44,602
1716 - Care of Shrubs	85,855
1717 - Garden Maintenance	217,571
1718 - Grass Mowing Parks & Open Space	1,010,781
1719 - Grass Watering	67,673

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Table 4-8 Council's Maintenance Budget	
Activity	**Adopted Budget**
1722 - Care of Grass & Turf	130,590
1723 - Wetland and Water Features	26,262
1724 - Edging Kerb & Footpaths	129,838
1725 - Mowing in Road Reserves	113,083
2090 - City Centre Renewal Stage 1	130,583
Irrigation - Reserves	117,430
Total	**$3,059,228**

4.7 Disposals

As outlined in the Draft Play Space Strategy 2019-2028, play spaces may be retired and converted back to open spaces based on the following assessment criteria:

➢ Unsuitability of the existing site – possibly due to a safety issue such as a railway line, very busy road or a court with limited access to surrounding residences
➢ An over-supply of play spaces in that area – possibly due to a high number of local play spaces already in existence or due to the development of a much larger play space in the area that includes the local population within its catchment
➢ Insufficient funding to replace the equipment – as is sometimes the case on public land when committees of management or sports clubs cannot afford to upgrade facilities
➢ Lack of usage – possibly due to a decline in the population in that area or a change in the demographics of that community

In such situations, it is imperative that:

➢ An assessment is undertaken to determine whether or not there are any actions that could improve usage of the site
➢ The community be notified prior to any works occurring and involved in decisions regarding the future use of the site if appropriate
➢ Wherever possible the site should remain as public open space, even if play space equipment is removed
➢ If the site is sold, the funds from the sale are used to improve an existing play space in that general precinct or develop a new play space in that precinct
➢ Any salvageable play equipment (i.e. in good condition and not past the end of its lifespan) is relocated to another play space within the play precinct if possible

Table 4-9 lists the play spaces that are expected to be disposed over the next 10 years.

Table 4-9 List of Open Spaces Disposal		
Year	**Name of Play Space**	**Action**
2019/20	Victoria Park East	Conversion to open space (in line with new play space at Victoria Park Central/Hopkins)
	Victoria Park West	Conversion to open space (in line with new play space at Victoria Park Central/Hopkins)

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Table 4-9 List of Open Spaces Disposal		
Year	**Name of Play Space**	**Action**
2020/21	WP O'Sullivan Reserve	Conversion to open space (in line with renewal at Pappas Drive)
2023/24	Davidson Oval Reserve	Conversion to open space
	Iona Avenue	Conversion to open space (in line with upgrade at Botanic Gardens)
2025/26	Wesak Alice	Conversion to open space
	Hayley Drive	Conversion to open space
	Crawley Street (West)	Conversion to open space (in line with renewal at Nicholls Drive)
	Koroit Street	Conversion to open space
	Donald Court	Conversion to open space
2026/27	Wooles Avenue	Conversion to open space (in line with renewal at Laurina Close/Baeckea)
	Thompson Street	Return to open space (in line with renewal at Auty Street North)
2027/28	Central Tourist Area/Foreshore Reserve	Conversion to open space
	Moonah Street	Conversion to open space (in line with renewal at Wendy Matthews)
2028/29	Heritage Court	Conversion to open space
	Membrey Way	Conversion to open space
	Grieve Street East	Conversion to open space

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5   Risk Management

5.1   Principles

The Standard AS/NZS ISO 31000: 2009 has been referred to in establishing a Risk Matrix to determine the risk associated with the Open Spaces portfolio. Risks can include financial, environmental, social, operational and health and safety considerations. Typical risks relevant to Council Open Spaces sites are:

- Asset Management
- Environmental Hazards
- Financial, Funding Fraud
- Customer Services
- Contracting Performance
- Environmental Hazards
- Governance

- Human Resources
- Information Management
- Legislative Compliance
- Planning, Strategy, Growth
- Project / Programme Management
- Public Health & Safety

The following options are available for mitigating risks to reduce the cause, probability or impact of failure:

1. Do nothing - Accept the risk
2. Management Strategies - Implement enhanced strategies for demand management, contingency planning, quality processes, staff training, data analysis and reporting, reduce the desired level of service, etc.
3. Operational Strategies - Actions to reduce peak demand or stresses on the asset, operator training, documentation of operational procedures, etc.
4. Maintenance Strategies - Modify the maintenance regime to make the asset more reliable or to extend its life
5. Asset Renewal Strategies - Rehabilitation or replace assets to maintain service levels
6. Development Strategies - Investment to create a new asset or augment an existing asset
7. Asset Disposal / Rationalisation - Divestment of assets surplus to needs due to a service being determined as a non-core activity or assets can be reconfigured to better meet needs

5.2   Predictive Deterioration Model

The lifecycle replacement model is inherently risk based and therefore can be used as the risk analysis platform. The following factors are considered at a component level:

- Asset naming convention – related to the failure event
- Criticality criteria and the Importance rating of a site (Functional Weighting) – the consequence of failure
- Base life range – the statistical model that provides a 90% likelihood that the asset will need to be renewed or replaced within the range
- The predictive model – the likelihood of failure
- The unit replacement rate – the cost to mitigate the risk and best aggregated into a project or a procurement

These parameters are used in the following way:

1. To reduce the risk of failures to service delivery

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2. Influences the predicted time of replacement or renewal
3. Smooths the longer-term projections, i.e. with limited budgets, the result will ensure assets that have higher criticality will be considered first
4. Prioritisation of projects, i.e. the aggregation of criticality factors combined with the Importance rating will ensure the more important projects are implemented first

5.3   Council's Risk Management Framework

Council's Risk Management Framework is outlined within the Risk Management Policy 2015. Council's policy is to identify and manage risk in accordance with approved standards and continually improving practices.

Council commits to the following risk management objectives/statements:

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

5.4   Current Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. An explanation of how the risk ratings have been calculated can be found in APPENDIX E. Table 5-1 shows the proportion of the Open Spaces components by their GRC and risk score in a risk matrix. The likelihood is shown in the columns of the table with consequence being shown in the rows. The risk matrix, developed by SPM Assets, uses the raw outputs of the SPM Assets database at a component level. It shows that approximately $248K of components are at extreme risk and $371K are at high risk.

Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	**Unlikely (1)**	**Possible (2)**	**Likely (3)**	**Probable (4)**	**Almost Certain (5)**
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -

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Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	**Unlikely** **(1)**	**Possible** **(2)**	**Likely** **(3)**	**Probable** **(4)**	**Almost Certain** **(5)**
Major (4)	Medium (4) **$1,294,375**	Medium (8) **$2172,192**	High (12) **$26,584**	High (16) **$108,720**	Extreme (20) **$248,400**
Moderate (3)	Low (3) **$4,225,740**	Medium (6) **$1,085,112**	Medium (9) **$462,457**	High (12) **$236,015**	High (15) **-**
Minor (2)	Low (2) **$407,877**	Medium (4) **$62,711**	Medium (6) **$84,187**	Medium (8) **$9,729**	High (10) **-**
Insignificant (1)	Low (1) **-**	Low (2) **-**	Low (3) **-**	Medium (4) **-**	Medium (5) **-**

Improvement Action: As part of the Improvement Plan, the components that have been identified as extreme risk may need to be further verified by Council prior to any planning of works as well as a review of the component criticalities.

5.5   Project Prioritisation Based on Risk

The list of priority projects will be considered annually to ensure that decisions are made based on evidence from the AMP rather than judgement.

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6   Financial Summary

6.1   Overview

Where Section 4: Lifecycle Management identified the range of possible expenditure that needs consideration to achieve the Quality Standards and performance shortfall, the Financial Summary section provides the recommended total expenditure budgets for the next 15 years, including both capital expenditure (capex) and operational expenditure (opex).

6.2   Assumptions

As outlined in Section 4.5 and 4.6 the adopted budget for operational and maintenance expenditure is $291K ad $3.1 million respectively. These expenditure amounts will be used as the estimated annual operational and maintenance expenditure over the next 15 years (2020 – 2034).

Table 6-1 list the estimated annual budgets by category for the next 15 years. The playground budget in 2020 has been extracted from the Warrnambool City Council Budget 2019 – 2020 while the new, renewal and upgrade budgets for 2020 – 2023 have been taken from the Council Plan 2017 – 2021 (Revised 2019). The budget for new, renewal and upgrade for all remaining years (2024 – 2034) has been calculated as an average of the previous four years.

Table 6-1 Budget Estimates					
	Expenditure ($'000)				
Budget Category	2020	2021	2022	2023	2024 – 2034
Playground	1,931	-	-	-	-
New	-	40	500	2,600	785
Renewal	3,332	415	426	436	1,152
Upgrade	192	192	192	292	217
Total	**$5,455**	**$647**	**$1,117**	**$3,328**	**$2,154**

Improvement Action: The stated assumptions have been included within the following sections of the AMP. Considering this, Council should carefully review these assumptions and resulting forecasts and update accordingly with a more accurate set of data as required.

6.3   Estimated Forecast

Table 6-2 and Figure 6-1 summarise the total 15 year expenditure for the Open Spaces portfolio considering the renewal expenditure based on lifecycle, planned upgrade projects and the estimated operational and maintenance costs. The upgrade projects only include the AFL, Cricket and Netball projects as all other upgrade projects have not been scoped. A total of $63.1 million is estimated to be required over the next 15 years, of which $12.8 million is related to capital expenditure and $50.3 million to operational expenditure.

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Table 6-2 Financial Forecast for the Assessed Open Spaces																
Expenditure by Category	Expenditure ($'000)															
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Capital Expenditure (Capex)																
Lifecycle Expenditure	376	416	447	393	403	597	464	746	1,323	394	29	956	637	397	640	**8,718**
Calculated Backlog	532	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**532**
Upgrade Projects	3,547	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**3,547**
Sub-Total Capex	**4,105**	**416**	**447**	**393**	**403**	**597**	**464**	**746**	**1,323**	**394**	**29**	**956**	**637**	**397**	**640**	**12,797**
Operational Expenditure (Opex)																
Estimated Operations	291	291	291	291	291	291	291	291	291	291	291	291	291	291	291	**4,372**
Estimated Maintenance	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	**45,888**
Sub-Total Opex	**3,351**	**3,351**	**3,351**	**3,351**	**3,351**	**3,351**	**3,351**	**3,351**	**3,351**	**3,351**	**3,351**	**3,351**	**3,351**	**3,351**	**3,351**	**50,260**
Total Expenditure	**7,806**	**3,767**	**3,798**	**3,744**	**3,754**	**3,948**	**3,815**	**4,097**	**4,674**	**3,745**	**3,879**	**4,307**	**3.988**	**3,747**	**3,991**	**63,058**

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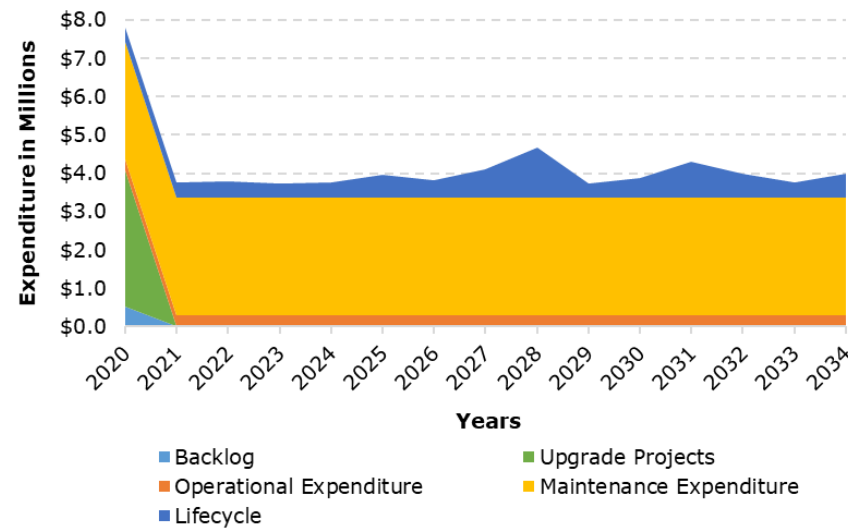
Figure 6-1 Estimated 15 Year Financial Forecast for all Open Spaces Sites

6.4   Funding Required for Maintaining Current Assets

Table 6-3 shows the results of applying the current budgets to maintain and operate the current Open Spaces while only considering addressing the condition-based shortfalls and the planned upgrade projects. As seen within Table 6-3 and Figure 6-2, over the next 15-year period (between 2020 and 2034) an estimated $63.1 million is required ($4.2 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 15 years is $34.2 million if Council addresses all condition-based shortfalls and completes the upgrade projects an additional $28.8 million will be required.

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Table 6-3 Current Financial Summary																
Category	Expenditure Year ($'000)															
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Expenditure																
Lifecycle Expenditure	376	416	447	393	403	597	464	746	1,323	394	29	956	637	397	640	**8,718**
Backlog	532	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**532**
Upgrade Projects	3,547	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**3,547**
Operational Expenditure	291	291	291	291	291	291	291	291	291	291	291	291	291	291	291	**4,372**
Maintenance Expenditure	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	3,059	**45,888**
Total Expenditure	**7,806**	**3,767**	**3,798**	**3,744**	**3,754**	**3,948**	**3,815**	**4,097**	**4,674**	**3,745**	**3,879**	**4,307**	**3.988**	**3,747**	**3,991**	**63,058**
Budget																
Playground	1,931	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**1,931**
New	-	40	500	2,600	785	785	785	785	785	785	785	785	785	785	785	**11,775**
Renewal	3,332	415	426	436	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	**17,284**
Upgrade	192	192	192	292	217	217	217	217	217	217	217	217	217	217	217	**3,255**
Total Budget	**5,455**	**647**	**1,117**	**3,328**	**2,154**	**2,154**	**2,154**	**2,154**	**2,154**	**2,154**	**2,154**	**2,154**	**2,154**	**2,154**	**2,154**	**34,245**
Annual Surplus/ Deficit	**- 2,351**	**- 3,120**	**- 2,680**	**- 416**	**- 1,599**	**- 1,794**	**- 1,661**	**- 1,943**	**- 2,519**	**- 1,591**	**- 1,725**	**- 2,152**	**- 1,834**	**- 1,593**	**- 1,836**	**- 28,813**

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Figure 6-2 Current Financial Summary

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7   Asset Management Practices

7.1   Overview

This section summarises the Asset Management Processes, Systems, Data and People. Figure 7-1, a "Hierarchy of Care" of Asset Management practices, should be considered when developing them:

➢ **Operating** – Energy and Water Use, Waste Disposal, Insurance and Rates

➢ **Maintaining Safety** – Compliance, Maintenance and Servicing Schedules

➢ **Maintaining a Healthy Environment** – Cleaning, Security, Pest Control and Waste Removal

➢ **Expectations** – Reactive Maintenance

➢ **Extending the Life** – Planning the Preventative Maintenance

➢ **Sustainability** – Renewals, Refurbishments and Replacements

➢ **Adapting to its Environment** – Planning for the Extensions, Upgrades and Reconfigurations

Figure 7-1 Asset Management Hierarchy of Care

7.2   Processes

Warrnambool City Council establishes the roles and responsibilities for all corporate assets (including Open Spaces assets) as Asset Owner, Asset Maintainer and Service Manager, with the respective responsibilities listed in Table 7-1 below.

Consistent with this model the Parks, Gardens and Environment department is both Asset Owner and Maintainer for all assets owned and/or managed by Council, with Service Manager's responsibility distributed throughout the organisation based on the Open Spaces category.

Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	**Service Manager**	**Maintainer**	**Asset Owner**
Plan for the acquisition, creation, modification and disposal of Assets	Support	Support	Lead role
Establish the Level of Service delivery	Lead role	Support	Support
Determine asset utilisation	Lead role	Support	Support
Record/supply the data pertaining to asset use	Lead role	-	-
Maintain the asset to the agreed standard	Support	Lead role	Support

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Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	**Service Manager**	**Maintainer**	**Asset Owner**
Advise of any issues relating to the performance of the asset and any opportunities to improve the efficiency of the asset	Lead role	Support	Support
Record/supply the data pertaining to asset maintenance	Support	Lead role	Support
Develop and implement the Asset Management Plan	Lead role	Support	Support
Establish the Level of Service for the asset	Lead role	Support	Support
Record/supply the data for Inventory, valuation & condition	Support	Support	Lead role
Responsible for monitoring and reporting on their specific assets	Support	Support	Lead role
Establish the level of maintenance required to keep the asset at an acceptable standard and availability	Support	Lead role	Support

7.3 Systems

Council uses the following system for long term capital planning and operational management purposes.

> ➤ SPM Assets software for condition assessment and lifecycle modelling

The SPM Assets software application has been used to undertake condition assessments of the Open Spaces portfolio, analyse the resulting data and to produce various reports. The resulting data remains the property of Council.

7.4 Data

Asset Management practices associated with the collection, maintenance and use of data will be documented as part of an improvement activity. Council should aim to update 20% of the asset register each year as documented in Section 1.4.2.

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8   Improvement Plan

This AMP is, put simply, a snapshot of asset planning practices and capabilities and a status of current assets at a point in time. An improvement plan is a mechanism used to enhance and develop planning capabilities and processes between editions of AMPs. Often covering a 12-month period between annual AMP updates an effective improvement plan is prioritised with responsibilities for each task specified.

This Improvement Plan primarily addresses issues identified during the development of this AMP.

8.1   Improvement Programme

The improvement tasks detailed in Table 9-1 have been developed throughout the process of documenting this initial AMP. This Improvement Plan and overall AMP document is to be treated as a live document - continuously amended and updated when improvements in asset management planning practices and capabilities are developed. Fundamentally, this Improvement Plan should be reviewed on a quarterly basis and revised annually. All high priority tasks should be completed in the short term if not immediately.

Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
Data				
2.1	Determine the subcategory for the 11 sites currently included under 'Unknown'.	High	Coordinator City Strategy	Short term
2.1 4.2.3	Complete condition assessments of all play space sites to identify the playground equipment and current condition.	High	Coordinator Strategic Asset Management	Ongoing
2.2.2	Determine which components to include within future iterations of this AMP. Currently the following components have been excluded: ➢ Breakwater/seawalls ➢ Tree surrounds	Medium	Coordinator Strategic Asset Management	Ongoing
2.3.1	Complete valuations for each Open Space site or include valuation information in the next iteration of this AMP.	Medium	Coordinator Strategic Asset Management	Short term
2.3.2 7.4	Complete condition assessments of all Open Spaces sites to identify the current condition. Sites could be prioritised based on importance or value to the community.	High	Coordinator Strategic Asset Management	Ongoing
2.5	Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance. Complete PQS assessments for all Open Space sites.	Medium	Coordinator Strategic Asset Management (Service Managers?)	Medium term

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Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
4.2.1	Review and update the current component references and components. In particular: ➢ Review criticalities of component references – appearance, consequence and safety	High	Coordinator Strategic Asset Management	Immediate
4.3 4.4	Obtain quotes to complete the list of upgrade and growth projects to ensure accurate financial projections.	High	Manager Projects	Medium term
5.4	Review the list of components that have been identified as 'extreme risk'	High	Coordinator Municipal Operations	Short term
7.4	Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended: ➢ Update data form with completed works ➢ Regular staff inspections	High	Coordinator Municipal Operations	Ongoing
7.4	Continuously update data to provide confidence in long-term planning: ➢ Three-year rolling condition surveys – targeting high importance areas	High	Coordinator Strategic Asset Management	Ongoing
People				
7.2	Identify who is responsible for managing and maintaining the Asset Management Plan	Medium	Manager Facilities & Projects	Short term
7.2	Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers	Medium	Manager Infrastructure Services	Short term
Processes				
3.3.2	Develop levels of service for Play Spaces based on the provision, development, operations, levels of usage and servicing and maintenance requirements by hierarchy level.	High	Coordinator Strategic Asset Management	Medium term
3.5	Review and update the maintenance levels of service for Parks, Gardens and Environment	High	Coordinator Municipal Operations	Short term
4.6	Review maintenance planning activities and schedules	Medium	Coordinator Building Services & Strategy	Medium term
5.4	Review the list of components that have been identified as extreme risk in Section 5.4	High	Coordinator Municipal Operations	Short term

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Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
6.2	Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.		Coordinator Municipal Operations	Short term
1.4.2	Implement the 80/80/20 asset management objective over the next three (3) years: ➢ 80% of work done is planned – moving from a reactive to proactive approach by planning and thinking long term. This recognises that some works may be ad-hoc or reactive. ➢ 80% of the works program is driven from the planning process – projects should be based on Council's annual business plan and other planning documents. Projects should be included in the Open Spaces Growth and Improvement board in Programs ➢ 20% of the asset register is updated, maintained, improved and changed every year – train Council staff on how to update data in the SPM Assets database. SPM Assets will also provide Council with a half yearly report which summarises the number of properties surveyed, number of new components and number of updated components	High	Coordinator Strategic Asset Management	Ongoing
Systems				
7.3	Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions	Low	Coordinator Strategic Asset Management	Long term

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Report Prepared by

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Report Reviewed by

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Version	Date	Details	Authorised	
			Name	**Position**
Draft 1.0	29 May 2020	Version 1.0	Minae Williams	Asset Management Specialist
Draft 1.1	4 June 2020	Version 1.1		
Draft 1.2	9 June 2020	Version 1.2		
Draft 1.3	10 June 2020	Version 1.3		
Final 1.4	23 June 2020	Version 1.4		

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Appendices

APPENDIX A   Glossary

Active Open Space	Land set aside for the specific purpose of formal outdoor sports by the community.
Asset Management Plan	An AMP is a report that summarises the end outcomes of the asset planning process. It documents the current and projected asset status and considers options to achieve strategic objectives through using asset solutions.
Asset Register	A record of asset information including some or all of; inventory, historical, service, financial, condition, construction, technical and financial information about each asset.
Base Life	The physical life of a building component expected considering its local environment. The life is measured from time of installation to time of its anticipated replacement, renewal or disposal.
Capital Expenditure (Capex)	Expenditure used to create new assets (through addition or renewal) or to increase the capacity of existing assets beyond their original design capacity or potential. Capex increases the value of asset stock.
Component	The specific asset at the lowest level of detail, i.e. solid door, aluminium window, etc.
Component Group	High level categorisation of a component, i.e. roof, floor coverings, etc.
Component Type	Mid-level categorisation of components that fit under Component Group, i.e. roof drainage, lights, extinguishers, etc.
Component Criticality	This is the measure of the relative importance of a component by identifying which components are more critical to the site/asset. Criticality factors include likelihood of failure, risk to service delivery, appearance, health and safety impacts.
Condition	The state of an asset or component at a particular time.
Condition Assessment	Periodic inspection, measurement and interpretation of the resultant data of a specific component so as to determine the need for some preventative or remedial action. Condition is graded from condition grades of 1 (excellent) to 6 (end of life).
Condition Grade Index (CGI)	An overall condition rating of an asset that take into account each individual components assessed condition against its identified Gross Replacement Cost (GRC). A CGI figure that is close to 1.0 represents an asset to be in a very good condition overall whilst a CGI of 2.3 means that some of the components have been assessed to be in a poor to very poor condition.
Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive

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	inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
Capital Replacement Value (CRV)	The cost to replace the structure, which is a combination of the Gross Replacement Cost and the Residual Structural Value. Cost is expressed in today's (2020) dollar value.
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset less an allowance for wear or consumption having regard for the economic life of the existing asset. Cost is expressed in today's (2020) dollar value.
Economic Life	The total useful life of a component based on its Level of Service. The life is measured from time of installation to time of its expected replacement, renewal or disposal.
Facility Condition Index (FCI)	Facility Condition Index (FCI) is a percentage figure, used as a condition standard, that identifies the works required for an asset based upon the component currently in a poorer condition and any component that have a remaining life of less than 5 years.
Greenfield	Undeveloped land (generally used for agriculture) which is being considered for residential, commercial or industrial development.
Gross Replacement Cost (GRC)	The identified cost of the assessed assets and components that are to be replaced within the lifespan of the structure. Cost value does not include the Residual Structural Value (RSV). Cost is expressed in today's (2020) dollar value.
Key Performance Indicators (KPI)	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Level of Service	The defined service quality for a particular activity or service area against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Lifecycle	The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal costs. Cost is expressed in today's (2020) dollar value.
Lifecycle Cost Analysis	Any technique which allows assessment of a given solution, or choice from among alternative solutions, on the basis of all relevant economic consequences over the service life of the asset. Cost is expressed in today's (2020) dollar value.
Linear/Off-road Trail	A continuous stretch of land incorporating a pedestrian pathway, sometimes also designed for cycling use.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition but excluding rehabilitation or renewal.

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Open Space	Publicly owned land set aside for leisure, recreation, and nature conservation purposes. It includes pockets of natural landscape within the urban area, sports reserves, and areas of high scenic, cultural or conservation value.
Operation	The active process of using an asset or service that consumes resources such as manpower, energy, chemicals and materials.
Operational Expenditure	Operational expenditure refers to day-to-day operational costs associated with the site itself to deliver the general services. This specifically refers to the; gas, water, sewerage, and electricity services.
Passive Open Space	Open space that is set aside for parks, gardens, linear corridors, conservation bushlands, nature reserves, public squares and community gardens that are made available for passive recreation, play and unstructured physical activity.
Planned Maintenance	Planned maintenance activities fall into three categories: i) Periodic – necessary to ensure the reliability or to sustain the design life of an asset. ii) Predictive – condition monitoring activities used to predict failure. iii) Preventative – maintenance that can be initiated without routine or continuous checking and is not condition based.
Planned Scheduled Maintenance	Scheduled maintenance tasks are established to prolong the useful life of their associated assets. These related tasks can be daily, weekly, and monthly in occurrence to keep assets operational and at the required standard.
Property Quality Standard (PQS)	A desired level of performance, measured by pre-defined factors, relating to an overall characteristic of a property portfolio.
Reactive Maintenance	Reactive maintenance tasks focus solely on the unknown maintenance that is required for the site and related infrastructure assets which are generally due to unforeseen breakages, damage, and vandalism.
Remaining Life (Assessed)	The remaining life (measured in number of years) of a component as assessed by a property surveyor, e.g. carpet has an assessed remaining life of 10 years.
Remaining Life (Calculated)	The remaining life (measured in number of years) of a component as calculated by an analysis considering deterioration, functionality and utilisation.
Renewal	Works to upgrade, refurbish or replace existing assets with assets of equivalent capacity or performance capability using Capex.
Repairs & Maintenance Budget	The repairs and maintenance budget refers to the allocated expenditure that has been set aside for the unexpected/unforeseen maintenance and renewal works that may arise.
Replacement	The complete replacement of an asset that has reached the end of its life.
Residual Structural Value (RSV)	The difference between the CRC and the replacement cost sum of the assessed components (GRC). Refers to components that are not able to be replaced through lifespan of asset, i.e. concrete

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	foundation slab, concrete support columns, etc. Cost is expressed in today's (2020) dollar value.
Risk Management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Restricted Open Space	A subset of open space that requires a fee, membership to a club, or special permission to gain access.
Special Use	A category of open space, referring to sites set aside for a particular purpose other than public recreation, including utility sites and restricted sporting sites e.g. golf courses, swimming pools, race course, showgrounds.
Useful Life	Either: (a) the period over which an asset is expected to be available for use by an entity, or (b) the number of production or similar units expected to be obtained from the asset by the entity. It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the hospital. It is the same as the economic life.

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APPENDIX B   **Critical Components in a Poor or Very Poor Condition**

There are three component criticality criteria established within the SPM Assets Reference library which provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level.

➢ **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
➢ **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the site or asset
➢ **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

➢ Consequence of Failure of **medium-high** to **high criticality**
➢ Occupational Health and Safety of **medium-high** to **high criticality**
➢ Appearance of **high criticality**

The condition of a component is the assessed state of a component at a particular time. Condition grades range from C1 (very good) to C5 (very poor).

The table below shows the complete list of sites, number of critical components, the number of critical components in a poor (C4) or very poor condition (C5) and the Gross Replacement Cost (GRC) reported against the standards applied in Section 3.5.

Subcategory	Site	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
Local	Adriana Ct / Grevillia St	1	-	-
	Albert Park (Grieve St)	1	-	-
	Auty St (East)	2	-	-
	Baker Gr	2	-	-
	Barbers La	1	1	2,419

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Subcategory	Site	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Barton Ct	1	-	-
	Blighs Rd	1	-	-
	Boston Dr	1	-	-
	Breton St	1	-	-
	Chisholm St	5	-	-
	Clancey Ct	1	-	-
	Cowie Cl	2	-	-
	Crawley St (West)	1	-	-
	Dennington War Memorial (Drummond St)	2	-	-
	Donald Ct	1	-	-
	Hakea Ct / Grevillia Ct Linkage	1	-	-
	Hayley Dr	1	-	-
	Heritage Ct	1	-	-
	Karana Dr	3	-	-
	Linnear Park (Stanley St)	3	1	8,304
	Mahogany Gardens (Merrivale Dr)	2	-	-
	Marang Park (Merrivale Dr)	3	-	-
	McIntyre Ct	1	-	-
	Mechanics Institute Park (Bridge Rd)	1	-	-
	Mitchell St	1	-	-
	Nicolls Dr	1	-	-
	Norfolk Pl	1	-	-
	Pecten Ave	1	-	-

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Subcategory	Site	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Ponting Dr	2	-	-
	Raglan Pde (Glenrowe Av - Wanstead St)	1	-	-
	Russells Creek (Boston Dr)	2	-	-
	Ryot St	1	-	-
	Shirley Gr	1	-	-
	Shrader Park (Tooram Rd)	2	-	-
	Thompson St	1	-	-
	Toohey Estate (St Josephs Dr)	7	-	-
	W.P. OSullivan Reserve (Raglan Pde)	2	-	-
	Wendy Pl / Matthew Ct	1	-	-
Municipal	A. H. Davidson Oval (Caramut Rd)	4	2	9,254
	Allansford Recreation Reserve (Ziegler Pde)	8	1	12,400
	Bushfield Recreation Reserve (Hopkins Hwy)	8	2	87,568
	Cannon Hill (Artillery Cres)	8	3	2,897
	Civic Green (Liebig St)	3	-	-
	D. W. Jones Oval (Ward St)	8	1	6,280
	Dennington Recreation Reserve (Station St)	3	-	-
	Dennington Rowing Club (Princes Hwy)	3	-	-
	Friendly Societies Reserve (Hyland St)	10	2	67,200
	Harris St Recreation Reserve	6	-	-
	Hopkins River (Ski Club Clubrooms)	11	3	31,996
	Merrivale Dr Recreation Reserve	8	1	2,000
	Warrnambool Skate Park (Viaduct Rd)	5	2	203,081

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Subcategory	Site	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Warrnambool Stadium (Caramut Rd)	4	1	2,054
	Hopkins River Mouth (Blue Hole Rd)	6	-	-
	Jetty Flat (Price St)	7	-	-
	Miura Friendship Garden (Grafton Rd)	6	-	-
	Scoborio Reserve (Hopkins Rd)	7	1	9,360
	Warrnambool Community Garden (Grieve St)	1	-	-
Neighbourhood	Dennington Bowls Club (Princes Hwy)	8	-	-
	G. G. Payne Reserve (The Esplanade)	3	-	-
	Former Gun Club Site (Staffords Rd)	1	-	-
	Jamieson St	1	-	-
	Jellie Reserve (Joanna Ct)	4	-	-
	Jubilee Park (Allansford) (Jubilee Park Rd)	13	1	6,412
	Jubilee Park (Woodford) (River Rd)	8	2	1,028
	Merri River (Denman Dr)	1	1	20,760
	Russells Creek (Ardlie St - Bromfield St)	8	-	-
	Russells Creek (Bromfield St - Queens Rd)	5	1	514
	Russells Creek (Garden St - Wares Rd)	3	-	-
	Russells Creek (Mortlake Rd - Garden St)	12	2	27,765
	Russells Creek (Queens Rd - Mortlake Rd)	5	2	1,847
	Russells Creek (Wares Rd - Whites Rd)	2	1	2,054
	Russells Creek (Whites Rd - Booval St)	1	-	-
	Victoria Park (Koroit St)	3	1	37,956
	Watertower Reserve (Connemara Rd)	1	-	-

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Subcategory	Site	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
Regional	Albert Park (Cramer St)	2	-	-
	Botanic Gardens (Cockman St)	25	2	9,412
	Brierly Recreation Reserve (Moore St)	4	2	25,459
	Foreshore (Breakwater - Lady Bay) (Viaduct Rd)	21	-	-
	Foreshore (Flume - Point Richie) (Viaduct Rd)	14	-	-
	Foreshore (Hickford Pde)	2	-	-
	Foreshore (Lady Bay - Flume) (Viaduct Rd)	19	2	250
	Lake Pertobe (Pertobe Rd)	44	3	17,107
	Logans Beach (Logans Beach Rd)	4	-	-
	Merri River (Swinton St - Wellington St)	8	-	-
	Merri River (Wellington St - Harris St)	2	-	-
	Pickering Point (MacDonald St)	1	-	-
Unknown	Albert St Reserve (Miles Rd)	18	1	36,000
	Fletcher Jones Reserve (Lyndoch Ave)	1	-	-
	Hopkins River (Mahoney s Rd)	4	-	-
	Saltmarsh (MacDonald St)	2	1	514
Total		**429**	**43**	**$631,891**

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APPENDIX C   Potential Backlog by Category

The table below lists the potential backlog by category, site, component group and component type.

Potential Backlog by Category					
Category	**Site**	**Component Group**	**Component Type**	**No. of Instances**	**Calculated Backlog**
Local	Linnear Park (Stanley St)	Open Space	Furniture	1	208
	Mahogany Gardens (Merrivale Dr)	Open Space	Electrical	2	12,824
	Toohey Estate (St Josephs Dr)	Exterior & Sundries	Sundries	1	160
Municipal	A. H. Davidson Oval (Caramut Rd)	Open Space	Access	1	7,200
	Allansford Recreation Reserve (Ziegler Pde)	Exterior & Sundries	Paving	1	12,400
	Bushfield Recreation Reserve (Hopkins Hwy)	Exterior & Sundries	Sundries	1	120
		Interior Finishes	Floor Finishes	1	83,460
		Services	Electrical	1	4,470
	Cannon Hill (Artillery Cres)	Open Space	Bins & Surrounds	1	250
		Open Space	Roads and Pavements	1	187
	D. W. Jones Oval (Ward St)	Open Space	Access	1	6,280
	Friendly Societies Reserve (Hyland St)	Exterior & Sundries	Sundries	1	1,200
		Open Space	Access	1	28,800
		Open Space	Fences & Walls	1	11,400
		Services	Electrical	1	9,834
	Hopkins River (Ski Club Clubrooms)	Open Space	Roads and Pavements	2	29,920
	Merrivale Dr Recreation Reserve	Open Space	Access	1	100
	Warrnambool Skate Park (Viaduct Rd)	Exterior & Sundries	Paving	1	200,000
	Warrnambool Stadium (Caramut Rd)	Services	Electrical	1	19,920
Neighbourhood	Dennington Bowls Club (Princes Hwy)	Exterior & Sundries	Misc.	2	2,800
		Exterior & Sundries	Sundries	1	120

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Potential Backlog by Category					
Category	**Site**	**Component Group**	**Component Type**	**No. of Instances**	**Calculated Backlog**
	Jubilee Park (Allansford) (Jubilee Park Rd)	Open Space	Electrical	1	6,412
	Merri River (Denman Dr)	Open Space	Signs	1	550
		Open Space	Furniture	1	82
	Victoria Park (Koroit St)	Open Space	Furniture	1	820
Regional	Botanic Gardens (Cockman St)	Exterior & Sundries	Misc.	1	800
		Open Space	Electrical	1	6,412
		Open Space	Access	1	3,000
	Brierly Recreation Reserve (Moore St)	Open Space	Access	1	23,040
	Foreshore (Lady Bay - Flume) (Viaduct Rd)	Open Space	Bins & Surrounds	2	250
		Services	Sanitary Plumbing	1	180
	Lake Pertobe (Pertobe Rd)	Open Space	Electrical	1	12,824
		Open Space	Roads and Pavements	1	9,828
		Services	Electrical	1	153
Unknown	Albert St Reserve (Miles Rd)	Exterior & Sundries	Paving	1	36,000
Total				**39**	**$532,003**

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APPENDIX D   15 Year Lifecycle by Category and Site

The tables below list the expected lifecycle expenditure for the next 15 years (2020 – 2034) by category, site, component group and component type.

Note: An additional $350K per annum has been included in the Section 4.2.3 to accommodate the renewal and replacement of the playground equipment.

Local

Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Adriana Ct	Open Space	Fences & Walls	-	-	-	-	-	1,369	-	-	2,266	-	-	-	-	-	-
Adriana Ct / Grevillia St	Exterior & Sundries	Sundries	-	-	-	83	-	333	-	-	-	-	-	-	-	-	-
Albert Park (Grieve St)	Open Space	Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,419
Albert Park (Grieve St)	Sporting	Playing Surfaces	-	-	-	-	-	-	-	-	-	-	-	232	-	-	-
Albert Park (Grieve St)	Sporting	Poles & Goals	-	-	-	-	-	-	-	-	-	-	-	146	-	-	-
Archibald St	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	4,411	-	-	-	-	734
Armstrong Gr	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	2,777	-	-	-	-	-	-
Armstrong Gr	Open Space	Signs	-	-	-	-	-	-	28	-	-	-	-	358	-	-	-
Artist Society Reserve (MacDonald St)	Open Space	Fences & Walls	-	-	597	-	-	896	-	-	4,684	-	-	-	-	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Auty St (East)	Open Space	Furniture	-	-	-	-	-	2,419	-	-	-	-	-	-	-	-	-
Baeckea Cl	Open Space	Fences & Walls	-	-	-	-	-	3,817	-	-	3,258	-	-	-	-	-	-
Baileyana Dr	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	254	-	-	-	-	-	-
Baker Gr	Exterior & Sundries	Sundries	-	-	-	-	-	1,248	-	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	380	-	-	-	-	-	-	-	-	-	-	-	-	-
Barbers La	Open Space	Furniture	-	-	726	-	-	-	-	1,693	-	-	-	-	-	-	-
	Sporting	Poles & Goals	634	-	1,479	-	-	-	-	-	-	-	-	-	-	-	-
Barton Ct	Open Space	Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-	-	514
Beechnut Pl	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	852	-	-	-	-	-
Blighs Rd	Open Space	Gates	-	-	-	-	-	-	202	-	-	-	472	-	-	-	-
Boston Dr	Open Space	Electrical	-	-	-	-	-	-	-	-	6,412	-	-	-	-	-	-
Breton St	Open Space	Furniture	-	-	-	-	484	-	-	1,935	-	-	-	-	-	-	-
	Sporting	Netting	-	-	-	-	-	-	-	-	-	-	-	-	-	-	241
	Sporting	Poles & Goals	-	-	423	-	-	-	-	-	1,690	-	-	73	-	-	-
	Open Space	Fences & Walls	429	-	-	-	-	-	-	-	1,714	-	-	-	-	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Caroville Dr / Gateway Rd Linkage	Open Space	Furniture	-	103	-	-	-	411	-	-	-	-	-	-	-	103	-
	Open Space	Fences & Walls	549	-	-	-	-	-	-	-	1,358	-	-	-	-	-	-
	Open Space	Furniture	-	103	-	-	-	411	-	-	-	-	-	-	-	103	-
Cassie Cl	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	749	-	-	-	-	552
Chisholm St	Exterior & Sundries	Sundries	-	-	-	146	94	1,310	-	-	-	-	-	208	-	-	374
	Open Space	Furniture	-	-	-	583	1,451	1,359	-	3,387	-	-	-	-	-	-	-
Clancey Ct	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	736	-	-	-	-	-
Collina Ct	Open Space	Landscaping	-	322	-	-	-	-	484	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	55	-	-	-
Cowie Cl	Exterior & Sundries	Sundries	-	-	-	83	-	333	-	-	-	31	-	-	-	-	125
	Open Space	Electrical	-	-	-	-	-	-	-	-	6,412	-	-	-	-	-	-
Crawley St (West)	Open Space	Furniture	-	-	-	-	-	-	-	2,419	-	-	-	-	-	-	-
	Sporting	Poles & Goals	-	-	634	-	1,479	-	-	-	-	-	-	-	-	-	-
Darwinia St	Open Space	Fences & Walls	-	-	-	-	-	686	-	-	686	-	-	-	-	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Donald Ct	Open Space	Furniture	-	-	-	-	1,935	-	-	484	-	-	-	-	-	-	-
Glenview Dr	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	352
	Open Space	Fences & Walls	-	-	-	-	-	7,173	-	-	-	-	-	-	-	-	-
Hakea Ct / Grevillia Ct Linkage	Exterior & Sundries	Sundries	-	-	-	333	-	1,331	-	-	-	-	-	-	-	-	-
Hayley Dr	Open Space	Furniture	-	-	-	-	726	-	-	1,693	-	-	-	-	-	-	-
Heritage Ct	Open Space	Furniture	-	-	-	-	1,935	-	-	484	12	-	-	-	-	-	-
Hibiscus Ave	Services	Sanitary Plumbing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	180
Ilex Av / Flaxman St	Open Space	Fences & Walls	-	-	-	-	-	-	-	106	-	-	-	-	424	-	-
Iona Ave	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	211	-	-	-	-	846
	Open Space	Furniture	-	-	-	-	-	-	-	-	-	-	1,038	-	-	-	-
Karana Dr	Open Space	Bins & Surrounds	-	-	-	-	-	-	125	-	-	-	-	-	-	-	-
	Open Space	Furniture	-	-	-	-	484	-	-	4,354	-	-	-	1,942	-	-	-
	Sporting	Netting	-	-	-	-	-	-	-	-	-	-	-	-	237	-	-
	Sporting	Playing Surfaces	-	-	-	-	-	-	-	-	-	1,862	-	-	-	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Sporting	Poles & Goals	-	-	-	-	73	-	-	-	-	-	73	-	-	-	-
Kermond Ct	Open Space	Fences & Walls	-	133	-	-	-	-	-	133	-	-	-	-	398	-	-
Kingfisher Gr	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,317
Linnear Park (Stanley St)	Exterior & Sundries	Sundries	-	-	-	-	-	416	-	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	1,699	-	-	-	-	-	-
	Open Space	Furniture	-	2,906	154	-	-	360	-	-	-	-	-	4,092	-	2,906	154
	Open Space	Jettys	-	-	-	-	-	-	7,474	-	-	-	830	-	-	-	-
Lutana Gr / Serenity Way	Open Space	Fences & Walls	-	-	-	-	-	-	271	-	-	-	633	-	-	-	-
Mahogany Gardens (Merrivale Dr)	Exterior & Sundries	Sundries	-	-	433	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Electrical	-	-	-	-	-	-	-	-	11,542	-	-	-	-	1,282	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	1,246	-	-	-	-	-
	Open Space	Furniture	-	-	415	-	-	1,661	-	-	-	-	-	-	-	-	415
Marang Park (Merrivale Dr)	Exterior & Sundries	Sundries	-	-	-	-	-	-	2,054	-	-	-	-	-	514	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
McIntyre Ct	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	1,664	-	-	-
Mechanics Institute Park (Bridge Rd)	Exterior & Sundries	Sundries	-	-	-	616	-	-	1,438	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	28	-	-	-	-	-	-	-	-
Mitchell St	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	832	-	-	-
Nicolls Dr	Open Space	Furniture	-	-	-	-	726	-	-	1,693	-	-	-	-	-	-	-
Norfolk Pl	Open Space	Furniture	-	-	-	-	-	1,028	-	2,419	-	-	-	-	-	-	-
	Sporting	Netting	-	-	-	-	-	-	-	-	-	-	-	-	602	-	-
	Sporting	Poles & Goals	-	-	-	-	-	-	-	-	-	-	-	73	-	-	-
Pecten Ave	Open Space	Bins & Surrounds	-	-	-	-	-	-	125	-	-	-	-	311	-	-	-
	Open Space	Fences & Walls	-	-	1,678	-	-	-	-	-	6,714	-	-	-	-	-	-
	Open Space	Furniture	-	-	415	-	-	1,661	-	-	-	-	-	-	-	-	415
Ponting Dr	Open Space	Furniture	-	-	176	1,165	242	4,661	-	2,177	-	-	-	-	-	-	176
Raglan Pde (Adriana Ct	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	110	-	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
- Grevillia Ct)																	
Raglan Pde (Glenrowe Av - Wanstead St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	35	-	-	-
	Open Space	Fences & Walls	-	-	119	-	-	-	-	-	-	-	-	-	-	-	-
Raglan Pde (Kingfisher Gr - Glenrowe Av)	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	55	-	-	-
Russells Creek (Boston Dr)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	514	-	-
	Open Space	Gates	-	-	-	-	-	-	270	-	-	-	1,078	-	-	-	-
	Sporting	Poles & Goals	-	-	-	-	634	-	-	-	1,479	-	-	-	-	-	-
Ryot St	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,600
	Open Space	Furniture	-	-	-	-	-	1,038	-	-	-	-	-	-	-	-	-
Shirley Gr	Open Space	Furniture	-	-	-	-	-	2,419	-	-	-	-	-	-	-	-	-
	Sporting	Poles & Goals	-	-	-	-	-	-	-	-	423	-	-	-	-	-	-
Shrader Park (Tooram Rd)	Open Space	Fences & Walls	-	-	406	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Furniture	-	-	154	-	-	4,244	-	2,419	-	-	-	-	-	-	154

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	220	-	-	-
Tania Ct	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	107	-	-	-	-	429
Thompson St	Open Space	Furniture	-	-	-	-	-	-	-	2,419	-	-	-	-	-	-	-
Toohey Estate (St Josephs Dr)	Exterior & Sundries	Sundries	-	-	-	-	-	638	-	-	-	-	-	160	514	-	-
	Open Space	Furniture	-	-	-	-	-	-	-	484	-	-	-	-	-	-	4,354
	Services	Electrical	-	-	-	-	-	-	-	1,266	-	-	-	-	-	-	-
W.P. OSullivan Reserve (Raglan Pde)	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	8,272	-	-	6,648	-	-	-
	Open Space	Furniture	-	-	-	-	-	-	-	-	-	-	-	1,942	-	-	2,419
Wanstead St / Whitehead Ct	Open Space	Furniture	-	-	206	-	-	308	-	-	-	-	-	-	-	-	206
Wendy Pl / Matthew Ct	Open Space	Furniture	-	-	-	-	484	-	-	1,935	-	-	-	-	-	-	-
	Sporting	Poles & Goals	-	-	-	-	423	-	-	-	1,690	-	-	-	-	-	-
Total			1,612	3,947	8,016	3,009	11,169	41,531	12,497	31,500	63,342	10,206	4,124	19,155	3,202	4,394	20,977

Municipal

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
A. H. Davidson Oval (Caramut Rd)	Exterior & Sundries	Sundries	-	822	-	1,232	-	-	-	1,556	-	-	-	6,226	3,081	-	-
	External Fabric	External Stairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,520
	Interior Finishes	Fixtures & Fittings	194	-	387	-	-	1,355	-	-	-	-	-	-	-	-	-
	Open Space	Access	-	6,480	-	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	1,244	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	1,569	1,245	-	6,276	-	-	52,591	541	-	-
	Open Space	Furniture	-	-	311	-	-	727	-	-	-	-	-	-	-	-	311
	Services	Electrical	-	-	-	-	-	-	-	19,794	-	-	-	-	-	-	-
	Sporting	Poles & Goals	-	-	-	-	-	-	-	4,226	-	-	-	-	-	-	-
Allansford Recreation Reserve (Ziegler Pde)	Interior Finishes	Fixtures & Fittings	-	-	-	-	-	-	4,108	-	-	-	-	-	-	-	-
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	-	-	-	27,200
	Open Space	Electrical	-	-	-	-	-	-	-	-	-	-	-	-	-	-	32,060
	Open Space	Fences & Walls	-	116	-	-	824	-	-	-	-	-	-	-	4,126	-	-
	Open Space	Gates	-	-	-	-	-	-	-	-	-	-	2,696	-	-	-	-
	Services	Electrical	-	9,834	-	-	-	-	-	-	-	-	-	-	-	-	9,834
Blue Hole Carpark	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	441	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
(Blue Hole Rd)	Open Space	Landscaping	-	-	-	279	-	-	2,108	-	-	-	-	-	-	-	-
	Services	Sanitary Plumbing	-	-	-	-	-	62	-	-	146	-	-	-	-	-	-
Bushfield Recreation Reserve (Hopkins Hwy)	Exterior & Sundries	Sundries	-	4,108	-	-	-	120	1,027	-	-	-	-	-	-	-	156
	Interior Finishes	Fixtures & Fittings	-	-	-	-	-	1,232	1,542	-	-	-	3,598	-	-	-	-
	Interior Finishes	Floor Finishes	-	-	-	-	-	-	-	-	-	-	-	-	79,287	4,173	-
	Open Space	Access	-	-	-	-	-	6,240	-	-	-	-	-	-	-	-	56,160
	Open Space	Electrical	-	-	19,236	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	63,020	-	-	-	1,106	-	-
	Open Space	Furniture	-	-	-	-	492	-	-	1,148	-	-	-	-	-	-	-
	Services	Electrical	-	-	-	-	-	-	-	-	-	-	-	-	4,470	-	-
Cannon Hill (Artillery Cres)	Exterior & Sundries	Misc.	1,830	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Exterior & Sundries	Sundries	388	-	-	-	777	-	-	4,661	-	-	-	-	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	208	250	-
	Open Space	Electrical	-	-	-	-	-	-	-	-	6,412	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	7,685	-	-	-	-	-	-
	Open Space	Furniture	-	738	-	-	-	-	-	1,722	-	1,079	514	-	-	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Signs	-	83	-	332	-	-	-	-	-	-	83	275	332	-	-
Civic Green (Liebig St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	1,942	411	-	-	-	-	-	-
	Open Space	Bins & Surrounds	-	-	-	62	-	-	250	-	-	-	-	9,522	312	-	-
D. W. Jones Oval (Ward St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	1,240	1,560	-	-	-	-	6,240
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,652
	Open Space	Electrical	-	-	-	-	-	-	-	-	6,412	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	20,361	-	-	47,508	-	-	-	-	-	-
Dennington Recreation Reserve (Station St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	4,290	-	-	-	-	-
	Open Space	Access	-	-	-	-	-	32,760	-	-	-	-	-	-	-	-	-
	Open Space	Electrical	-	-	-	-	-	-	-	-	25,648	-	-	-	-	-	-
	Open Space	Fences & Walls	7,118	-	-	9,490	-	-	7,118	749	67,391	-	-	-	1,124	-	-
	Services	Electrical	-	7,152	-	-	-	-	-	-	-	-	-	-	-	-	7,152
Dennington Rowing Club (Princes Hwy)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	156	-	-	-	-	156
	Open Space	Fences & Walls	563	-	2,253	73	-	84	109	-	3,013	-	-	-	-	-	-
	Open Space	Gates	-	-	-	-	-	-	-	-	-	-	415	-	-	-	-
	Open Space	Jettys	-	-	-	-	-	-	-	-	-	-	67,678	-	-	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Friendly Societies Reserve (Hyland St)	Exterior & Sundries	Sundries	62	-	-	1,027	114	-	1,027	-	310	-	62	305	15,405	-	4,167
	Open Space	Access	-	2,880	38,400	-	-	21,600	-	-	-	-	-	-	-	-	1,440
	Open Space	Fences & Walls	-	-	-	-	-	-	29,614	4,006	4,736	-	-	29,614	7,681	-	-
	Services	Electrical	-	16,218	-	-	-	-	-	3,984	-	-	-	-	9,834	-	16,218
Harris St Recreation Reserve	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,258
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	-	-	6,000	-
	Open Space	Electrical	-	-	-	-	-	-	-	-	32,060	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	2,964	48,791	-	443	-	1,478	-	-	-	-	-
	Services	Electrical	-	-	-	-	-	-	-	8,940	-	-	-	-	-	-	-
Hopkins River (Ski Club Clubrooms)	Exterior & Sundries	Sundries	-	-	-	-	-	-	4,108	-	-	343	-	-	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	113	-	-	-	-	-	263	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	8,520	-	617	-	4,390	-	-
	Open Space	Gates	-	-	208	-	-	-	-	830	-	-	-	-	1,038	-	-
	Open Space	Jettys	-	-	-	-	-	-	-	-	-	-	208	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	-	415	-	-	-	248	-	-	-
	Services	Sanitary Plumbing	-	-	-	-	-	-	-	-	-	-	-	-	354	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Hopkins River Mouth (Blue Hole Rd)	Exterior & Sundries	Sundries	-	-	-	-	-	-	4,108	-	-	-	-	-	955	-	154
	Open Space	Access	-	-	-	-	-	178	-	1,657	713	-	-	14,914	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	3,174	125	-	-
	Open Space	Fences & Walls	-	-	-	-	-	1,935	-	-	13,001	-	-	-	-	-	-
	Open Space	Gates	-	-	-	-	-	-	67	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	55	415	-	-	-	220	-	-	-
J. Swan Reserve (Raglan Pde)	Exterior & Sundries	Sundries	-	-	-	-		-	-	-	-	-	-	-	441	-	-
Jetty Flat (Price St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	1,596	1,664	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	1,172	-	-	-	-	-	-
	Open Space	Furniture	-	-	-	-	-	-	-	-	-	-	-	3,884	-	-	-
	Open Space	Gates	-	-	-	-	-	-	83	-	-	-	-	-	-	-	-
Merrivale Dr Recreation Reserve	Exterior & Sundries	Sundries	-	-	2,093	-	4,883	-	-	-	-	5,265	-	-	2,093	-	17,168
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,100
	Open Space	Electrical	-	-	-	-	-	-	-	-	38,472	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	730	-	-	1,704	-	-	25,855	-	1,613	-	2,902

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Services	Electrical	-	-	-	-	-	-	-	30,600	-	-	-	-	-	-	-
Minerva Dr / Newry Ct	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	1,013	-	-	-	-
Miura Friendship Garden (Grafton Rd)	Open Space	Access	-	-	-	-	-	-	-	-	28,416	-	-	-	-	-	-
	Open Space	Landscaping	-	-	-	-	-	-	-	-	-	-	-	-	-	416	-
Scoborio Reserve (Hopkins Rd)	Exterior & Sundries	Sundries	-	-	-	176	-	-	706	-	-	-	399	-	-	-	-
	Open Space	Furniture	-	-	-	-	-	1,038	-	-	-	-	-	-	-	-	-
	Open Space	Landscaping	-	-	-	-	936	-	-	-	-	-	-	-	-	8,424	-
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	55	-	-	-
Warrnambool Community Garden (Grieve St)	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	-	-	3,670	-	-
	Open Space	Gates	-	-	-	-	-	-	-	-	-	-	1,348	-	-	-	-
Warrnambool Skate Park (Viaduct Rd)	Exterior & Sundries	Sundries	-	924	-	-	1,165	-	5,238	2,719	-	-	-	-	-	-	-
	External Fabric	Roof	-	-	-	-	-	-	-	-	-	-	-	1,400	-	-	-
	Open Space	Signs	-	-	-	1,245	-	-	-	-	-	-	-	-	1,245	-	-
	Playgrounds	Skate / BMX	-	-	-	-	-	-	-	-	-	-	3,320	100	-	-	-
Warrnambool	Exterior & Sundries	Sundries	616	-	-	-	388	1,456	1,438	5,438	-	328	1,596	-	-	-	5,062

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Stadium (Caramut Rd)	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	311	-	-	-	-
	Open Space	Fences & Walls	1,532	-	-	-	-	-	994	-	-	-	1,490	-	-	-	-
	Services	Electrical	-	-	-	-	-	-	-	18,924	996	-	-	-	-	-	-
	Sporting	Poles & Goals	-	-	-	-	-	-	-	34,865	-	-	-	-	-	-	-
Total			12,303	49,355	62,888	13,917	13,273	139,508	65,055	150,737	363,558	14,498	114,043	124,190	144,133	19,263	217,910

Neighbourhood

Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bromfield St Weir	Open Space	Fences & Walls	-	-	3,202	-	-	-	-	-	-	-	-	-	-	-	-
Dennington Bowls Club (Princes Hwy)	Exterior & Sundries	Misc.	-	-	-	-	-	-	-	14,000	-	-	-	11,200	-	-	-
	Exterior & Sundries	Sundries	-	-	-	616	-	-	2,465	-	1,080	-	-	-	-	-	-
	External Fabric	External Walls	1,152	-	-	-	-	-	-	-	-	-	1,152	-	-	-	-
	Interior Finishes	Fixtures & Fittings	-	-	-	-	-	950	-	-	-	3,802	-	-	-	-	-
	Open Space	Fences & Walls	-	723	490	-	2,169	980	-	7,231	980	-	-	-	4,339	3,290	-
	Services	Sanitary Plumbing	-	-	-	-	-	-	-	-	-	-	-	-	1,062	-	-
E. J. King Park (Simpson St)	Open Space	Furniture	-	154	-	-	-	360	-	-	-	-	-	-	-	154	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Signs	-	85	-	-	-	-	198	-	-	-	-	275	-	-	-
Former Gun Club Site (Staffords Rd)	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	791	-	-	-	-
	Open Space	Gates	-	-	-	-	-	-	270	-	-	-	404	-	-	-	-
G. G. Payne Reserve (The Esplanade)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	59	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	311	250	-	-
	Open Space	Fences & Walls	-	-	-	-	-	2,234	-	-	3,351	-	-	-	-	-	-
	Open Space	Jettys	-	-	-	-	5,188	-	-	20,750	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	330	275	-	-
	Sporting	Poles & Goals	-	-	-	-	423	-	-	-	-	-	-	-	-	-	-
Jamieson St	Exterior & Sundries	Misc.	-	59	-	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	983	-	-	1,474	-	-	-	-	-	-
Jellie Reserve (Joanna Ct)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	832	-	-	-
Jubilee Park (Allansford) (Jubilee Park Rd)	Exterior & Sundries	Sundries	-	-	80	-	-	319	-	-	-	-	1,197	-	-	-	80
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	4,761	-	-	25

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Electrical	-	-	-	-	-	-	-	-	37,190	-	-	1,282	-	-	-
	Open Space	Furniture	-	-	-	-	6,289	-	-	3,387	-	-	-	-	-	-	-
	Open Space	Gates	-	-	-	-	-	-	270	-	-	-	1,078	-	-	-	-
	Open Space	Signs	-	-	-	427	-	-	523	415	-	-	-	633	427	-	-
Jubilee Park (Woodford) (River Rd)	Exterior & Sundries	Sundries	-	206	-	-	-	-	411	-	-	-	-	832	2,979	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	143	-	-	-	572	-	-	-	-
	Open Space	Furniture	-	-	-	-	-	-	-	-	-	-	1,038	-	1,640	-	-
	Open Space	Signs	-	-	-	-	-	-	28	-	-	-	-	-	-	-	-
	Sporting	Netting	-	-	-	-	-	-	-	-	-	-	-	-	-	5,504	-
	Sporting	Playing Surfaces	-	-	-	-	-	-	-	-	-	13,174	-	-	-	-	-
Manuka Dr	Services	Sanitary Plumbing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	180
Marrakai Estate (Boston Dr)	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	125	-	-
Membery Way	Open Space	Furniture	-	-	-	-	-	1,038	-	-	-	-	-	-	-	-	-
Merri River (Denman Dr)	Exterior & Sundries	Misc.	-	-	-	-	-	80	-	-	-	319	-	-	-	-	-
	Open Space	Art & Features	-	-	-	-	-	-	-	-	-	-	-	311	-	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	11,811	-	-	-	-	-	-
	Open Space	Furniture	-	206	1,046	-	-	-	-	-	-	-	-	82	-	206	1,046
	Open Space	Jettys	-	-	-	-	-	-	6,228	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	275	-	-	-	-	550	-	-	-	-	275
Moonah St Reserve	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	125	-	-
	Sporting	Netting	-	-	-	-	-	-	-	-	-	-	-	-	-	129	-
Queens Rd (East)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	312
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	275	-	-	-
Queens Rd (West)	Open Space	Fences & Walls	-	-	-	-	-	-	428	-	-	-	-	3,853	-	-	-
Russells Creek (Ardlie St - Bromfield St)	Exterior & Sundries	Sundries	-	-	-	103	-	-	-	-	-	-	-	-	1,952	-	-
	Open Space	Fences & Walls	-	-	236	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	55	1,660	-	-	-	-	-	-	-
Russells Creek (Bromfield St - Queens Rd)	Exterior & Sundries	Sundries	-	51	-	205	-	-	205	-	-	-	-	-	3,133	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	745	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	-	1,245	-	-	-	-	-	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Russells Creek (Mortlake Rd - Garden St)	Exterior & Sundries	Sundries	-	103	80	83	31	652	-	-	-	47	-	1,040	1,439	-	80
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	125	-	-
	Open Space	Electrical	-	-	-	-	-	-	-	-	6,412	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	3,305	-	-	-	-	-	-	446	-	-
	Open Space	Roads and Pavements	8,175	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	55	-	-	-	275	1,245	-	-	-	770	-	-	-
	Sporting	Playing Surfaces	-	-	-	328	-	-	-	-	-	655	-	-	-	-	-
Russells Creek (Queens Rd - Mortlake Rd)	Exterior & Sundries	Sundries	-	451	-	-	16	399	2,423	-	-	-	-	-	-	-	140
	Open Space	Fences & Walls	-	-	5	-	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Gates	-	-	-	-	-	-	-	-	-	-	664	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	-	2,075	-	-	-	440	-	-	-
Russells Creek (Wares Rd - Whites Rd)	Exterior & Sundries	Sundries	411	-	-	-	-	-	-	-	-	-	-	-	1,643	-	411
	Open Space	Gates	-	-	-	-	-	-	415	-	-	-	-	-	-	-	-
Victoria Park (Koroit St)	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	2,757	-	-	-	-	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Furniture	-	452	709	-	-	1,912	-	-	-	-	-	328	-	452	709
	Open Space	Landscaping	-	-	-	2,490	-	-	-	7,591	-	-	-	-	-	-	-
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	83	-	-	-
	Sporting	Netting	-	-	-	-	-	-	-	-	-	-	-	-	1,118	-	-
	Sporting	Poles & Goals	-	-	-	-	-	-	-	-	-	-	73	-	-	-	-
Watertower Reserve (Connemara Rd)	Open Space	Furniture	-	-	311	-	726	727	-	1,693	-	-	-	-	-	-	311
	Sporting	Netting	-	-	-	-	-	22	-	-	-	-	-	-	-	-	197
	Sporting	Poles & Goals	-	-	-	-	-	-	-	-	-	-	-	73	-	-	-
Total			9,738	2,490	6,213	4,252	15,116	13,960	14,335	62,037	65,055	18,547	6,970	27,710	21,138	9,735	3,767

Regional

Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Albert Park (Cramer St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	514	-	-	-	-	-	-	-	-
	Open Space	Furniture	-	51	103	-	-	360	-	-	-	-	-	1,942	-	51	103
Botanic Gardens (Cockman St)	Exterior & Sundries	Misc.	-	-	-	-	-	-	-	-	-	800	-	-	-	-	-

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Exterior & Sundries	Sundries	-	-	-	257	-	-	2,825	-	14,580	-	399	-	3,523	-	154
	Open Space	Access	-	-	-	-	-	8,000	-	-	-	-	-	-	-	-	1,500
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	3,270	-	-	-	14,533	104	-	-
	Open Space	Electrical	-	-	-	-	-	-	-	-	11,542	-	-	1,282	-	-	-
	Open Space	Exterior Fabric	-	-	-	-	-	-	-	-	-	-	-	-	-	2,080	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	-	-	75,871	-	-
	Open Space	Furniture	-	-	-	-	4,838	-	-	-	-	-	-	1,942	-	-	-
	Open Space	Gates	-	-	-	-	-	208	-	-	830	-	-	-	623	-	-
	Open Space	Signs	-	-	-	-	-	-	-	830	-	-	-	55	-	-	-
Brierly Recreation Reserve (Moore St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	798	-	441	-	-
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23,040
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	124,061	-	-	-	3,702	-	-
	Open Space	Furniture	-	-	968	-	-	-	-	3,870	-	-	-	-	-	-	-
Foreshore (Breakwate	Exterior &	Sundries	-	-	359	-	1,748	838	924	4,237	-	-	798	-	2,157	-	359

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Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
r - Lady Bay) (Viaduct Rd)	Sundries																
	Open Space	Bins & Surrounds	-	-	-	-	-	794	-	-	-	-	-	11,903	832	-	-
	Open Space	Electrical	-	-	-	-	-	-	-	527	147,476	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	16,457	-	-	-	-	-	-
	Open Space	Furniture	-	-	176	-	-	-	-	9,676	-	-	-	1,942	-	-	5,014
	Open Space	Landscaping	-	-	-	-	-	-	-	-	-	-	-	-	-	1,248	-
	Open Space	Signs	-	-	83	-	-	-	358	-	-	-	-	-	-	-	-
	Services	Sanitary Plumbing	-	-	-	-	-	-	-	-	-	-	-	-	354	-	-
Foreshore (Flume - Point Richie) (Viaduct Rd)	Exterior & Sundries	Sundries	-	-	399	-	-	-	-	-	-	-	-	208	-	-	656
	Open Space	Access	-	-	-	-	-	-	-	-	3,960	-	-	-	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	250	-	-	-	-	-	375	-	-
	Open Space	Fences & Walls	2,184	-	864	-	-	6,733	576	-	5,461	-	12,953	-	-	-	-
	Open Space	Furniture	-	-	-	-	-	-	-	-	-	167	-	1,942	-	-	-
	Open Space	Gates	-	-	-	-	-	-	-	-	-	-	674	-	-	-	-
	Open Space	Landscaping	-	-	-	-	-	-	-	-	3,494	-	-	-	-	8,154	-

Asset Management Plan
Warrnambool City Council

Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Open Space	Signs	-	-	756	-	-	-	1,320	7,470	-	-	-	1,210	-	-	-
Foreshore (Hickford Pde)	Open Space	Bins & Surrounds	-	-	-	-	-	-	125	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	6,720	-	-	-	-	-	-
	Open Space	Furniture	-	-	-	-	726	-	-	1,693	-	-	-	1,942	-	-	-
	Open Space	Signs	-	-	-	-	-	-	55	-	-	-	-	-	-	-	-
Foreshore (Lady Bay - Flume) (Viaduct Rd)	Exterior & Sundries	Sundries	-	-	-	591	16	1,539	5,646	3,884	103	-	-	2,808	9,797	-	411
	Open Space	Access	-	-	-	16,629	-	-	-	51,321	-	-	-	182,121	-	-	-
	Open Space	Bins & Surrounds	-	-	-	952	-	2,222	-	-	-	-	-	9,522	-	250	-
	Open Space	Electrical	-	-	-	-	-	-	-	-	44,884	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	497	612	-	-	1,123	-	-	-	2,589	2,448	-	-	-
	Open Space	Furniture	-	-	311	-	-	727	-	-	-	-	-	-	-	-	311
	Open Space	Gates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	664
	Open Space	Signs	-	-	275	-	-	-	-	-	-	-	-	303	-	-	-
	Services	Sanitary Plumbing	-	-	-	-	-	-	180	-	-	-	-	-	-	-	-
	Sporting	Gym	-	-	-	-	5,364	7,555	-	-	-	-	-	-	-	-	5,364

Asset Management Plan
Warrnambool City Council

Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Lake Pertobe (Pertobe Rd)	Exterior & Sundries	Paving	-	-	880	-	-	-	-	-	-	-	-	-	-	-	-
	Exterior & Sundries	Sundries	-	-	388	1,130	-	-	2,572	7,380	-	-	-	-	10,851	-	-
	Exterior & Sundries	Swimming Pools	-	7,020	-	-	-	-	-	-	7,020	-	-	-	-	-	-
	Open Space	Access	-	-	-	-	-	-	-	-	249	-	-	-	-	-	747
	Open Space	Electrical	-	-	7,053	-	-	-	-	-	23,724	-	-	-	-	1,282	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	767	27,282	-	2,605	-	895	-	-
	Open Space	Fountains	-	-	-	-	-	-	-	2,075	-	-	-	-	-	-	-
	Open Space	Furniture	-	1,165	5,085	583	484	12,878	-	23,029	-	-	11,398	-	-	-	6,250
	Open Space	Gates	-	-	-	-	-	-	-	-	519	-	-	-	1,142	-	-
	Open Space	Jettys	-	-	-	-	-	-	1,765	-	-	-	3,425	-	-	-	-
	Open Space	Roads and Pavements	-	-	-	-	-	-	-	9,828	-	-	-	-	-	-	-
	Open Space	Signs	-	-	138	-	-	-	275	-	-	-	-	2,173	-	-	-
	Services	Electrical	-	1,992	612	-	-	-	-	14,180	-	-	-	-	-	153	1,992
	Sporting	Netting	-	-	-	301	-	-	-	-	-	-	-	-	301	-	-

Asset Management Plan
Warrnambool City Council

Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Sporting	Poles & Goals	-	-	-	-	146	146	-	-	-	-	146	-	-	-	-
Logans Beach (Logans Beach Rd)	Exterior & Sundries	Sundries	-	-	-	411	-	359	2,157	-	-	-	838	-	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	1,587	-	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	6,311	-	-	-	-	-	-
	Open Space	Signs	-	-	-	415	-	-	-	415	-	-	-	550	415	-	-
Merri River (Swinton St - Wellington St)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	-	-	79	-	-
	Open Space	Signs	-	-	275	-	-	-	-	-	-	-	-	-	-	-	-
Merri River (Wellington St - Harris St)	Exterior & Sundries	Misc.	-	-	-	-	-	1,317	-	-	-	-	-	-	-	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	3,164	-	-	-	-	-	-
Pickering Point (MacDonald St)	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	125	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	2,006	-	-	-	-	-	-
Total			2,184	10,229	19,221	21,880	13,321	45,260	20,665	144,453	449,844	967	36,624	238,825	111,586	13,218	46,566

Asset Management Plan
Warrnambool City Council

Unknown

Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Albert St Reserve (Miles Rd)	Exterior & Sundries	Paving	-	-	-	-	-	-	-	-	-	-	1,100	-	-	-	-
	Exterior & Sundries	Sundries	-	-	-	-	-	-	4,109	-	1,550	187	-	-	1,910	-	437
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	45,809	-	-	-
	Open Space	Fences & Walls	-	-	80	-	-	6,401	-	2,020	29,667	-	13,446	-	4,712	-	-
	Open Space	Signs	-	-	-	-	-	-	-	-	-	-	-	1,265	-	-	-
Fletcher Jones Reserve (Lyndoch Ave)	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	104	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	-	16,607	-	-	-
	Open Space	Furniture	-	-	311	-	-	727	-	-	-	-	-	-	-	-	311
Hopkins River (Mahoney s Rd)	Exterior & Sundries	Sundries	-	-	-	-	-	-	-	-	-	-	399	-	-	-	-
	Open Space	Access	-	-	-	-	-	-	-	-	-	-	-	125,708	-	-	-
	Open Space	Bins & Surrounds	-	-	-	-	-	-	-	-	-	-	-	-	125	-	-
	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	-	6,412	-	-	-
	Open Space	Jettys	-	-	-	-	-	-	-	5,188	-	-	-	-	-	-	-
	Services	Sanitary Plumbing	-	-	-	-	-	-	-	-	-	-	-	-	354	-	-

Asset Management Plan
Warrnambool City Council

Site	Comp. Group	Comp. Type	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Maam Reserve (Staffords Rd)	Open Space	Fences & Walls	-	-	-	-	-	-	-	-	-	-	1,728	-	-	-	-
Saltmarsh (MacDonald St)	Exterior & Sundries	Misc.	-	-	-	-	-	-	-	-	-	-	120	-	-	-	-
	Exterior & Sundries	Sundries	-	206	-	308	-	-	-	-	-	-	-	-	-	-	-
	Open Space	Signs	-	-	275	-	-	-	110	415	-	-	-	165	-	-	-
Total			**-**	**206**	**666**	**308**	**-**	**7,127**	**4,219**	**7,622**	**31,217**	**187**	**16,792**	**195,967**	**7,205**	**-**	**748**

Asset Management Plan
Warrnambool City Council

APPENDIX E   Risk Matrix - Likelihood and Consequence

The risk matrix included in Section 5.4 has been taken directly from the SPM Assets software which displays the total replacement cost of the components by the risk rating. Replacement cost figures within the matrix correspond to components that are flagged for replacement within the lifecycle expenditure forecast. Therefore, any component due to be replaced within the period of the forecast will be included within the 5 x 5 risk matrix.

The risk rating considers the likelihood of failure and the consequence of failure to produce an overall generic risk rating for each component.

Calculation of Risk

Risk = Likelihood X Consequence

The risk rating is calculated simply by multiplying the likelihood and consequence ratings.

The table below details the resulting risk scores.

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Major (4)	Medium (4)	Medium (8)	High (12)	High (16)	Extreme (20)
Moderate (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Minor (2)	Low (2)	Medium (4)	Medium (6)	Medium (8)	High (10)
Insignificant (1)	Low (1)	Low (2)	Low (3)	Medium (4)	Medium (5)

Calculation of Likelihood

Likelihood of failure is calculated on the proportion of a component's expected life remaining. The parameters used to determine the likelihood of failure are:

➢ Base life
➢ Base life upper
➢ Base life lower
➢ Assessed remaining life
➢ Assessed condition
➢ Construction year
➢ Survey year
➢ Consequence of failure criticality
➢ Health and Safety criticality
➢ Appearance criticality
➢ Property importance rating

Asset Management Plan
Warrnambool City Council

> ➢   Lifecycle analysis method

The likelihood of failure result is translated into a quantitative score using the table below.

Likelihood of Failure	Quantitative Score	Likelihood
> 95%	5	Almost Certain
80 - 95%	4	Probably
55 - 80%	3	Likely
35 - 55%	2	Possible
< 35%	1	Unlikely

Calculation of Consequence

The consequence rating is determined by the component criticality factors and the property importance factor. The consequence rating is a number from 1 to 25 which is translated into a qualitative score between 1 and 5 as shown in the table below.

Consequence Rating	Qualitative Score	Consequence
1 - 1.99	5	Catastrophic
2 - 4.99	4	Major
5 - 11.99	3	Moderate
12 - 19.99	2	Minor
20 - 25	1	Insignificant

Asset Management Plan

Warrnambool City Council

APPENDIX F   Disclaimer

All figures and values within this AMP are only accurate at the time of creating the plan. The existing condition data and renewal requirements are based on the information included within the SPM Assets software (including Programs). All renewal projects are revised annually to cater for any changes in budget, risk and service requirements.

What are open space assets?

An Open Space has been defined as publicly-owned land set aside for leisure, recreation and nature conservation purposes. A range of assets types typically found within council reserves, parks and other public open spaces natural landscape within the urban area, sports reserves, and areas of high scenic, cultural or conservation value are open space assets.

Did you know?

- The overall provision of open space in Warrnambool is very good at 32.5 hectares per thousand people.
- Based on a recent survey, Warrnambool City Council is actively maintaining twice as much as open space as other surveyed councils with comparatively less operational cost.
- In Warrnambool, over 95% of properties in residential areas are within "walkable" 500 m of open spaces.
- We have 60 playgrounds.
- Currently, 42% of open space by area has conservation as its primary function.
- Warrnambool City Council manages a total of 193 sites that fall under four subcategories, with 1687 components and a total value of $8.4 million
- Council requires an annual average investment of about $4.2 million to address the renewal, operation and maintenance of its open space assets over the next 15 years.

Condition of Our Open Space Assets:

■	Very Good	**55%**
■	Good	**33%**
■	Moderate	**8%**
■	Poor	**4%**
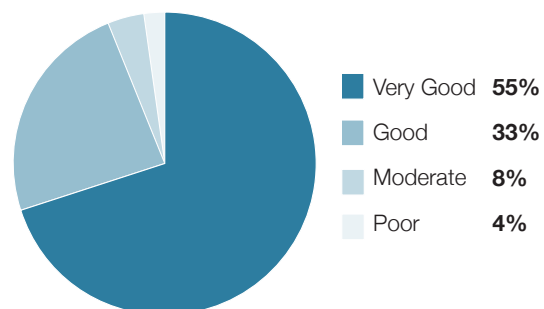
Asset Open Space Assets Overview

- Local (110 site) $477,346
- Neighbourhood (26 sites) $3,216,914
- Municipal (29 sites) $1,000,261
- Regional (17 sites) $2,916,610
- TBD (11 sites) $812,908
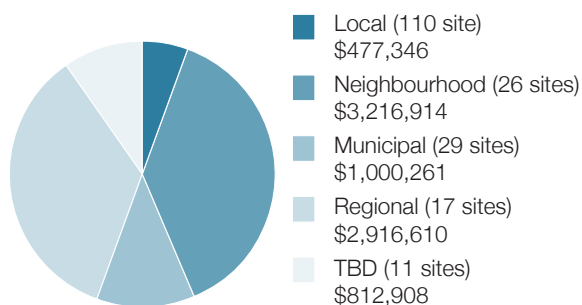
Open Space Asset Management Plan

The Open Space Asset Management Plan has been drafted to ensure that Council provides spaces that meet the community's needs while also being financially sustainable in the long-term.

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

Our Building Assets

Our buildings represent one of our most complex asset classes. They provide facilities for Council services such as child care, libraries, cultural activities, recreation and leisure, commercial and retail activities as well as public amenities.

Quick Facts

The highest value building (by replacement cost) is the Lighthouse Theatre at $11 million.

Council owns seven buildings that are valued at over $5 million.

A combination of maintenance, renewal and upgrade work is required to keep buildings operating at an acceptable and safe level. Some of this work includes:
- Painting, cleaning and asbestos removal
- Plumbing, electrical and mechanical work
- Vandalism repair, graffiti removal
- Safety and accessibility improvements
- Insurance
- Tenant liaison

Council requires an annual average investment of about $3 million to address the renewal, operations and maintenance works for its building assets over the next 15 years.

Building Portfolio

Community Facilities
$86,378,000

Corporate & City Growth
$44,708,000

Infrastructure
$20,885,000

Asset Condition

Very Good	**70%**
Good	**24%**
Average	**4%**
Poor	**2%**
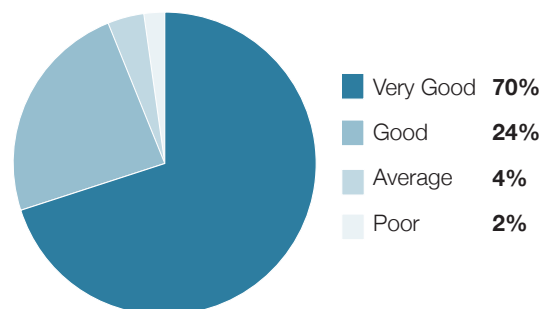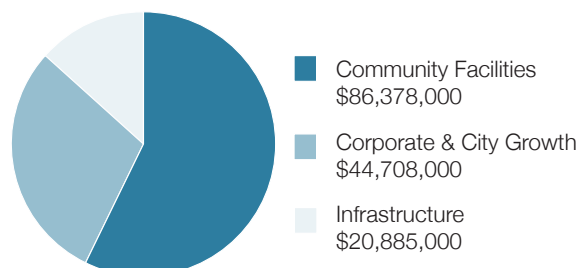
Building Asset Management Plan

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

Our building portfolio comprises a total of 368 buildings:
- 210 Community Facilities (libraries, child care centres, sports pavilions, arts & culture buildings, etc.)
- 110 Corporate & City Growth Buildings (town halls, saleyards, tourist facilities, depots, council offices, etc.)
- 48 Infrastructure Buildings (Housing, public toilets, etc.)

We have broken the plan up into the three volumes (plus the executive summary) for each building category. We're seeking feedback on this document which will support future decisions around investment and service levels.

SUMMARY OF COMMUNITY RESPONSES

Have you read the Draft Asset Management Plan?		
	Yes	2
Were you aware Council looked after so many and such a variety of buildings?		
	Yes	2
How important is each of the following to you?		
Safety of the user/ occupant/ tenant		
	Very Important	2
Accessibility (DDA compliance)		
	Very Important	1
	Fairly Important	1
Availability (bookings/capacity)		
	Fairly Important	2
Building maintenance & condition		
	Very Important	1
	Fairly Unimportant	1
How would you rate the overall quality of Council's buildings?		
	They meet my expectations	1
	They don't meet my expectations	1

Additional Feedback
- Many are in a sad state with a lack of funding obvious.
- WCC should be ashamed that they have not had a modern asset management plan in force. Previous Councils and Council staff should be condemned.

WARRNAMBOOL CITY COUNCIL

Executive Summary – Building Asset Management Plans

SPM assets

June 2020

Executive Summary

Warrnambool City Council

Executive Summary

Purpose

The purpose of the Building Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's building assets. Council currently divides its buildings assets into three service categories – Community Facilities, Corporate & City Growth and Infrastructure. This Executive Summary report has been produced to summarise the findings of the three AMPs and to highlight the potential issues and expenditure required over the next 15 years.

The AMPs demonstrate proactive management of assets, records the current and future quality shortfalls and lists the projects and initiatives required to address the shortfalls in a way that is affordable and delivers the services required by Council. The AMP is used as a tool to provide information that decisions can be based on – this is an evidence-based asset plan. It also addresses compliance with regulatory requirements and communicates forecast shortfalls or surplus in funding used to provide the required levels of service.

Objectives of the AMP are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

Asset Description

A total of 38,632 visually assessed components have been picked up during the onsite building condition assessments of the 368 buildings. The Gross Replacement Cost (GRC) of these components is $96.8 million. The Capital Replacement Value (CRV) for these buildings has been calculated as $152.0 million. Table 1 summarises the number of sites, properties and components for each of the three building categories – Community Facilities, Corporate & City Growth and Infrastructure.

Table 1 - Overview						
Building Subcategory	**No. Sites**	**No. Buildings**	**No. Property Records**	**No. Components**	**GRC ($'000)**	**CRV ($'000)**
Community Facilities						
Community Centres	1	2	109	1,946	5,936	1,443

Executive Summary
Warrnambool City Council

Table 1 - Overview					
Building Subcategory	**No. Sites**	**No. Buildings**	**No. Property Records**	**No. Components**	**GRC ($'000)**	**CRV ($'000)**
Community Halls	4	6	44	707	1,895	1,909
Cultural Facilities	4	6	136	2,271	7,208	7,874
Early Years Facilities	11	14	207	3,308	6,395	9,617
Recreation Assets	42	182	958	13,469	38,001	65,535
Corporate & City Growth						
Commercial Property	6	8	85	1,333	2,823	4,687
Holiday Parks	2	49	247	4,364	8,932	13,618
Municipal Buildings	2	2	124	1,954	5,650	12,961
Saleyards	1	5	28	418	1,203	2,124
Tourist Facilities	1	46	208	2,815	7,620	11,318
Infrastructure						
Housing – Community & Residential	16	16	177	2,747	3,150	6,141
Other Buildings	10	17	157	2,242	5,925	10,832
Public Toilets	7	7	38	464	851	1,730
Strategic Property	1	8	41	620	1,244	2,182
Total	**108**	**368**	**2,559**	**38,658**	**$96,833**	**$151,971**

Table 2 summarises the Gross Replacement Cost (GRC) by component group and type. The Interior Finishes and External Fabric component groups have the highest GRC of $38.8 million and $28.0 million respectively while the Clinical Equipment has the lowest GRC of $39K.

Table 2 - GRC by Component Group and Type			
Component Group	**Component Type**	**No.**	**GRC ($'000)**
Exterior & Sundries	Landscaping	1	6
	Misc.	290	1,605
	Paving	297	2,082
	Sundries	265	1,042
	Tanks	45	203
External Fabric	External Stairs	275	1,943
	External Walls	1,847	11,788
	Louvers	2	4
	Roof	2,454	7,436
	Windows & Doors	2,230	6,778
Interior Finishes	Ceiling Finishes	3,270	5,265
	Fixtures & Fittings	3,712	8,299

Executive Summary
Warrnambool City Council

Table 2 - GRC by Component Group and Type			
Component Group	**Component Type**	**No.**	**GRC ($'000)**
	Floor Finishes	2,043	5,858
	Interior Doors	3,147	2,971
	Interior Walls	1,262	8,836
	Wall Finishes	4,147	7,618
Open Space	Access	64	357
	Electrical	26	279
	Exterior Fabric	2	4
	Fences & Walls	364	2,030
	Furniture	6	225
	Gates	86	168
	Landscaping	7	5
	Reserve Equipment	2	53
	Roads and Pavements	1	1
	Shelters	17	64
	Signs	32	27
Services	Electrical	6,612	6,840
	Fire Services	1,076	2,720
	Lifts / Hoist	10	1,283
	Mechanical	2,021	6,389
	Sanitary Plumbing	2,809	3,993
	Special Services	163	250
Sporting	Netting	7	65
	Playing Surfaces	1	142
	Poles & Goals	4	20
	Seating	1	53
Structure	Structure	18	90
Clinical Equipment	Defibrillators	5	36
	First Aid	11	4
Total		**38,632**	**$96,833**

Condition

Overall, the assessed components of the buildings are in a very good condition, in which 71% of components in very good condition (by value - $68.9 million) and 23% of components in good condition (by value - $22.0 million) as illustrated in Figure 1. A further 4% are in moderate condition (by value - $4.3 million) while 2% of components are in a poor or very poor condition (by value - $1.6 million).

Executive Summary
Warrnambool City Council
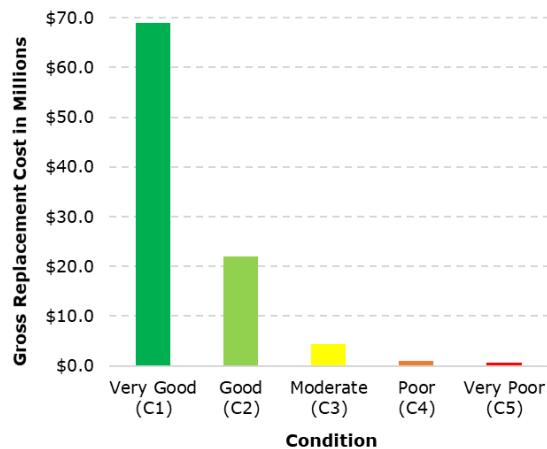
Figure 1 - Condition Profile

Levels of Service

Understanding the desired Levels of Service of a building within a fixed asset portfolio is fundamental in order to match assets to service delivery objectives. These asset related requirements are documented in a 'Level of Service Statement' which should align with the organisation's objectives.

The factors affecting levels of service of any organisation can be broken into three broad categories.

1. **Customer requirements**: The expectations of the customer served by the organisation through the utilisation of the asset.
2. **Legislative requirements**: The mandatory provisions or standards set by local, national or international bodies that govern asset utilisation, particularly in terms of various issues affecting the general public.
3. **Strategic goals**: Broad framework-based management directives consistent with the organisation goals and values stated in policies, objectives, and the user asset management plans

The Level of Service statement is the basis for the assessment of the portfolio and the long-term financial planning of operational and capital expenditure. According to this statement, the asset plan targets expenditure to address immediate shortfalls (deferred renewals / backlog) and future requirements as planned expenditure.

The key principles are:

- ➢ Clearly defined strategic objectives
- ➢ In support of the strategic objectives, an understanding of the difference between technical and customer related objectives
- ➢ Defined targets
- ➢ Statement of how the performance will be measured against the targets
- ➢ Current performance measurement against the level of service to identify the shortfalls

Council currently does not have a defined customer level of service. It is recommended that Council develops, defines and implements a customer level of service.

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Future Demand

As the population of Warrnambool City is expected to grow over the next 16 years, from a forecast of 36,575 in 2020 to 46,210 in 2036, there will be greater demand for access to Community Facilities. Figure 2 below illustrates the expected population growth of Warrnambool City over a 20-year period (2016-2036).
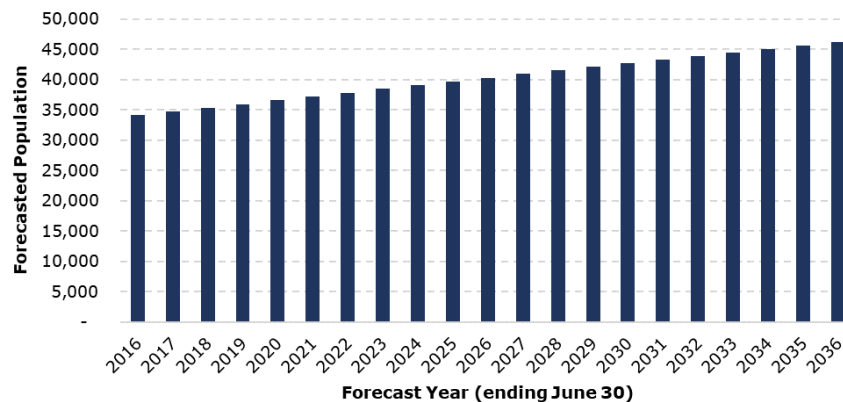
Figure 2 - Forecasted Population for Warrnambool City (2016- 2036)

As stated in the Community Services and Infrastructure Plan (CSIP) 2012, there is expected to be an increase in the number of children, young people which will cause an increase in the demand for early years facilities and youth spaces. With an expected increase in the older population as well, there will be greater demand for access to Community Services facilities from this age group.

In order to meet the increased demand for Community Facilities, Council will need to adopt a strategic level of service to increase the number of early years facilities as well as building new integrated community hubs, shared or multipurpose facilities that are located in suitable areas.

Lifecycle Management

Lifecycle Expenditure

Figure 3 shows the forecast 15 year renewal expenditure for all building categories (Community Facilities, Corporate & City Growth and Infrastructure), including the possible backlog – defined by any component that has a calculated year of replacement prior to 2020. Over the next 15 years a total of $44.9 million will be required (an annual average of $3.0 million) to address both the backlog of $4.4 million and annual lifecycle expenditure. The three highest years of expenditure are the backlog, 2032 and 2034.

The renewal expenditure figures are for a like-for-like replacement of components and is not considerate of Council's Sustainable Council Buildings Policy. This policy states that in order to meet green targets, capital renewal projects up to a value of $100,000 should consider improvements to sustainability, ranging from education on facility use, to the selection of lighter materials to improve the solar reflectance index. These initiatives could see an increase in expenditure up to 20% however these are identified and costed at the project planning stage with impacts not identified here.

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Warrnambool City Council
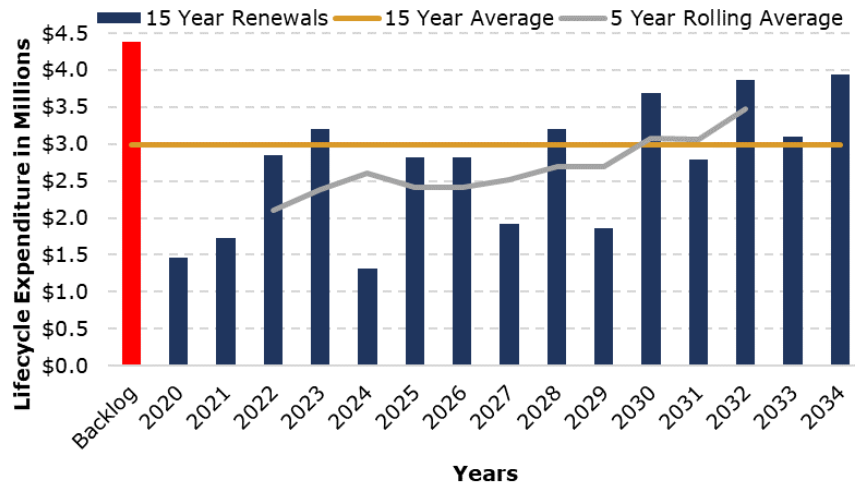
Figure 3 - 15 Year Renewal Forecast for all Building Categories

Condition Forecasting

Figure 4 shows the forecasted condition over the next 15 years assuming that the components are replaced/renewed when required. It shows that replacing all components at their forecasted renewal date is required to maintain the Condition Grade Index (CGI), which is the average condition of the assessed components weighted by their gross replacement cost, at the current levels. While Figure 5 shows a 'worst-case scenario' of the forecasted condition assuming no components are replaced or renewed over the same period of 15 years. In this scenario there is a significantly larger proportion of components in a poorer condition (C4 and C5) at the end of the 15 year period which is reflected in the worsening of the Condition Grade Index)
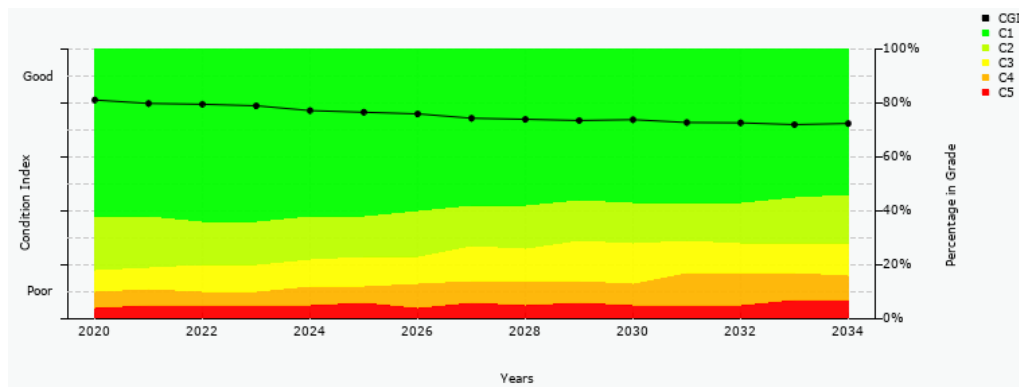
Figure 4 - Forecasted condition over the next 15 years assuming components are renewed

Executive Summary
Warrnambool City Council
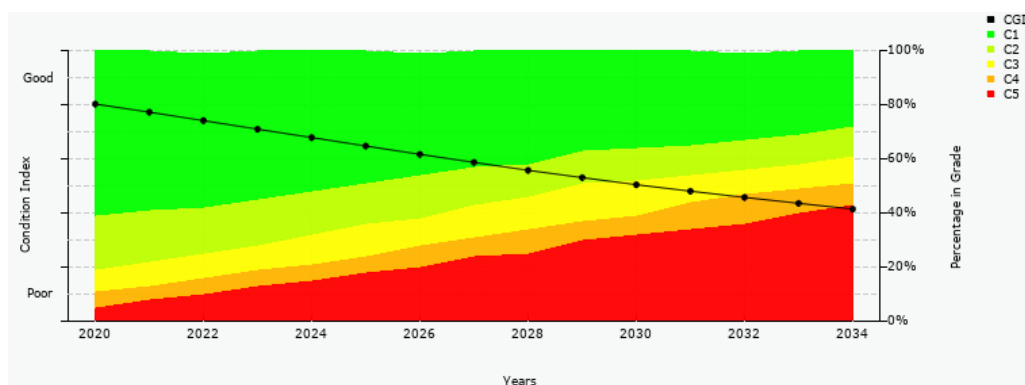
Figure 5 - Forecasted condition over the next 15 years assuming no renewal of components

Upgrade Projects

Table 3 lists the 116 planned upgrade projects by building category and subcategory for the next five years. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan, audit reports and Council renewal planning documents.

The total expenditure required to complete the upgrade projects has been estimated as $13.6 million. However, these project estimates are pre-adoption of the Sustainable Council Buildings Policy and therefore likely to be under-representing the true cost of works required.

Table 3 - List of Upgrade Projects by Building Category							
Project Information		**Expenditure ($'000)**					
Subcategory	**No. Projects**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Community Facilities							
Community Centres	6	154	20	20	21	21	235
Community Halls	6	151	30	30	30	10	251
Cultural Facilities	8	515	30	21	21	22	610
Early Years Facilities	16	296	149	940	141	142	1,669
Recreational Assets	31	952	362	373	1,175	127	2,989
Sub Total - Community Facilities	**67**	**2,068**	**591**	**1,385**	**1,388**	**322**	**5,754**
Corporate & City Growth							
Commercial Property	6	117	30	30	10	10	197
Holiday Parks	3	144	347	351	274	158	1,274
Municipal Buildings	12	182	1,910	2,060	300	-	4,452
Saleyards	5	627	69	65	62	63	886
Tourist Facilities	9	107	100	100	50	-	357
Sub Total - Corporate & City Growth	**35**	**1,176**	**2,455**	**2,606**	**696**	**231**	**7,165**

Executive Summary

Warrnambool City Council

Table 3 - List of Upgrade Projects by Building Category							
Project Information		**Expenditure ($'000)**					
Subcategory	**No. Projects**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Infrastructure							
Housing - Community & Residential	2	25	50	50	-	-	125
Other Buildings	5	149	135	10	10	10	314
Public Toilets	2	10	50	-	-	-	60
Strategic Property	5	53	49	30	31	32	195
Sub Total - Infrastructure	**14**	**237**	**284**	**90**	**41**	**42**	**694**
Total	**116**	**$3,482**	**$3,31**	**$4,080**	**$2,125**	**$595**	**$13,614**

Growth Projects

As the population in Warrnambool is expected to grow over the next 30 years there will be an increase in the access and use of Council's Community Facilities, Corporate & City Growth and Infrastructure buildings. In order to meet this increased demand, Council has identified a 'wish list' of projects as part of its strategic planning. Table 4 lists the 13 projects by building category and subcategory for the next 5 years. The total expenditure required to complete these projects has been estimated as $11.6 million. Note: some projects have not been scoped and therefore the total expenditure required will be higher that stated in the table below.

Table 4 - List of Growth Projects by Building Category							
Project Information		**Expenditure ($'000)**					
Subcategory	**No. Projects**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Community Facilities							
Early Years Facilities	5	-	600	600	600	8,100	9,900
Sub Total - Community Facilities	**5**	**-**	**600**	**600**	**600**	**8,100**	**9,900**
Corporate & City Growth							
Municipal Buildings	2	TBC	TBC	TBC	TBC	TBC	TBC
Sub Total - Corporate & City Growth	**2**	**TBC**	**TBC**	**TBC**	**TBC**	**TBC**	**TBC**
Infrastructure							
Public Toilets	4	420	350	-	600	-	1,370
Strategic Property	2	-	-	350	-	-	350
Sub Total - Infrastructure	**6**	**420**	**350**	**350**	**600**	**-**	**1,720**
Total	**13**	**420**	**950**	**950**	**1,200**	**8,100**	**11,620**

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Warrnambool City Council

Risk Management

Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. Table 5 shows the proportion of the building components by their GRC and risk score in a risk matrix. It shows that approximately $268K of components are at 'extreme risk' and $3.4 million are at 'high risk'. The extreme and high risk components should be renewed or replaced as a priority as these components are either in a poorer condition or were due to be renewed prior to 2020.

Table 5 - Component Risk Matrix for all Building Categories					
Risk Consequence / Likelihood	**Unlikely (1)**	**Possible (2)**	**Likely (3)**	**Probable (4)**	**Almost Certain (5)**
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -
Major (4)	Medium (4) $15,813,607	Medium (8) $1,615,075	High (12) $288,415	High (16) $704,766	Extreme (20) $267,637
Moderate (3)	Low (3) $61,379,489	Medium (6) $3,570,407	Medium (9) $1,630,792	High (12) $1,506,493	High (15) $828,525
Minor (2)	Low (2) $7,880,084	Medium (4) $476,619	Medium (6) $507,462	Medium (8) $312,246	High (10) $51,706
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Financial Summary

Table 6 shows the results of applying the current budgets to maintain and operate the current buildings while only considering addressing the condition-based shortfalls and the planned upgrade projects. As seen within Table 6 and Figure 6, over the next 15-year period (between 2020 and 2034) an estimated $170.3 million is required ($11.4 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 10 years is $97.5 million if Council addresses all condition-based shortfalls and completes all of the upgrade projects an additional $72.8 million will be required.

Executive Summary
Warrnambool City Council

Table 6 - Current Financial Summary																
Category	**Expenditure Year ($ Millions)**															
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**Total**
Expenditure																
Lifecycle Expenditure	1.5	1.7	2.8	3.2	1.3	2.8	2.8	1.9	3.2	1.9	**3.7**	**2.8**	**3.9**	**3.1**	**3.9**	**40.5**
Calculated Backlog	4.4	-	-	-	-	-	-	-	-	-	**-**	**-**	**-**	**-**	**-**	**4.4**
Upgrade Projects	3.5	3.3	4.1	2.1	0.6	-	-	-	-	-	**-**	**-**	**-**	**-**	**-**	**13.6**
Estimated Operations	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	**68.4**
Estimated Cyclical Maintenance	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	**9.1**
Estimated Reactive Maintenance	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	**34.2**
Total Expenditure	**16.8**	**12.5**	**14.4**	**12.8**	**9.4**	**10.3**	**10.3**	**9.4**	**10.7**	**9.3**	**11.1**	**10.2**	**11.3**	**10.5**	**11.4**	**170.3**
Budget																
Renewals – General	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	**54.0**
Renewals - Toilets	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	**38.3**
Maintenance	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	**5.3**
Total Budget	**6.3**	**6.3**	**6.3**	**6.3**	**6.3**	**6.3**	**6.3**	**6.3**	**6.3**	**6.3**	**6.3**	**6.3**	**6.3**	**6.3**	**6.3**	**97.5**
Annual Surplus/Deficit	**-10.3**	**-6.0**	**-7.9**	**-6.3**	**-2.9**	**-3.8**	**-3.8**	**-2.9**	**-4.2**	**-2.8**	**-4.6**	**-3.7**	**-4.8**	**-4.0**	**-4.9**	**-72.8**

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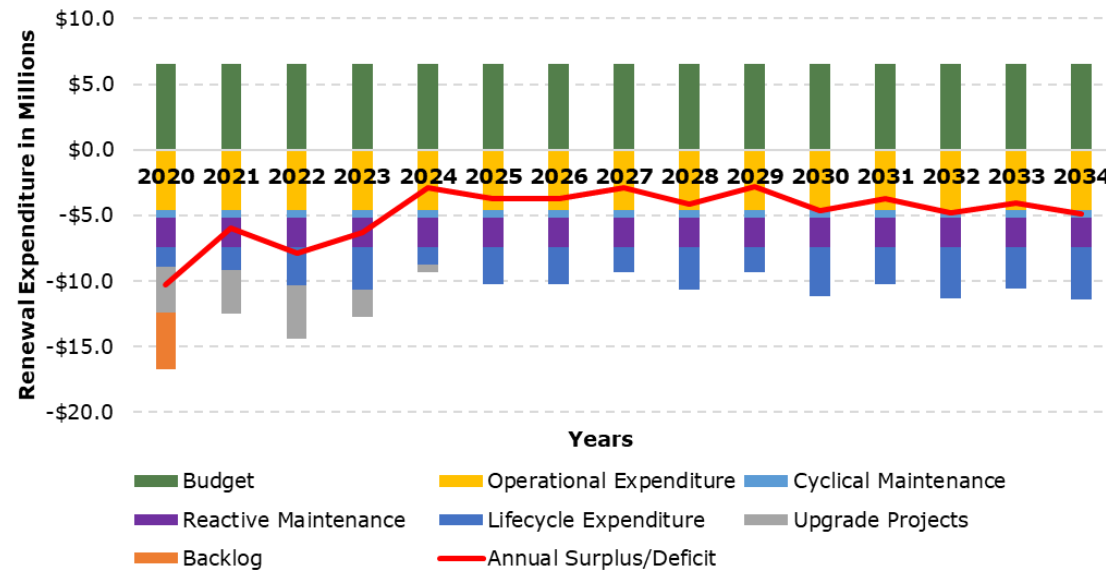
Figure 6 - Estimated 15 Year Financial Forecast for all Building Categories

Executive Summary

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Improvement Programme

The improvement tasks detailed below have been developed throughout the process of documenting the three AMPs. The Improvement Plan and overall AMP document is to be treated as a live document - continuously amended and updated when improvements in asset management planning practices and capabilities are developed. Fundamentally, this Improvement Plan should be reviewed on a quarterly basis and revised annually. All immediate and short term tasks should be completed within the next 2 years.

Immediate

➤ Review and update the current component references and components, in particular the criticalities (appearance, consequence and safety) to improve the confidence and accuracy of lifecycle projections

Short Term

➤ Review the list of components that have been identified as 'extreme risk'
➤ Complete valuations for 18 buildings
➤ Identify who is responsible for managing and maintaining the Asset Management Plan
➤ Confirmation of the roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers
➤ Agree on a list of primary Levels of Service statements to ensure Council focuses on immediate and important needs. The statements should consider strategic objectives, statutory requirements and public expectations.

Ongoing

➤ Complete new condition assessments of all buildings to identify the current condition. Assessments could be prioritised based on building importance or value to the community.
➤ Determine which components to include within future iterations of the Asset Management Plans
➤ Continuously update data to provide confidence in long-term planning by:
  o Updating data with completed works
  o Regular staff inspections
  o Three-year rolling condition surveys

WARRNAMBOOL CITY COUNCIL

Asset Management Plan – Community Facilities

June 2020

Asset Management Plan

Warrnambool City Council

Executive Summary

The Purpose of this Asset Management Plan

The purpose of this Community Facilities Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Community Facilities building assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the building portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

Objectives of the Building Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

Alignment with ISO 55000

Council is considering the following as part of the ISO 55000 alignment:

➢ To effectively govern an organisation, the governing body needs assurance that their assets are well managed
➢ Leadership and commitment from all managerial levels is essential to successful asset management
➢ "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
➢ Your organisation determines which assets are to be included
➢ It is good business practice and always think about continuous improvement

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
   - Operational planning and control
   - Supporting activities
   - Control activities
   - Other related processes

Asset Management Objectives

Asset Management Plan
Warrnambool City Council

It is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

- **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.
- **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.
- **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

The longer-term value of this solution would be:

- Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works
- Having a more robust planned approach to your works-programme – evidence based using scientific methods
- Better knowing and managing current and future risk
- Having a well-maintained component level asset register with good confidence

SPM Assets' 7 Point Asset Planning Framework – How to be Aligned

The below figure illustrates a framework on how to achieve alignment and manage assets efficiently and effectively. In summary:

1. Know your services
2. Know the assets and costs needed to deliver those services
3. Know what you need (both now and into the future)
4. Know what's possible – asset and non-asset solutions
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
7. Make decisions and deliver outcomes

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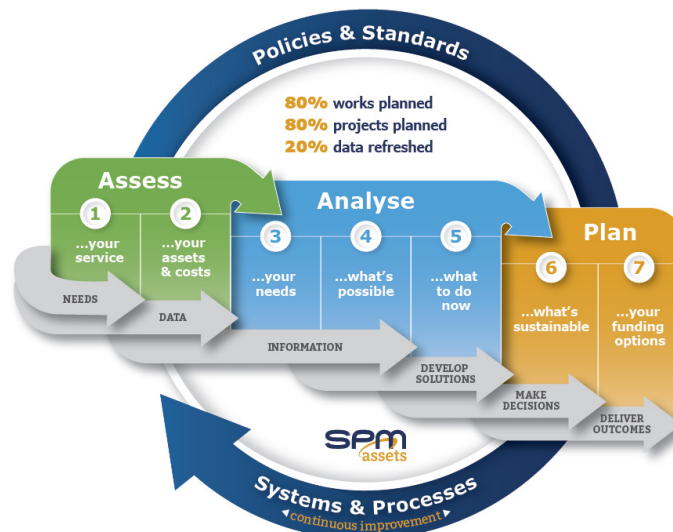
Overall Condition

A total of 21,675 components for the Community Facilities buildings were visually identified and assessed with a Gross Replacement Cost (GRC) of $59.4 million. The overall condition of these components is very good, in which 74% of components in very good condition (by value - $44.0 million) and 20% of components in good condition (by value - $11.9 million) as illustrated in the figure below. A further 4% are in moderate condition (by value - $2.6 million) while 1% of components are in a poor or very poor condition (by value - $867K). The "residual structure" has been excluded from the data model and analysis.
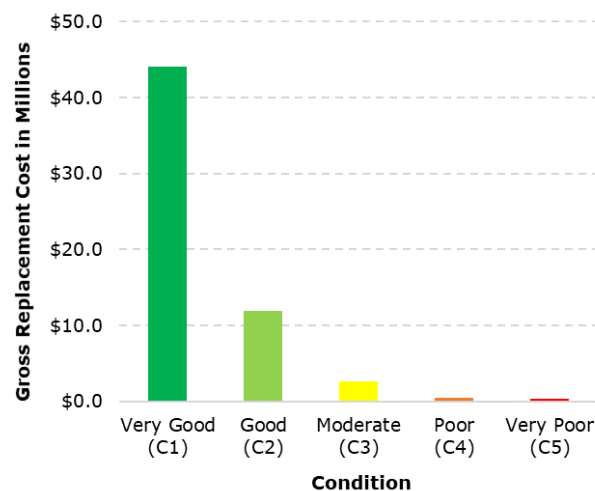
The $867K worth of components in poor or very poor condition largely relates to the following component groups:

Asset Management Plan

Warrnambool City Council

- ➢ External Fabric at $347K
- ➢ Interior Finishes at $307K
- ➢ Services at $118K
- ➢ Open Space at $45K
- ➢ Exterior & Sundries at $37K

Renewals and Replacements

The figure below shows the forecast 15-year renewals expenditure required for all Community Facilities building subcategories, including the possible backlog. It shows that over the next 15 years $27.4 million is required (an annual average of $1.8 million) to address both the backlog (a total value of $2.2 million) and annual lifecycle expenditure. The three highest peaks of expenditure are the backlog, 2030 and 2034.
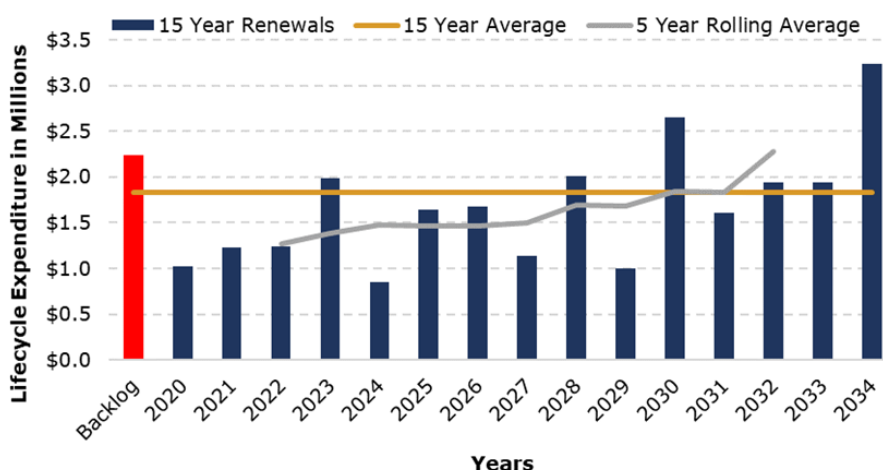
Planned Upgrade Projects

The table below lists the planned upgrade projects with an estimated expenditure of $5.8 million over the next five years (2020 – 2024) by source. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan (LTFP), audit reports and Council's renewal planning document.

Upgrade Projects							
Project Information		**Expenditure**					
Subcategory	**Source**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Community Centres	LTFP	119,153	19,584	20,074	20,575	21,090	200,476
	Renewal Planning	35,000	-	-	-	-	35,000
Community Halls	Renewal Planning	151,000	-	-	-	-	151,000
	Workshop	-	30,000	30,000	30,000	10,000	100,000

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Warrnambool City Council

Upgrade Projects

Project Information		Expenditure					
Subcategory	Source	2020	2021	2022	2023	2024	Total
Cultural Facilities	LTFP	320,000	20,450	20,961	21,485	22,022	404,919
	Renewal Planning	195,000	-	-	-	-	195,000
	Workshop	-	10,000	-	-	-	10,000
Early Years Facilities	LTFP	38,306	39,168	40,147	41,151	42,180	200,951
	Renewal Planning	257,886	-	-	-	-	257,886
	Workshop	-	110,000	900,000	100,000	100,000	1,210,000
Recreational Assets	LTFP	492,000	111,575	123,365	1,075,199	77,079	1,879,217
	Renewal Planning	459,860	-	-	-	-	459,860
	Workshop	-	250,000	250,000	100,000	50,000	650,000
Total		**$2,068,205**	**$590,777**	**$1,384,547**	**$1,388,410**	**$322,370**	**$5,754,309**

Growth Projects

In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in February 2020. These projects are solely for new buildings or extensions that have been identified as 'wish list' items as part of Council's strategic planning for the next 5 years (2020 – 2024). The table below lists the projects by project name and the estimated annual expenditure. The total estimated expenditure for the growth projects is $9.9 million.

Growth Projects

Project Information	Expenditure					
Project Name	2020	2021	2022	2023	2024	Total
Central Warrnambool Childcare Extension	-	500,000	-	-	-	500,000
East Warrnambool Childcare Extension	-	-	-	500,000	-	500,000
New Brierly Community Services Hub	-	-	-	-	8,000,000	8,000,000
South Warrnambool Childcare Extension	-	-	500,000	-	-	500,000
Upgrade Existing Childcare Centres	-	100,000	100,000	100,000	100,000	400,000
Total	**$0**	**$600,000**	**$600,000**	**$600,000**	**$8,100,000**	**$9,900,000**

Condition Forecasting – Assessed Component

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Although knowing the current condition is important, a component is likely to remain in a good to very good condition for the next 10 years. While critical components will be proactively maintained to ensure the condition is kept within a defined standard. The following figure shows the forecasted condition (if the 'deferred' is addressed) over the next 15 years assuming that the components are replaced/renewed when required – the black line indicates the weighted average of condition and replacement cost.

Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. The table below shows the proportion of the Community Facilities components by their GRC and risk score in a risk matrix. It shows that approximately $137K of components are at extreme risk and $1.7 million are at high risk.

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -
Major (4)	Medium (4) **$10,229,970**	Medium (8) **$1,148,793**	High (12) **$178,073**	High (16) **$391,340**	Extreme (20) **$137,244**
Moderate (3)	Low (3) **$37,885,723**	Medium (6) **$2,120,666**	Medium (9) **$1,034,188**	High (12) **$693,298**	High (15) **$400,544**
Minor (2)	Low (2) **$4,259,054**	Medium (4) **$345,491**	Medium (6) **$406,951**	Medium (8) **$170,553**	High (10) **$34,170**
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Investment Scenario

As seen within the figure below, over the next 15-year period (between 2020 and 2034) an estimated $96.7 million is required ($6.4 million on average per year) to address all expenditure requirements.

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As the total allocated budget for the next 15 years is $30.8 million if Council addresses all condition-based shortfalls and completes all upgrade projects an additional $66.0 million will be required.
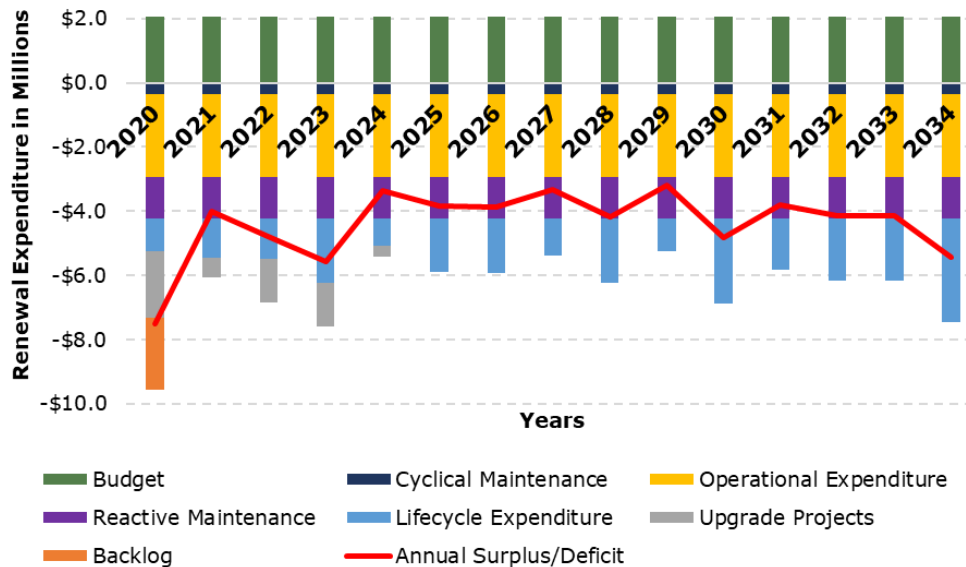
Improvement Actions

The key actions resulting from this Community Facilities Asset Management Plan are:

Data

1. Review and update the current component references and components. In particular:
2. Review components with a quantity of zero
3. Review criticalities of component references – appearance, consequence and safety
4. Review the list of components that are included within future iterations of the AMP
5. Review the list of components that have been identified as 'extreme risk'
6. Review the property hierarchy and structure in the SPM Assets database to ensure the correct property type has been assigned
7. Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended:
   a. Update data form with completed works
   b. Regular staff inspections
   c. Three-year rolling condition surveys – targeting high importance areas
8. Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance
9. Complete valuations for the 10 buildings that currently do not have any valuation information
10. Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.

Asset Management Plan
Warrnambool City Council

People

11. Identify who is responsible for managing and maintaining the Asset Management Plan
12. Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers

Processes

13. Agreeing on a list of primary Level of Service statements will ensure Council focuses on immediate and important needs. The list should consist of approximately 5 statements and up to 10 measures. The process in determining which statements are more important should consider strategic objectives, statutory requirements and public expectations.
14. Establishment of Quality Standard
15. Review the list of components that have been identified as extreme risk
16. Implement the 80/80/20 asset management objective over the next three years
    a. 80% of the work completed is planned
    b. 80% of the works program is driven from the planning process
    c. 20% of the asset register is updated, maintained, improved and changed every year

Systems

17. Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions

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1   Introduction

1.1   Purpose

Warrnambool City Council (Council) engaged SPM Assets Pty Ltd (SPM Assets) in December 2019 to work in a collaborative approach to improve the supporting documentation associated with sound asset management, which includes the preparation of Building Asset Management Plans (AMP) for each of its building categories – Community Facilities, Corporate and City Growth and Infrastructure. This AMP specifically focuses on the buildings owned and managed by Council that are included within the Community Facilities category.

The purpose of this Community Facilities Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Community Facilities building assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the building portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

This AMP demonstrates proactive management of assets, records the current and future quality shortfalls and lists the projects and initiatives required to address the shortfalls in a way that is affordable and delivers the services required by Council. The AMP is used as a tool to provide information that decisions can be based on – this is an evidence-based asset plan. It also addresses compliance with regulatory requirements and communicates forecast shortfalls or surplus in funding used to provide the required levels of service.

Objectives of the Building Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

1.2   Background

Council first licenced the SPM Assets software application in April 2014. Council undertakes cyclic visual condition assessments and manages all building assets using the SPM Assets software application. Since then SPM Assets has been engaged by Council for several projects including completing condition assessments and the development of maintenance plans and 5 year works programmes.

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On 6 February 2020, two workshops were held between SPM Assets and Council representatives from the Community Development and Recreation & Culture teams to discuss the current and future service specific building requirements. The attendees included:

- Director Community Development
- Manager Recreation and Culture
- Manager Capacity Access & Inclusion
- Manager Children's & Family Services
- Service Manager Community Support, Active Aging & Inclusion
- Service Manager Early Years Learning & Development

1.3   Alignment with ISO 55000

ISO 55000 is a series of international standards that have been created by the International Standard Organisation (ISO) for the ongoing management of physical assets. These standards have been developed from the previously published PAS 55 standards which were developed in 2002-2004 and edited in 2008.

The ISO 55000 suite includes three standards:

- ISO 55000 – overview, principles and terminology
- ISO 55001 – management system & requirements
- ISO 55002 – guidelines on the application of ISO 55001

Important considerations:

- To effectively govern an organisation, the governing body needs assurance that their assets are well managed
- Leadership and commitment from all managerial levels is essential to successful asset management
- "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
- Your organisation determines which assets are to be included
- It is good business practice and always think about continuous improvement

Figure 1-1 lists some of the elements of an ISO 55000 Asset Management System. Understanding the hierarchy of plans and processes is essential – remembering that the ISO is more about implementing a process rather than writing an AMP – the AMP is the output of the process:

- Know your reason why – what are the services being delivered through the assets
- Policies and objectives signed off by the governing body will make the process work
- Strategic AMP – looking long term and considering capital concepts through to disposal
- AMPs – can also be longer term and more aligned with a specific service being delivered and can focus more on maintenance and renewal

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
   - Operational planning and control
   - Supporting activities
   - Control activities

Figure 1-1 Elements of an ISO 55000 Asset Management System

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> ➢ Implementation of the AMP and works-programmes – all roads lead to the works programme as this is what you do to make a difference
> ➢ Evaluate performance and improve processes, systems and data

Furthermore, section 2.5.3.1 of ISO 55000 states:

"An asset management system impacts the whole organisation, including its stakeholders and external service providers, and can use, link or integrate many of the organisation's activities and functions that would otherwise be managed or operated in isolation. The process of establishing an asset management system requires a thorough understanding of each of its elements and the policies, plans and procedures that integrate them. The asset management system requirements described in ISO 55001 are grouped in a way that is consistent with the fundamentals of asset management:

1. Context of the organisation (ISO 55001:2014, Clause 4)
2. Leadership (ISO 55001:2014, Clause 5)
3. Planning (ISO 55001:2014, Clause 6)
4. Support (ISO 55001:2014, Clause 7)
5. Operation (ISO 55001:2014, Clause 8)
6. Performance evaluation (ISO 55001:2014, Clause 9)
7. Improvement (ISO 55001:2014, Clause 10)

Council follows the 'asset management system' that the ISO 55000 describes. Therefore, this Asset Management Plan (AMP) summarises the outputs resulting from the process and describes the associated key inputs, assumptions, practices and systems.

1.4   Asset Management Framework

1.4.1   Overview

Warrnambool City Council has stated the following vision as outlined in their Council Plan (2017-2021):

A cosmopolitan city by the sea

The following five objectives support Council's vision:

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

1.4.2   Asset Management Objectives

On 2 December 2019, Council adopted the following goals and commitments as part of their Asset Management Policy:

> ➢ Asset management will be service driven and will align with the strategic priorities and directions of the Council
> ➢ To achieve and sustain a high level of asset management maturity

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- ➢ To achieve certification with ISO 55000, International Standards for Asset Management
- ➢ Asset management will be integrated into corporate governance including enterprise planning, reporting and risk management frameworks and practices
- ➢ Maximise the value of Council's capital, operations and maintenance expenditures within current revenues, to optimise agreed levels of service, service delivery potential and manage related risks and costs over the entire life of infrastructure assets
- ➢ Decommission and dispose of assets that are under-utilised and no longer economically, socially or sustainably viable
- ➢ Involve and consult with the community and key stakeholders on determining service standards
- ➢ Service delivery assets will be created, acquired, maintained and rehabilitated to enable the organisation to meet its strategic service delivery goals efficiently and effectively
- ➢ Service/Asset Management Strategies and Plans will include processes which provide accountability to the community
- ➢ Allocate appropriate resources to ensure Asset Management practices can be undertaken and the timely maintenance and renewal of those assets so that 'life cycle' costs are optimised
- ➢ Accurately report on all aspects of Councils assets in terms of Operations, Maintenance, Renewal, Upgrade, Expansion and New
- ➢ Ensure that the roles and responsibilities of all asset owners, managers and users are well defined and understood. Reinforce and support asset management roles and responsibilities across the organisation at a functional level. The various key roles, responsibilities and delegations associated with service delivery and asset management is documented in the Asst Management Strategy
- ➢ Invest in appropriate and timely asset management training and development program for staff and Councillors as required
- ➢ Council will support the implementation of the Asset Management Strategy and foster a strong asset management culture across Council through a cross functional Asset Management Steering Committee

In addition to the above objectives, it is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

- ➢ **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.
- ➢ **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.
- ➢ **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

The longer-term value of this solution would be:

- ➢ Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works

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> ➢ Having a more robust planned approach to your works-programme – evidence based using scientific methods
> ➢ Better knowing and managing current and future risk
> ➢ Having a well-maintained component level asset register with good confidence

1.4.3 SPM Assets' 7 Point Asset Planning Framework

SPM Assets' 7 Point Asset Management Planning Framework involves all areas of business and planning processes and is aligned with ISO55000 and the International Infrastructure Management Manual (IIMM).

Figure 1-2 below illustrates the Framework, which is a service-led planning approach, i.e. it is the service needs that define the quality standards required now and into the future. The framework is founded on the IIMM principles and is structured to proactively minimise shortfalls by implementing appropriate well thought out asset management strategies. The framework is founded on a culture of continual improvement which focuses on determining the degree of criticality of the assets, to minimise the risk of failure and is based on the following:

1. Know your services
   A mixture of community, cultural, early years and recreational services.
2. Know the assets and costs needed to deliver those services
   Having a good knowledge of the existing assets provides the planning platform. Realising that the data can have 80% confidence and still be useful, i.e. target the high-quality information management to critical and/or high value assets.
3. Know what you need (both now and into the future)
   Recognising the difference between the Levels of Service and building related Quality Standards. It's about knowing the current standards and what they could be in the future and defining and measuring the lowest level.
4. Know what's possible – asset and non-asset solutions
   Comparing the current situation with the desired levels of service and quality standards will identify the current and future shortfalls that need to be addressed. Creating a range of 'possible projects' to address the shortfalls moves the process from asset planning to project planning and eventual Capital Asset Management.
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
   Knowing which 'possible project' is more important than another, needs to consider its outcomes after completion, its affordability, and the risks it's managing.
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
   Allocation of budgets to funded programmes ensures projects are being funded appropriately and that the renewals funding is specifically used to address replacements and renewals, thus avoiding fiscal surprises.
7. Make decisions and deliver outcomes
   Decisions are made every day and the right people should be making the right decisions based on information that they can rely on. This is where the real value of capital asset management is realised, i.e. the organisation has the confidence that it is making the right decisions.

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Figure 1-2 SPM Assets' 7 Point Asset Planning Framework

1.5   Relationship with Other Planning Documents

The AMP considers the following documents:

➢ Council Plan 2017-2021 (2019 revision)
➢ Asset Management Policy 2019
➢ Risk Management Policy 2015
➢ Community Services and Infrastructure Plan 2013 (CSIP)

1.6   AMP Structure

The AMP is the output of the asset management planning process. It documents the associated procedures, objectives, policies, standards, drivers, future renewal projects, lifecycle replacement projections and improvement tasks.

The AMP has been written so that any reader can understand how the assets are being considered and managed. Commentaries on renewal theories and the reasoning of renewal and maintenance policies provide the reader with the context or reason why certain practices have been implemented.

The AMP is a communication document first and foremost. It summarises the vast information held in the supporting computer systems and provides the reasoning of why maintenance and lifecycle expenditure is needed in the future. The 'nuts and bolts' detail is available directly from the management systems if the reader needs further detail of a specific asset or asset group.

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Council's objectives and policies are the primary driver for the asset management process and dictate all aspects of the asset management approach. This document recognises these requirements and uses SPM Assets' 7 Point Planning Framework and software applications as the primary implementation tools. In its simplest form, the asset register is populated, it is analysed, and a program of works is produced based on providing a defined 'level of service'.

Key sections of the AMP are based on the International Infrastructure Management Manual (IIMM) and are summarised as follows:

> - Asset Description – summary of assets and current condition
> - Levels of Service – specifies the services and levels of service to be provided by Council
> - Lifecycle Management – how Council will manage its existing and future assets to provide the required services
> - Risk Management – applying a risk-based analysis to the lifecycle results
> - Financial Summary – what funds are required to provide the required services
> - Asset Management Practices – documenting the practices that are required to maintain best practice in asset management going forward
> - Asset Management Improvement Plan – what are the next steps?

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2   Asset Description

2.1   Overview

A total of 21,675 visually assessed building components have been picked up during the onsite building condition assessments of the 210 Community Facilities buildings. The Gross Replacement Cost (GRC) of the assessed components has been identified as $59.4 million. Table 2-1 summarises the number of sites, properties and components for the Community Facilities category.

Table 2-1 Community Facilities – Overview						
	Building Subcategory					**Total**
	Community Centres	**Community Halls**	**Cultural Facilities**	**Early Years Facilities**	**Recreation Assets**	
No. Sites	1	4	4	11	42	62
No. Buildings	2	6	6	14	182	210
No. Property Records	109	44	136	207	958	1,454
No. Components	1,946	707	2,271	3,308	13,469	21,675
Gross Replacement Cost (GRC)	5,935,534	1,895,495	7,208,354	6,395,286	38,001,388	$59,436,057
Capital Replacement Value (CRV)	1,442,977	1,980,824	7,873,560	9,617,062	65,534,700	$86,449,123

Improvement Action: The total number of buildings (210) includes both buildings and properties. As part of the Improvement Plan, the property type of the Community Facilities buildings may need to be reviewed to distinguish the difference between a 'block' (building) and a property, e.g. some sheds are classified as 'blocks' (buildings) and others are a 'property'.

2.2   Survey Methodology

2.2.1   Site Assessment

A total of 210 Community Facilities building assets have been assessed between 2012 and 2019. The majority of onsite building condition assessments have been completed by experienced SPM Assets surveyors and updated and maintained by Council staff using the Mobile application of the SPM Assets software on a tablet PC device. The assessment approach that was implemented, and the SPM Assets software, have been directly aligned with ISO 55000, IIMM, NAMS Property Manual and IPWEA/NAMS Practice Note 3. The building condition assessments were conducted to identify the current condition of components, update property level information including capturing any space changes and refurbishments and answering Property Quality Standards (PQS).

2.2.2   Data Model

The data model for Council's Community Facilities building assets has been broken down into grounds, buildings, floors and room locations (ground, block, floor, and unit) so that components

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can be assigned to a level that work can be carried out e.g. the refurbishment of the offices on level 1.

It should be noted that the following components have been excluded from this AMP:

➢ Loose furniture
➢ Aquatic pool plant and equipment
➢ Specialised equipment including the lighting, sound and fly systems at the Light House Theatre

Improvement Action: These assets will be reviewed and may be included in future iterations of this AMP. Any projects associated with these assets will be included within the relevant board in the SPM Assets Programs application.

2.3   Property Level Information

2.3.1   Building Valuations

Table 2-2 below summarises the valuation figures for the Community Facilities building assets. The Capital Replacement Value (CRV), which is based on the rate per square metres as recommended in the Rawlinsons Australian Construction Handbook, has been calculated as $86.4 million.

Table 2-2 Capital Replacement Values		
Building Subcategory	**No. Buildings**	**CRV**
Community Centres	2	1,442,977
Community Halls	6	1,980,824
Cultural Facilities	6	7,873,560
Early Years Facilities	13	9,617,062
Recreation Assets	173	65,534,700
Total	**200**	**$86,449,123**

Improvement Action: A total of 10 buildings have no valuation data. As an improvement activity, a valuation for these buildings should be calculated or completed by an experienced building valuer.

2.3.2   Condition Grade Index by Building

Definition

The Condition Grade Index (CGI) is the average condition grade of assessed components weighted by their Gross Replacement Cost (GRC). A low CGI e.g. 1.5 means that the components have been assessed to be in good to very good condition whereas a high grade such as 2.3 means that the components are mainly in a poor to very poor condition. The overall CGI for the Community Facilities buildings is 1.34 which indicates that most of the buildings are in a good or very good condition.

Result

Table 2-3 lists the number of Community Facilities building assets by building subcategory for each of the CGI ranges and suggests that 81% of the building assets are considered to be in either a good or very good condition and only 2% of building assets have a CGI greater than 2.6.

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Table 2-3 CGI of Community Facilities						
Building Subcategory	**CGI Ranges**					**Total**
	<- Very Good			**Very Poor ->**		
	1.0-1.4	**1.4-1.7**	**1.7-2.2**	**2.2-2.6**	**>2.6**	
Community Centres	2	-	-	-	-	2
Community Halls	2	-	2	1	1	6
Cultural Facilities	5	-	-	-	-	5
Early Years Facilities	10	1	2	-	-	13
Recreation Assets	107	32	22	6	3	170
Total	**126**	**33**	**26**	**7**	**4**	**196**
Proportion	*64%*	*17%*	*13%*	*4%*	*2%*	*100%*

Improvement Action: The total number of buildings where a CGI has been calculated is 196. While there are 210 buildings included in the Community Facilities, 14 buildings have been excluded from the CGI calculations. These 14 buildings have been excluded as two buildings have components with no quantities and 10 buildings have no components. It is recommended that these buildings are reassessed to ensure that all relevant components have been captured.

2.4   Description of Components

2.4.1   Component Groups and Types

Table 2-4 provides a breakdown of the number of components by building subcategory for the Community Facilities buildings. A total of 417 unique components have been assessed that identify 21,675 assets, i.e. a component can have multiple assets within a building.

Table 2-4 Building Subcategory Component Breakdown		
Building Subcategory	**No. Components**	**Proportion (%)**
Community Centres	1,946	9%
Community Halls	681	3%
Cultural Facilities	2,271	11%
Early Years Facilities	3,308	15%
Recreation Assets	13,469	62%
Total	**21,675**	**100%**

The Gross Replacement Cost (GRC) of the assessed components has been identified as $59.4 million. Table 2-5 and Table 2-6 summarises the GRC by component group and component type respectively. The Interior Finishes and External Fabric components have the highest GRC of $24.0 million and $16.5 million respectively while the Clinical Equipment components have the lowest GRC of $38K.

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Table 2-5 GRC by Component Group		
Component Group	**No. Components**	**GRC**
Exterior & Sundries	480	3,192,542
External Fabric	3,591	16,548,779
Interior Finishes	10,188	24,031,261
Open Space	279	1,750,508
Services	7,108	13,538,996
Sporting	12	277,733
Structure	6	58,468
Clinical Equipment	11	37,770
Total	**21,675**	**$59,436,057**

Table 2-6 GRC By Component Group and Type			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	122	869,315
	Paving	174	1,644,862
	Sundries	157	558,365
	Tanks	27	120,000
External Fabric	External Stairs	148	1,051,410
	External Walls	1,037	7,058,252
	Louvers	1	3,594
	Roof	1,272	4,308,420
	Windows & Doors	1,133	4,127,102
Interior Finishes	Ceiling Finishes	1,841	3,406,085
	Fixtures & Fittings	2,219	5,098,215
	Floor Finishes	1,145	4,095,318
	Interior Doors	1,848	1,910,525
	Interior Walls	748	4,952,946
	Wall Finishes	2,387	4,568,172
Open Space	Access	23	143,769
	Electrical	18	241,602
	Exterior Fabric	1	1,653
	Fences & Walls	150	1,159,841
	Furniture	4	26,934
	Gates	47	76,819
	Landscaping	2	3,536

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Table 2-6 GRC By Component Group and Type			
Component Group	**Component Type**	**No. Components**	**GRC**
	Reserve Equipment	1	26,716
	Roads and Pavements	1	1,080
	Shelters	14	50,950
	Signs	18	17,609
Services	Electrical	3,588	3,762,524
	Fire Services	626	2,419,817
	Lifts / Hoist	9	1,266,555
	Mechanical	1,204	3,876,354
	Sanitary Plumbing	1,591	2,088,789
	Special Services	90	124,957
Sporting	Netting	7	64,622
	Playing Surfaces	1	142,272
	Poles & Goals	3	17,408
	Seating	1	53,431
Structure	Structure	6	58,468
Clinical Equipment	Defibrillators	5	35,850
	First Aid	6	1,920
Total		**21,675**	**$59,436,057**

2.4.2   Condition

Overall the assessed building components of the Community Facilities are in a very good condition, in which 74% of components in very good condition (by value - $44.0 million) and 20% of components in good condition (by value - $11.9 million) as illustrated in Figure 2-1. A further 4% are in moderate condition (by value - $2.6 million) while 1% of components are in a poor or very poor condition (by value - $867K).

The $867K of components in poor or very poor condition largely relates to the following component groups:

  ➢   External Fabric at $347K
  ➢   Interior Finishes at $307K
  ➢   Services at $118K
  ➢   Open Space at $45K
  ➢   Exterior & Sundries at $37K

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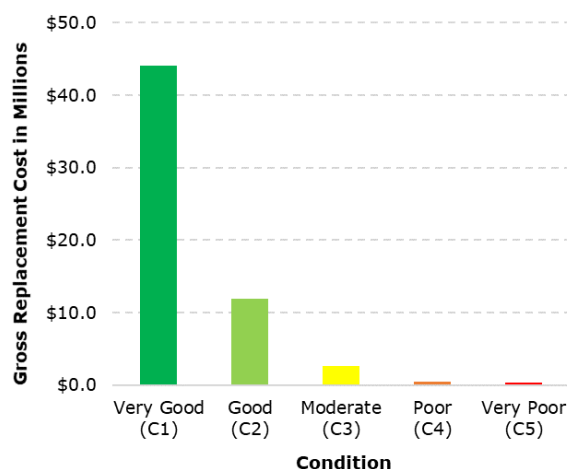
Figure 2-1 Condition Profile of Community Facilities Buildings

2.4.3 Critical Assets

The component criticality criteria established within the SPM Assets Reference library provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level. It is based on the following criteria:

 ➤ **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
 ➤ **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the building or asset
 ➤ **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

 ➤ Consequence of Failure of **medium-high** to **high criticality**
 ➤ Occupational Health and Safety of **medium-high** to **high criticality**
 ➤ Appearance of **high criticality**

In total there are 10,059 components that fit the above criteria with a total GRC of $36.1 million. Table 2-7 lists the critical assets by component group and type, the number of components and GRC.

Table 2-7 List of Critical Components			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	25	73,123
	Paving	161	1,587,240
	Sundries	52	239,458
	Tanks	26	113,700
External Fabric	External Stairs	145	1,041,578

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Table 2-7 List of Critical Components			
Component Group	**Component Type**	**No. Components**	**GRC**
	External Walls	585	5,400,135
	Roof	436	3,362,046
	Windows & Doors	922	4,061,473
Interior Finishes	Ceiling Finishes	895	2,293,079
	Fixtures & Fittings	817	2,540,849
	Floor Finishes	992	3,229,448
	Interior Doors	128	668,754
	Interior Walls	94	237,107
	Wall Finishes	7	6,880
Open Space	Access	20	77,969
	Electrical	9	45,242
	Exterior Fabric	1	1,653
	Fences & Walls	46	273,378
	Furniture	3	23,694
	Gates	45	75,664
	Landscaping	2	3,536
	Reserve Equipment	1	26,716
	Roads and Pavements	1	1,080
	Shelters	10	198
	Signs	2	3,416
Services	Electrical	2,022	2,192,353
	Fire Services	621	2,414,777
	Lifts / Hoist	8	1,247,320
	Mechanical	971	3,132,995
	Sanitary Plumbing	929	1,522,576
	Special Services	66	80,025
Structure	Structure	6	58,468
Clinical Equipment	Defibrillators	5	35,850
	First Aid	6	1,920
Total		**10,059**	**$36,073,700**

2.4.4   Community Centres

There are 168 unique components that describe the 1,946 assets associated with the Community Centres subcategory. The Community Centres subcategory consists of only one building – the Archie

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Graham Community Centre, The Gross Replacement Cost (GRC) of the assessed components is $5.9 million. Table 2-8 details the replacement cost of assets by component group and type.

Table 2-8 GRC By Component Group and Type – Community Centres			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	3	33,704
	Paving	9	38,192
	Sundries	5	20,755
External Fabric	External Stairs	12	112,420
	External Walls	50	546,524
	Roof	44	234,151
	Windows & Doors	82	331,964
Interior Finishes	Ceiling Finishes	186	278,582
	Fixtures & Fittings	226	355,259
	Floor Finishes	109	223,239
	Interior Doors	179	104,761
	Interior Walls	47	557,586
	Wall Finishes	236	462,503
Open Space	Access	1	1,440
Services	Electrical	363	232,715
	Fire Services	144	1,592,133
	Lifts / Hoist	1	290,500
	Mechanical	151	434,496
	Sanitary Plumbing	89	75,882
	Special Services	9	8,728
Total		**1,946**	**$5,935,534**

Improvement Action: The associated component costs for the Archie Graham Community Centre need to be updated to reflect today's pricing.

Overall the components are in a very good condition with 85% of components in very good condition (by value - $5.1 million) and 13% of components in good condition (by value - $797K) as illustrated in Figure 2-2. A further 1% are in moderate condition (by value - $35K) and less than 1% in poor or very poor condition (by value - $29K).

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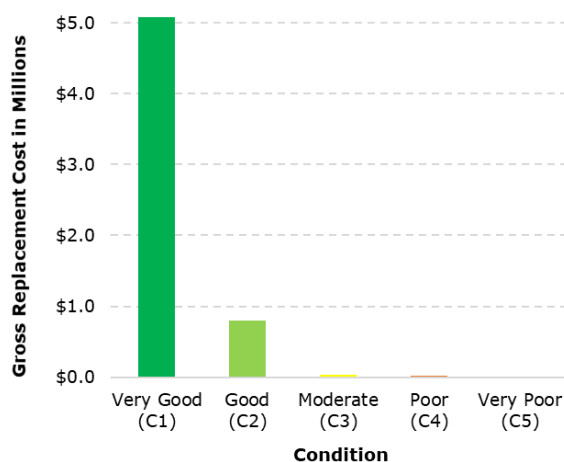
Figure 2-2 Condition Profile of Community Centres

The $29K of components in poor or very poor condition largely relate to the following component groups.

➢ Interior Finishes - $14K

       o   Archie Graham Community Centre - $14K

2.4.5 Community Halls

There are 147 unique components that describe the 681 assets associated with the Community Halls subcategory. The Gross Replacement Cost (GRC) of the assessed components is $1.9 million. Table 2-9 details the replacement cost of assets by component group and type.

Table 2-9 GRC By Component Group and Type – Community Halls			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Paving	7	32,900
	Sundries	3	4,425
	Tanks	1	2,100
External Fabric	External Stairs	10	64,886
	External Walls	48	306,744
	Roof	48	112,536
	Windows & Doors	52	122,078
Interior Finishes	Ceiling Finishes	54	136,643
	Fixtures & Fittings	52	142,896
	Floor Finishes	40	180,108
	Interior Doors	61	70,434

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Table 2-9 GRC By Component Group and Type – Community Halls			
Component Group	**Component Type**	**No. Components**	**GRC**
	Interior Walls	11	106,902
	Wall Finishes	74	288,841
Open Space	Fences & Walls	8	31,430
	Gates	1	2,000
	Electrical	108	122,208
	Fire Services	17	5,708
Services	Mechanical	31	106,270
	Sanitary Plumbing	52	55,744
	Special Services	3	642
Total		**681**	**$1,895,495**

Overall the components are in a very good condition with 63% of components in very good condition (by value - $1.2 million) and 28% of components in good condition (by value - $522K) as illustrated in Figure 2-3. A further 6% are in moderate condition (by value - $119K) and 3% in poor or very poor condition (by value - $52K).

Figure 2-3 Condition Profile of Community Halls

The $52K of components in poor or very poor condition largely relate to the following component groups.

➢ External Fabric - $43K

 o Merri View Art Gallery - $26K
 o Mechanics Institute Hall - $13K

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2.4.6   Cultural Facilities

There are 211 unique components that describe the 2,271 assets associated with the Cultural Facilities subcategory. The Gross Replacement Cost (GRC) of the assessed components is $7.2 million. Table 2-10 details the replacement cost of assets by component group and type.

Table 2-10 GRC By Component Group and Type – Cultural Facilities			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	3	7,900
	Paving	10	54,902
	Sundries	10	19,845
External Fabric	External Stairs	9	102,764
	External Walls	65	870,106
	Louvers	1	3,594
	Roof	51	139,384
	Windows & Doors	61	399,828
Interior Finishes	Ceiling Finishes	208	359,383
	Fixtures & Fittings	195	579,739
	Floor Finishes	156	519,421
	Interior Doors	225	199,189
	Interior Walls	78	567,756
	Wall Finishes	286	588,744
Open Space	Access	3	3,560
	Electrical	5	20,520
	Fences & Walls	8	30,364
	Gates	1	2,076
	Signs	1	510
Services	Electrical	466	554,568
	Fire Services	114	314,658
	Lifts / Hoist	4	721,300
	Mechanical	181	899,593
	Sanitary Plumbing	116	150,154
	Special Services	12	44,745
Sporting	Seating	1	53,431
Clinical Equipment	First Aid	1	320
Total		**2,271**	**$7,208,354**

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Overall the components are in a very good condition with 79% of components in very good condition (by value - $5.7 million) and 16% of components in good condition (by value - $1.2 million) as illustrated in Figure 2-4. A further 4% are in moderate condition (by value - $317K) and 1% in a poor or very poor condition (by value - $40K).
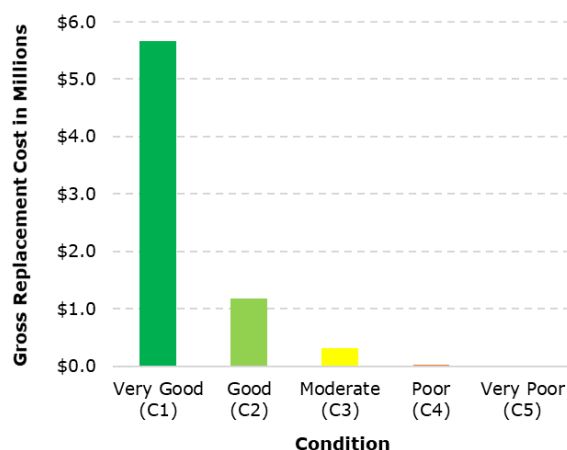
Figure 2-4 Condition Profile of Cultural Facilities

The $40K of components in poor or very poor condition largely relate to the following component groups.

➢ Interior Finishes - $31K

  o Art Gallery - $18K
  o Lighthouse Theatre - $13K

2.4.7 Early Years Facilities

There are 229 unique components that describe the 3,308 assets associated with the Early Years Facilities subcategory. The Gross Replacement Cost (GRC) of the assessed components is $6.4 million. Table 2-11 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-11 GRC By Component Group and Type – Early Years Facilities			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	27	206,263
	Paving	28	126,664
	Sundries	30	87,893
	Tanks	4	8,400
External Fabric	External Stairs	12	53,752
	External Walls	94	358,133

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Table 2-11 GRC By Component Group and Type – Early Years Facilities			
Component Group	**Component Type**	**No. Components**	**GRC**
	Roof	158	452,747
	Windows & Doors	172	624,940
Interior Finishes	Ceiling Finishes	306	456,196
	Fixtures & Fittings	388	882,965
	Floor Finishes	197	364,703
	Interior Doors	331	293,087
	Interior Walls	72	194,808
	Wall Finishes	403	545,314
Open Space	Access	5	23,284
	Fences & Walls	65	259,969
	Furniture	1	19,506
	Gates	12	20,162
	Roads and Pavements	1	1,080
	Shelters	11	37,562
	Signs	1	510
Services	Electrical	484	476,354
	Fire Services	69	233,073
	Mechanical	189	410,176
	Sanitary Plumbing	236	249,657
	Special Services	11	7,768
Clinical Equipment	First Aid	1	320
Total		**3,308**	**$6,395,286**

Overall the components are in a very good condition with 66% of components in very good condition (by value - $4.2 million) and 30% of components in good condition ($1.9 million) as illustrated in Figure 2-5. A further 52% are in moderate condition (by value - $206K) and 1% in a poor or very poor condition (by value - $69K).

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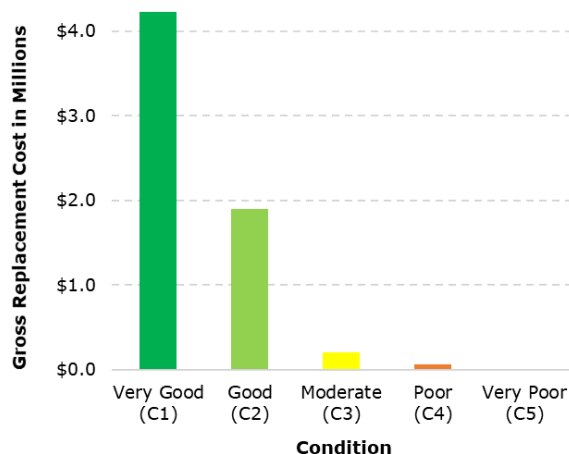
Figure 2-5 Condition Profile of Early Years Facilities

The $69K of components in poor or very poor condition largely relate to the following component groups.

➢ Interior Finishes - $42K

    o Florence Collins Child Care Centre - $20K

➢ External Fabric - $13K

    o Florence Collins Child Care Centre - $7K

2.4.8 Recreation Assets

There are 377 unique components that describe the 13,469 assets associated with the Recreation Assets subcategory The Gross Replacement Cost (GRC) of the assessed components is $38.0 million. Table 2-12 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-12 GRC By Component Group and Type – Recreation Assets			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	89	621,448
	Paving	120	1,392,204
	Sundries	109	425,447
	Tanks	22	109,500
External Fabric	External Stairs	105	717,588
	External Walls	780	4,976,745
	Roof	971	3,369,602
	Windows & Doors	766	2,648,292

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Table 2-12 GRC By Component Group and Type – Recreation Assets			
Component Group	**Component Type**	**No. Components**	**GRC**
Interior Finishes	Ceiling Finishes	1,087	2,175,281
	Fixtures & Fittings	1,358	3,137,356
	Floor Finishes	643	2,807,847
	Interior Doors	1,052	1,243,054
	Interior Walls	540	3,525,894
	Wall Finishes	1,388	2,682,770
Open Space	Access	14	115,485
	Electrical	13	221,082
	Exterior Fabric	1	1,653
	Fences & Walls	69	838,078
	Furniture	3	7,428
	Gates	33	52,581
	Landscaping	2	3,536
	Reserve Equipment	1	26,716
	Shelters	3	13,388
	Signs	16	16,589
Services	Electrical	2,167	2,376,679
	Fire Services	282	274,245
	Lifts / Hoist	4	254,755
	Mechanical	652	2,025,819
	Sanitary Plumbing	1,098	1,557,352
	Special Services	55	63,074
Sporting	Netting	7	64,622
	Playing Surfaces	1	142,272
	Poles & Goals	3	17,408
Structure	Structure	6	58,468
Clinical Equipment	Defibrillators	5	35,850
	First Aid	4	1,280
Total		**13,469**	**$38,001,388**

Overall the components are in a very good condition with 73% of components in very good condition (by value - $27.9 million) and 20% of components in good condition (by value - $7.5 million) as illustrated in Figure 2-6. Only 5% are in moderate condition (by value - $1.9 million) and 2% are in a poor or very poor condition ($677K).

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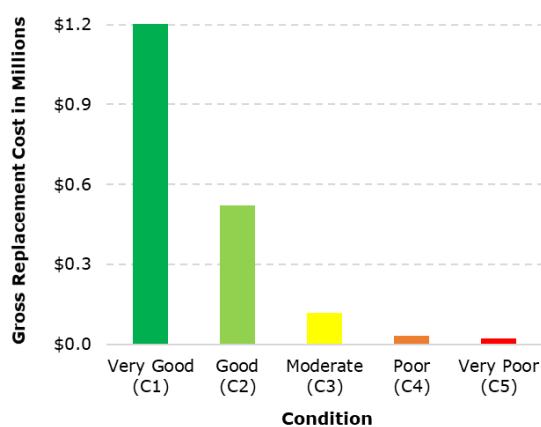**Warrnambool City Council**
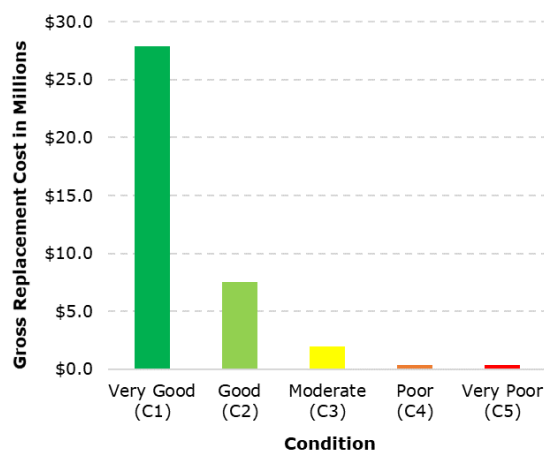
Figure 2-6 Condition Profile of Recreation Assets

The $677K of components in poor or very poor condition largely relate to the following component groups.

- External Fabric - $279K

  - Brierly Recreation Reserve – Tennis Shed (West) - $52K
  - Friendly Societies Recreation Reserve – SW Club Rooms - $47K
  - Tooram Scouts - $22K
  - Brierly Recreation Reserve – Pavilion - $17K
  - Breakwater – Foreshore Pavilion - $17K
  - Allansford Recreation Reserve (East Oval) - $15K
  - Breakwater – Offshore Fishing Club - $12K

- Interior Finishes - $215K

  - Surf Club - $27K
  - Aquazone – Indoor Pool and Gyms - $20K
  - A. H. Davidson Oval – Social Club - $15K
  - Reid Oval – Henri J. Worland Pavilion - $14K
  - A. H. Davidson Oval – Pavilion - $14K
  - Friendly Societies Recreation Reserve – S. W. Club Rooms - $13K
  - Reid Oval – Warrnambool Club Social Club Rooms - $10K

- Services - $102K

  - Aquazone – Indoor Pool and Gyms - $30K
  - Reid Oval – Henri J. Worland Pavilion - $12K
  - Allansford Recreation Reserve – Pavilion (East Social Pavilion) - $11K
  - Surf Club - $10K

- Open Space - $36K

  - Warrnambool Angling Club – Angling Clubrooms - $13K

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     o   Reid Oval – Henri J. Worland Pavilion - $11K

2.5 PQS Assessment Results

The functionality and performance of each building asset within Council's Community Facilities portfolio has been reviewed and measured using the Property Quality Standard (PQS) process, described in IPWEA/NAMS Practice Note #3. Adopting the PQS mechanism enables the measurement of 'level of service' statements and identification of backlogs. Future scoped projects would address these backlogs and as such, the PQS mechanism will provide a way to prioritise works.

Each PQS question has an 'answer definition' that allows the surveyor to determine the level of service, which will in turn produce a cost if the question fails the standard. This means that the Council can vary the standards so that the cost to achieve a desired standard can easily be modelled. Refer to APPENDIX B for the full list of PQS questions.

Applying PQS to buildings and keeping the data up to date will identify quality shortfalls that will need to be addressed through asset and non-asset initiatives.

For Council's building assets, the following set list of categories of PQS statements were used to identify potential shortfalls associated with the following categories:

- ➢ Risk
  - o Injury/Illness
  - o Risk Exposures
- ➢ Services
  - o Accessible
  - o Functional
  - o Healthy
  - o Quality
  - o Safety
  - o Sustainability

Note: All PQS statements are aligned to today's standards. Any failures of PQS statements needs to take into consideration that building assets would have been built in accordance with standards at that time.

2.5.1 PQS Assessment Results

A total of 205 Community Facilities buildings underwent the PQS assessment. Table 2-13 summarises the results of by statement category. Overall, the buildings comply with 96.7% of the PQS statements.

Table 2-13 PQS Results by Category					
PQS Category 1	**PQS Category 2**	**Fail**	**Pass**	**Total**	**Pass %**
Risk	Injury/Illness	6	929	935	99.4%
Risk	Risk Exposures	3	558	561	99.5%
Services	Accessible	34	714	748	95.5%
Services	Functional	67	1,055	1,122	94.0%
Services	Healthy	19	1,290	1,309	98.5%

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Table 2-13 PQS Results by Category					
PQS Category 1	**PQS Category 2**	**Fail**	**Pass**	**Total**	**Pass %**
Services	Quality	61	1,061	1,122	94.6%
Services	Safety	2	185	187	98.9%
Services	Sustainable	52	1,263	1,315	96.0%
Total		**244**	**7,055**	**7,299**	**96.7%**

Improvement Action: It is recommended that PQS assessments are carried out on all Community Facilities buildings to identify potential functionality and performance shortfalls. It also recommended that costs are calculated to rectify any issues identified by the PQS assessments.

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3   Levels of Service

3.1   Overview

Understanding the desired levels of service of a building within a fixed asset portfolio is fundamental in order to match assets to service delivery objectives. These asset related requirements are documented in a 'Level of Service Statement' which should align with the organisation's objectives.

The factors affecting levels of service of any organisation can be broken into three broad categories.

1. **Customer requirements**: The expectations of the customer served by the organisation through the utilisation of the asset.
2. **Legislative requirements**: The mandatory provisions or standards set by local, national or international bodies that govern asset utilisation, particularly in terms of various issues affecting the general public.
3. **Strategic goals**: Broad framework-based management directives consistent with the organisation goals and values stated in policies, objectives, and the user asset management plans

The Level of Service statement is the basis for the assessment of the portfolio and the long-term financial planning of operational and capital expenditure. According to this statement, the asset plan targets expenditure to address immediate shortfalls (deferred renewals/backlog) and future requirements as planned expenditure.

Figure 3-1 Level of Service Process Flow

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The key principles are:

- ➢ Clearly defined strategic objectives
- ➢ In support of the strategic objectives, an understanding of the difference between technical and customer related objectives
- ➢ Defined targets
- ➢ Statement of how the performance will be measured against the targets
- ➢ Current performance measurement against the level of service to identify the shortfalls

3.2 Alignment with Council's Level of Service Measures

In the 'service-led asset planning' context, the assets are in place to provide for the people that deliver the service. For example, to deliver services to the community, a local government needs operational buildings. This section defines the services being provided by the organisation.

Establishing both customer and technical level of service standards is a challenging process that often takes several years to complete. Council will need to undertake customer surveys to identify the community's expectations and use this information to establish the 'customer' level of service standards for the provision of community services associated with buildings.

The customer level of service standard identifies the type and number of buildings required to deliver community services and achieve strategic objectives, whereas the technical level of service standards identify the quality of the individual buildings considering function, condition and energy efficiency as examples.

3.3 Customer Levels of Service

3.3.1 Current Strategic Levels of Service

Council has not established customer strategic levels of service for its building assets.

Improvement Action: It is recommended that Council develops customer strategic levels of service which includes items such as service level agreements, response timeframes for rectifying issues, cleaning agreements etc.

3.3.2 Future Strategic Levels of Service

As the population of Warrnambool City is expected to grow over the next 16 years, from a forecast of 36,575 in 2020 to 46,210 in 2036 (Source: .id the population experts), there will be greater demand for access to Community Facilities. Figure 3-2 below illustrates the expected population growth of Warrnambool City over a 20-year period (2016-2036).

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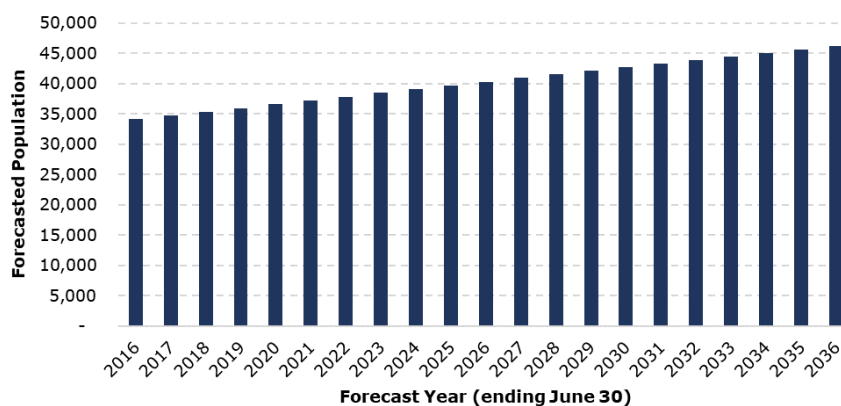
Figure 3-2 Forecasted Population for Warrnambool City (2016- 2036)

As stated in the Community Services and Infrastructure Plan 2013 (CSIP), there is expected to be a 35% increase in the number of children and young people which will cause an increase in the demand for early years facilities and youth spaces. With an expected increase in the older population as well, there will be greater demand for access to community services facilities from this age group. Table 3-2 lists the expected changes in the age groups of Warrnambool City between 2016 and 2036.

Table 3-1 Warrnambool City - Total Persons[1] between 2016 and 2036								
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
0 to 4	2,085	6.1	2,679	6.6	3,053	6.6	968	46.4
5 to 9	2,196	6.4	2,696	6.7	3,084	6.7	888	40.4
10 to 14	2,080	6.1	2,587	6.4	3,063	6.6	983	47.3
15 to 19	2,286	6.7	2,579	6.4	2,993	6.5	707	30.9
20 to 24	2,355	6.9	2,504	6.2	2,879	6.2	524	22.3
25 to 29	2,315	6.8	2,426	6.0	2,688	5.8	373	16.1
30 to 34	1,984	5.8	2,456	6.1	2,724	5.9	740	37.3
35 to 39	1,939	5.7	2,522	6.3	2,825	6.1	886	45.7
40 to 44	2,069	6.0	2,445	6.1	2,849	6.2	779	37.7
45 to 49	2,251	6.6	2,361	5.9	2,807	6.1	556	24.7
50 to 54	2,207	6.4	2,343	5.8	2,687	5.8	480	21.7
55 to 59	2,182	6.4	2,382	5.9	2,571	5.6	389	17.8
60 to 64	2,032	5.9	2,259	5.6	2,454	5.3	422	20.8
65 to 69	1,893	5.5	2,147	5.3	2,384	5.2	491	25.9
70 to 74	1,451	4.2	1,920	4.8	2,176	4.7	725	50.0
75 to 79	1,098	3.2	1,660	4.1	1,915	4.1	817	74.4

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[1] Source: .id, the population experts

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Table 3-1 Warrnambool City - Total Persons[1] between 2016 and 2036								
Age group (years)	**2016**		**2026**		**2036**		**Change between 2016 and 2036**	
	Number	**%**	**Number**	**%**	**Number**	**%**	**Number**	**%**
80 to 84	857	2.5	1,181	2.9	1,521	3.3	663	77.4
85 and over	964	2.8	1,175	2.9	1,537	3.3	573	59.4
Total	**34,243**	**100%**	**40,323**	**100%**	**46,209**	**100%**	**11,966**	**34.9%**

In order to meet the increased demand for Community Facilities, Council will need to adopt a strategic level of service to increase the number of early years facilities as well as building new integrated community hubs, shared or multipurpose facilities that are located in suitable areas.

3.4   Technical Levels of Service

3.4.1   Setting a Building Quality Standard

In Table 3-3 below, an indicative building quality standard for Council's 210 Community Facilities building assets has been established. This indicative standard includes both a CGI target and a maintenance target, measured in an annual percentage spend against the Capital Replacement Value (CRV).

Improvement Action: The building standard assigned to the buildings is for the purpose of the analysis of this report. The actual quality standard needs to be reviewed and assigned to each buildings based on Council's policies and standards and the level of service for each of the buildings.

Table 3-2 Building Quality Standard Definition		
Standard	**Building Type**	**Definitions**
A	Heritage/Local Significance	CGI < 1.7, Maintenance > 0.5%
		No backlog. Noncritical assets can be in a moderate condition. Regular preventative maintenance.
B	Administration Aquatic Centres Childcare Commercial Community Centres Libraries Public Halls	CGI < 2.0, Maintenance > 0.4%
		No backlog. Noncritical assets can be in a moderate to poor condition. Regular preventative maintenance.
C	Recreational Toilet Blocks	CGI < 2.2, Maintenance > 0.3%
		Some backlog allowed for non-critical assets. Selected assets will undergo reactive maintenance, preventative planned maintenance to be utilised otherwise.
D	Depot Storage Utilities	CGI < 2.5, Maintenance > 0.25
		High backlog allowed for non-critical assets. The majority of assets will undergo reactive maintenance, preventative planned maintenance to be limited.

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Table 3-4 lists the 10 buildings which have not met the building quality standard as outlined in Table 3-3. The results for all Community Facilities buildings have been included in APPENDIX C.

Table 3-3 Condition of Community Facilities Buildings				
Subcategory	**Building Name**	**Standard**	**CGI**	**Result**
Community Halls	Merri View Art Gallery	B	2.06	Fail
	Merri View Art Gallery Shed	D	2.73	Fail
	Merri View Art Gallery Toilet Block	B	2.41	Fail
Recreation Assets	Allansford Angling Club	C	2.24	Fail
	Allansford Recreation Reserve - Scoreboard	C	3.00	Fail
	Botanic Gardens - Residence Shed (metal)	D	2.87	Fail
	Breakwater - Offshore Fishing Club	C	2.21	Fail
	Brierly Recreation Reserve - Tennis Shed (West)	D	4.62	Fail
	Reid Oval - Football Shelter (Centre)	C	2.45	Fail
	Warrnambool Angling Club - Wharf Shed	D	2.58	Fail

3.4.2 Critical Assets in a Poorer Condition

A further generic quality standard can be applied to all Community Facilities buildings that relates to the condition of critical components. In order to meet the quality standard a building is required to have all critical components in a moderate condition or better. No functional or compliance targets have been included in this standard.

Table 3-5 summarises the results of applying the Quality Standard based on the definition described above. See APPENDIX D for detailed results relating to each property.

All of the building subcategories have critical components in a poor and very poor condition as shown in Table 3-5 below. A total of 339 critical components have been assessed to be in a poor or very poor condition with a replacement cost of $514K. The most significant subcategories in terms of critical components identified to be in a poor or very poor condition by replacement cost are the Recreation Assets at $407K and Community Halls at $40K.

Table 3-4 Result of Quality Standard for Critical Components			
Building Subcategory	**No. Critical Components**	**Critical Components in Poor or Very Poor Condition**	
		No.	**GRC**
Community Centres	966	14	12,391
Community Halls	329	23	40,235
Cultural Facilities	1,050	20	18,163
Early Years Facilities	1,527	52	35,972
Recreation Assets	6,187	230	407,382
Total	**10,059**	**339**	**$514,143**

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4   Lifecycle Management

4.1   Overview

The strategy of lifecycle management is to maintain the assets to a level that meets the quality standards and asset management objectives in a way that minimises risk. Council achieves this through the following traditional lifecycle management process:

> - **Renewal and replacements** – informed by the lifecycle analysis reports from the SPM Assets software. The Project-Planning module would be used to apply levels of service standards at each site resulting in planned-projects. Moving from a component level analysis to a project level decision making process. This includes resulting risk ratings to prioritise the timing of future projects.
> - **Upgrades** – the resulting projects that have been included within the 'Building Renewal/Replacement Board – 2020' board in the SPM Assets Program application. These projects are based on Council's policies and budgets.
> - **Growth** – these are likely to be driven by the 'future demand' analysis and at this stage, and simply list any new buildings or extensions that are identified in current Council planning documents. These projects are included in the 'Building Growth and Improvement Board – 2020 AMP' board within the SPM Assets Program application.
> - **Operations** – servicing and inspections of essential services driven by the Building Code of Australia, and annual cost components such as power usage and cleaning.
> - **Maintenance** - Council developed preventative maintenance regimes plus reactive maintenance budgets – both balanced with lifecycle renewals to optimise the overall cost of caring for the building.
> - **Disposals** – consider implementing a business rule for building disposals plus current Council strategy documents that may identify future strategic disposals. The business rule could be for example – if the calculated renewal costs plus maintenance and operational costs (over 10 years) are more than 30% of the Capital Replacement Value of the building, then consider the building for disposal or major refurbishment.

Section 4.2.1 details the methods in which an asset's lifecycle is calculated within the SPM Assets database.

4.2   Renewal and Replacements

4.2.1   Predictive Deterioration Models Applied

The data collected through the condition survey process has been analysed using 'age', 'condition' and 'condition-age' based analysis to determine the likely remaining life of each component. The analysis considers the parameters illustrated in Figure 4-1 and is largely influenced by the base life range, the KPI score, age and the assessed condition grade. It is important that the analysis theory as detailed below is understood.

> - **Age Based**: - Determines the remaining life considering the base life range, criticality and component age. Condition or the assessed remaining life is not considered. This can be the most effective algorithm for plant and equipment style components. The likely replacement year equals the construction year plus calculated base life. For example, a component that was installed in 1998 with a 15-year calculated base life would most likely require replacement in 2013. As it is currently 2020, it would be 7 years overdue

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for replacement. However, if the component is non-critical, this could be acceptable, and it could be allowed to run to failure.

➢ **Condition Based**: - An asset has a base life range, i.e. it's expected to be fully renewed or totally replaced at some point within this range. The calculated base life is determined by applying the resulting KPI score to the base life range, i.e. if the asset is critical then the calculated base life is likely to be closer to the lower end of the range whereas if it is non-critical, then it will be closer to the upper end of the range.

➢ **Condition-Age Based**: – the remaining life generated by the Condition-Age algorithm is influenced by the age of the component, i.e. if an asset has been assessed to be in a very good condition and is old then the remaining life is calculated from the end of the condition grade 1 band. This significantly influences the remaining life of assets assessed to be in a very good and good condition. This algorithm has been applied to various structural and mechanical services assets.

Of the 21,671 components for the Community Facilities building assets in the SPM Assets database, the following breakdown of deterioration models has been applied:

➢ 21,820 components use the Condition based model
➢ 82 components use the Condition-Age based model
➢ 161 components use the Age based model

Improvement Action: In Section 2 of the AMP there were 21,675 components. However, there are four components in the database with a quantity of zero which will not appear within the lifecycle forecast. It is recommended that as part of the Improvement Plan the components with a quantity of zero should be reviewed and updated to the correct quantity or removed.
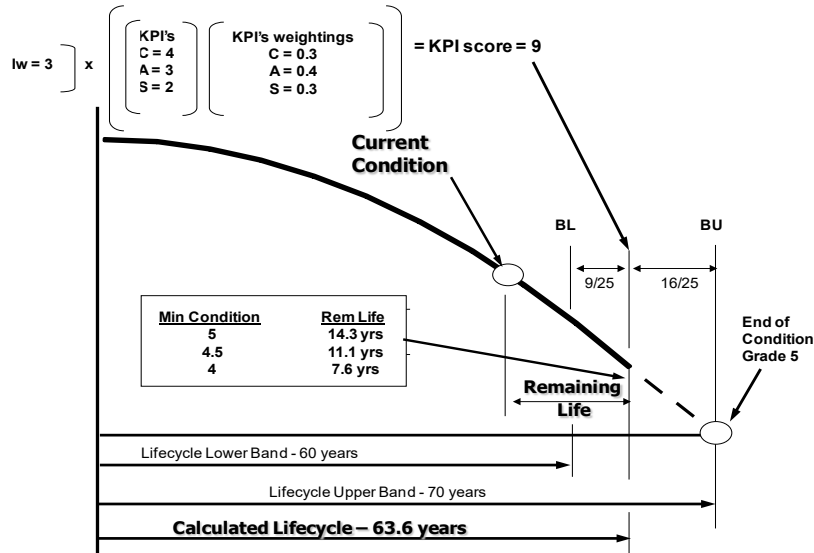
Figure 4-1 Principles of the predictive model

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4.2.2 Determining Backlog Renewals

The backlog renewal position has been determined based on any component that has a calculated year of replacement prior to 2020. There are a significant number and value of assets that are in a backlog position based on this rule, which is summarised in Table 4-1 by component group and component type. The total calculated backlog for the Community Facilities is $2.2 million, with the majority being associated with External Fabric ($868K), Interior Finishes ($679K) and Services ($312K).

The majority of the assets with a calculated year of replacement prior to 2020 are those that were assessed as being in a poor or very poor condition, while some are in good or moderate condition but have a short overall base life.

Table 4-1 Potential Backlog by Component Group and Type			
Component Group	**Component Type**	**No. of Instances**	**Calculated Backlog**
Exterior & Sundries	Misc.	9	18,233
	Paving	8	58,168
	Sundries	19	107,202
External Fabric	External Stairs	5	82,646
	External Walls	107	218,023
	Roof	57	488,036
	Windows & Doors	55	79,083
Interior Finishes	Ceiling Finishes	101	133,084
	Fixtures & Fittings	50	81,032
	Floor Finishes	100	163,237
	Interior Doors	163	94,547
	Interior Walls	11	23,105
	Wall Finishes	175	183,739
Open Space	Access	2	1,500
	Fences & Walls	11	155,218
	Gates	3	5,535
	Roads and Pavements	1	1,080
	Signs	2	2,418
Services	Electrical	51	124,261
	Fire Services	8	5,727
	Mechanical	45	126,221
	Sanitary Plumbing	65	55,134
	Special Services	2	356
Structure	Structure	1	5,660
Clinical Equipment	Defibrillators	3	21,510
Total		**1,054**	**$2,234,755**

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4.2.3   Portfolio Renewal Forecast

Figure 4-2 shows the forecast 15-year renewals expenditure required for all Community Facilities building subcategories, including the possible backlog. It shows that over the next 15 years $27.4 million is required (an annual average of $1.8 million) to address both the backlog (a total value of $2.2 million as detailed in Section 4.5.2), and annual lifecycle expenditure. The three highest peaks of expenditure are the backlog, 2030 and 2034.
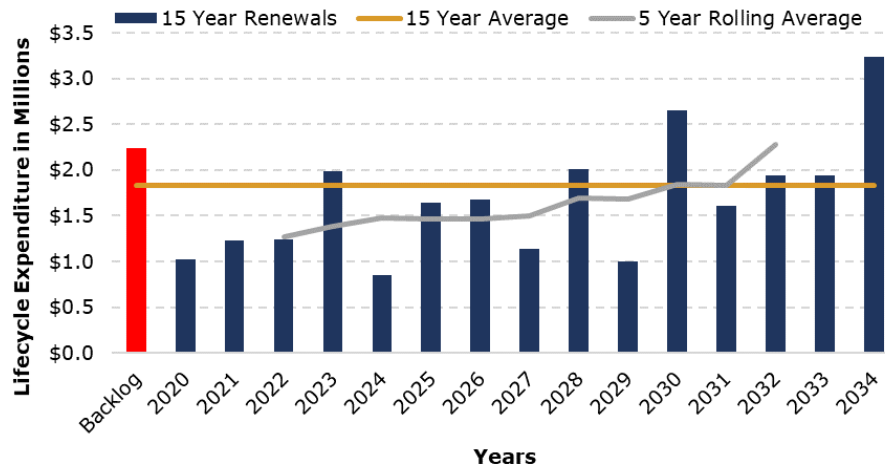
Figure 4-2 Renewal Forecasts over 15 years for all Community Facilities Buildings

It is important to recognise that the lifecycle projections are the raw results from the predictive model in the SPM Assets software and will need to be further modelled to determine pragmatic projects that align with the available funding.

4.2.4   Renewal Forecasts by Building Subcategory

Community Centres

Figure 4-3 shows the forecast 15-year renewals expenditure required for the Community Centres subcategory, including possible backlog. The forecast renewal expenditure is $3.0 million over the next 15 years, with an average annual expenditure of $197K. The backlog for this building subcategory is $16K. Unlike the overall portfolio, the lifecycle expenditure is relatively flat before reaching a peak in 2034.

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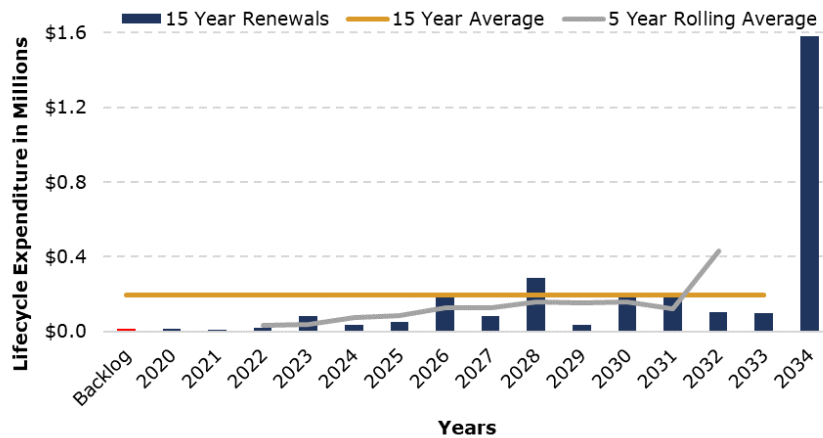
Figure 4-3 Renewal Forecasts for Community Centres

➢ Year 2034:

      o   Archie Graham Community Centre
- The replacement of the EWIS system - $1.5 million
- The replacement of the smoke detectors - $45K
- The replacement of the roof anchor points - $36K

Community Halls

Figure 4-4 shows the forecast 15-year renewals expenditure required for the Community Halls subcategory, including possible backlog. The forecast renewal expenditure is $711K over the next 15 years, with an average annual expenditure of $47K. The backlog for this building subcategory is $115K which is the largest peak of expenditure.
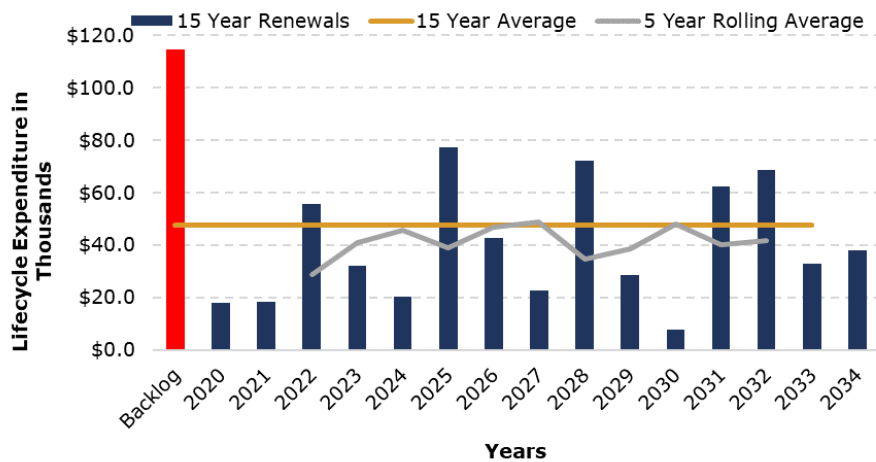
Figure 4-4 Renewal Forecasts for Community Halls

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The main contributors to the top three annual peaks in lifecycle expenditure are the following:

➢ Backlog:

  o Girl Guide Hall
    ▪ The replacement of the ceiling and internal wall paint - $15K
    ▪ The replacement of the gas ducted heating unit - $13K
  o Merri View Art Gallery
    ▪ The replacement of the metal roofing - $15K

➢ Year 2025:

  o Girl Guide Hall
    ▪ The replacement of kitchen joinery - $32K

➢ Year 2028:

  o Mechanics Institute Hall
    ▪ The replacement of the ceiling and internal wall paint - $30K
    ▪ The replacement of the vinyl flooring - $14K

Cultural Facilities

Figure 4-5 shows the forecast 15-year renewals expenditure required for the Cultural Facilities subcategory, including possible backlog. The forecast renewal expenditure is $2.7 million over the next 15 years, with an average annual expenditure of $178K. The backlog for this building subcategory is $5K. The largest annual peaks for this subcategory are in 2028 and 2032.
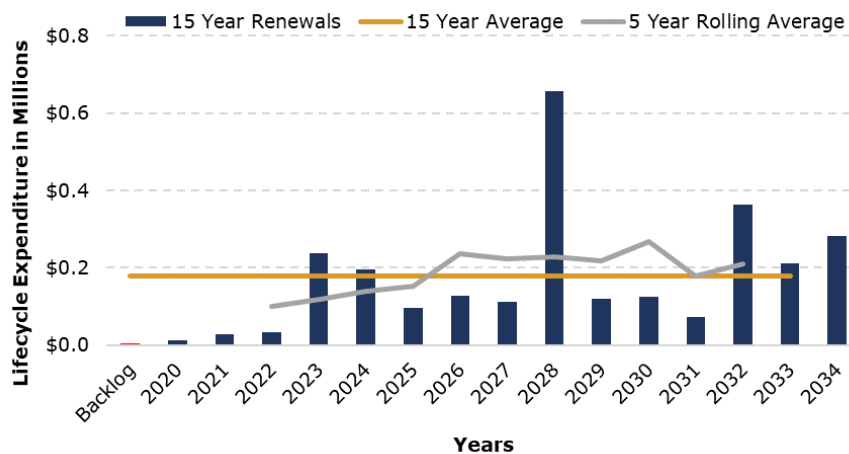
Figure 4-5 Renewal Forecasts for Cultural Facilities

The main contributors to the top two annual peaks in lifecycle expenditure are the following:

➢ Year 2028:

  o Lighthouse Theatre

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- The replacement of the internal wall paint - $92K
- The replacement of the ceiling paint - $89K
- The replacement of the ducted split air conditioning units - $76K
- The replacement of the vinyl floor - $23K
- The replacement of the flick mixer taps - $15K
- The replacement of the toilet partition doors - $13K
- The replacement of the door paint - $10K
  - o Art Gallery
    - The replacement of the ceiling paint - $94K
    - The replacement of the vinyl floor - $36K
    - The replacement of the internal wall paint - $18K
  - o History House
    - The replacement of the boilers - $117K

  ➢ Year 2032:

  - o Lighthouse Theatre
    - The replacement of the centrifugal ventilation fans - $86K
    - The replacement of the pneumatic grandstand seating machine - $53K
    - The replacement of the blinds/curtains - $51K
    - The replacement of the down lights - $10K
    - The replacement of the ventilation grills - $10K

Early Years Facilities

Figure 4-6 shows the forecast 15-year renewals expenditure required for the Early Years Facilities subcategory, including possible backlog. The forecast renewal expenditure is $2.5 million over the next 15 years, with an average annual expenditure of $167K. The backlog for this building subcategory is $17K. The annual expenditure generally increases over the 20-year period with a peak in 2028.
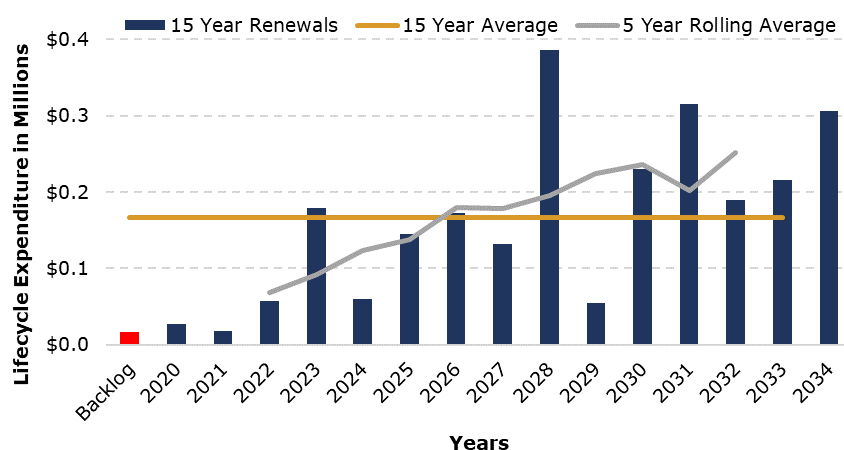
Figure 4-6 Renewal Forecasts for Early Years Facilities

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

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➢ Year 2028:

- o Florence Collins Child Care Centre
  - The replacement of the vinyl floor - $34K
  - The replacement of the wall mounted gas heater - $21K
- o Allansford Preschool
  - The replacement of the vinyl floor - $17K
  - The replacement of the ceiling paint - $12K
- o Matron Swinton Child Care Centre
  - The replacement of the ceiling paint - $12K
  - The replacement of the vinyl floor - $11K
- o East Warrnambool Preschool
  - The replacement of the internal wall paint - $14K
  - The replacement of the vinyl floor - $12K
- o Dennington Preschool
  - The replacement of the vinyl floor - $14K
- o Beamish Street Preschool
  - The replacement of the shade structure - $15K
  - The replacement of the kitchen joinery - $14K

➢ Year 2031:

- o Florence Collins Child Care Centre
  - The replacement of the kitchen joinery - $47K
  - The replacement of the automatic opening doors - $16K
- o South Warrnambool Preschool
  - The replacement of the kitchen joinery - $31K
  - The replacement of the cabinetry - $13K
- o Sherwood Park Child Care Centre
  - The replacement of the kitchen joinery - $45K
- o Matron Swinton Child Care Centre
  - The replacement of the kitchen joinery - $27K
  - The replacement of the timber frame/metal roof covered way - $20K
- o Dennington Preschool
  - The replacement of the kitchen joinery - $14K
  - The replacement of the cabinetry - $12K
- o East Warrnambool Preschool
  - The replacement of the kitchen joinery - $11K

➢ Year 2034:

- o Sherwood Park Child Care Centre
  - The replacement of the EWIS system - $196K
  - The replacement of the automatic opening doors - $16K
- o Florence Collins Child Care Centre
  - The replacement of the split air conditioning units - $37K
  - The replacement of the ceiling paint - $12K
- o Lion Hopkins Preschool
  - The replacement of the cliplock roofing - $8K

Recreation Assets

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Figure 4-7 shows the forecast 15-year renewals expenditure required for the Recreation Assets subcategory, including possible backlog. The forecast renewal expenditure is $18.6 million over the next 15 years, with an average annual expenditure of $1.2 million. The backlog for this building subcategory is $2.1 million. The forecast expenditure for this subcategory is higher than the other subcategories with a peak of expenditure associated with the backlog and 2030.
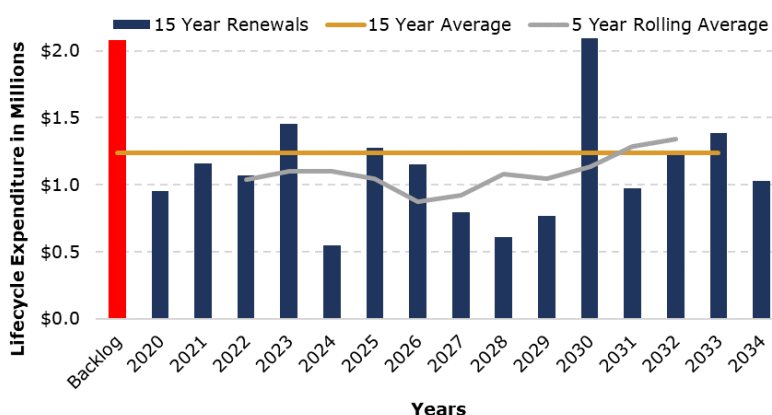
Figure 4-7 Renewal Forecasts for Recreation Assets

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

- Backlog:

    - Surf Club
        - The replacement of the concrete roof slabs - $122K
        - The replacement of the cliplock roofing - $57K
        - The replacement of the internal wall paint - $31K
        - The replacement of the meter boxes - $20K
        - The replacement of the polyurethane floor finish - $15K
        - The replacement of the ceiling paint - $12K
        - The replacement of the plasterboard lining - $10K
    - Friendly Societies Recreation Reserve – S. W. Club Rooms
        - The replacement of the metal roofing - $72K
        - The replacement of the suspended panel ceiling - $25K
        - The replacement of the asbestos guttering - $20K
        - The replacement of the fibrolite soffits - $15K
        - The replacement of the vinyl floors - $11K
    - Reid Oval – Grounds
        - The replacement of the post & rail fence - $71K
        - The replacement of the chain wire fence - $27K
        - The replacement of the fixed seating - $18K
        - The replacement of the flood lights - $16K
        - The replacement of the external pole top lights - $12K
    - Reid Oval – Warrnambool Club Social Club Rooms
        - The replacement of the external block walls - $28K
        - The replacement of the accordion/folding doors - $24K

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- ▪ The replacement of the bollard lighting - $13K
  - o A. H. Davidson Oval – Social Club
    - ▪ The replacement of the metal roofing - $51K
    - ▪ The replacement of the suspended ceiling panels - $34K
  - o Dennington Oval – P. G. Kelson Pavilion
    - ▪ The replacement of the cliplock roofing - $22K
    - ▪ The replacement of the internal brick walls - $10K
  - o Warrnambool Stadium – Basketball (ARC)
    - ▪ The replacement of the particle board - $34K
    - ▪ The replacement of the polyurethane floor finish - $19K
  - o Hopkins River Rowing Club Rooms
    - ▪ The replacement of the timber framed windows - $36K
  - o Dennington Oval – Social Club
    - ▪ The replacement of the ceiling paint - $13K
    - ▪ The replacement of the brick cladding - $10K
  - o Warrnambool Angling Club – Wharf Shed
    - ▪ The replacement of the timber jetty - $45K
  - o J. D. E. Walter Oval – Grounds
    - ▪ The replacement of the wire mesh fence - $23K
    - ▪ The replacement of the post & rail fence - $12K
  - o Tooram Scouts
    - ▪ The replacement of the ceiling paint - $11K
    - ▪ The replacement of the timber frame/metal roof covered way - $10K
  - o Breakwater – Foreshore Pavilion
    - ▪ The replacement of the timber staining - $16K
    - ▪ The replacement of the balustrade - $12K
    - ▪ The replacement of the trellis - $10K
  - o Reid Oval – Henri J. Worland Pavilion
    - ▪ The replacement of the kitchen joinery - $11K

- ➢ Year 2023:

  - o Hopkins River Rowing Club Rooms
    - ▪ The replacement of the metal roller doors - $29K
    - ▪ The replacement of the Colorbond roofing - $25K
    - ▪ The replacement of the ceiling paint - $23K
    - ▪ The replacement of the vinyl flooring - $11K
  - o Warrnambool Stadium – Val Bertrand Netball Stadium (ARC)
    - ▪ The replacement of the fixed seating - $59K
    - ▪ The replacement of the roof anchor points - $10K
  - o Surf Club
    - ▪ The replacement of the ceiling and internal paint - $61K
  - o Aquazone – Indoor Pool and Gyms
    - ▪ The replacement of the internal wall paint - $30K
    - ▪ The replacement of the centrifugal ventilation fans - $29K
  - o Breakwater – Foreshore Pavilion
    - ▪ The replacement of the ceiling paint - $21K
  - o Reid Oval – Warrnambool Club Social Club Rooms
    - ▪ The replacement of the accordion/folding door - $62K
  - o Jetty Flat Pavilion
    - ▪ The replacement of the post & rail fence - $47K

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- o Botanic Gardens - Fernery
  - The replacement of the trellis - $33K
  - The replacement of the ceiling paint - $11K
- o Merrivale Oval – W. A. Fairy Pavilion
  - The replacement of the ceiling and internal wall paint - $20K
- o Harris Street Reserve – H. I. Stephenson Pavilion Building
  - The replacement of the ceiling and internal wall paint - $28K
- o Brierly Recreation Reserve – Tennis Shed (West)
  - The replacement of the metal cladding - $38K
- o Dennington Bowls Club – Bowls Club
  - The replacement of the ceiling and internal wall paint - $24K
- o Bushfield Recreation Reserve – Community Hall
  - The replacement of the ceiling and internal wall paint - $21K
- o Friendly Societies Recreation Reserve
  - The replacement of the ceiling and internal wall paint - $30K
- o J. D. E. Walter Oval – Hetherington Pavilion
  - The replacement of the ceiling and internal wall paint - $24K
- o Warrnambool Stadium – Basketball (ARC)
  - The replacement of the smoke detectors - $26K
- o Bushfield Recreation Reserve – Keith E. Fisher Pavilion
  - The replacement of the ceiling and internal wall paint - $19K
- o Reid Oval – Toilet Block (Rear of Pavilion – Male)
  - The replacement of the stainless steel urinal - $25K
- o Friendly Societies Recreation Reserve – Toilet Block
  - The replacement of the stainless steel urinal - $25K
- o Gem Club – Pump House
  - The replacement of the ceiling and internal wall paint - $24K
- o Botanic Gardens - Residence
  - The replacement of the ceiling and internal wall paint - $20K
- o Reid Oval – Henri J. Worland Pavilion
  - The replacement of the stainless steel urinal - $11K

- ➤ Year 2030:

  - o Hockey Club
    - The replacement of the Astroturf - $764K
  - o Aquazone – Indoor Pool and Gyms
    - The replacement of the centrifugal ventilation fans - $57K
    - The replacement of the bench seating - $39K
    - The replacement of the high bay lights - $23K
    - The replacement of the split air conditioning units - $17K
    - The replacement of the lockers- $13K
  - o Hopkins River Rowing Club Rooms
    - The replacement of the fire extinguishers - $104K
  - o Reid Oval – Warrnambool Club Social Rooms
    - The replacement of the Colorbond roofing - $64K
  - o Pony Club
    - The replacement of the timber post & rail fence - $74K
  - o R. W. Mack Oval – Grounds
    - The replacement of the timber post & rail fence - $70K
  - o J. D. E. Walter Oval – Grounds

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- The replacement of the timber post & rail fence - $54K
  o Aquazone – Filter House/Plant Room Buildings/Outdoor Pools
    - The replacement of the bench seating - $49K
  o Bushfield Recreation Reserve – Keith E Fisher Pavilion
    - The replacement of the Colorbond roofing - $29K
  o Jetty Flat Pavilion
    - The replacement of the Colorbond roofing - $27K
  o R. W. Mack Oval – Pavilion
    - The replacement of the Colorbond roofing - $32K

4.2.5 Condition Forecasting

Although the Condition Grade Index (CGI) provides a good measure at the time of survey, the condition grades will change over time as components deteriorate further and are replaced. While critical components will be proactively maintained to ensure the condition is kept within the defined standards, other components have a reactive maintenance requirement meaning that they will be repaired or replaced when they fail.

Figure 4-8 shows the forecasted condition over the next 15 years for the Community Facilities buildings assuming that the components are replaced/renewed when required. It shows that replacing all components at their forecasted renewal date is required to maintain the CGI at the current levels. Figure 4-9 shows a 'worst-case scenario'; the forecasted condition assuming no renewals or replacements of components for the same period of 15 years.

The black line indicates the overall CGI of the assets at that point in time based on the condition, assigned base life, criticality factors and the unit rate of the individual component. The coloured sections from green to red represent the proportion of components in the five condition grades.
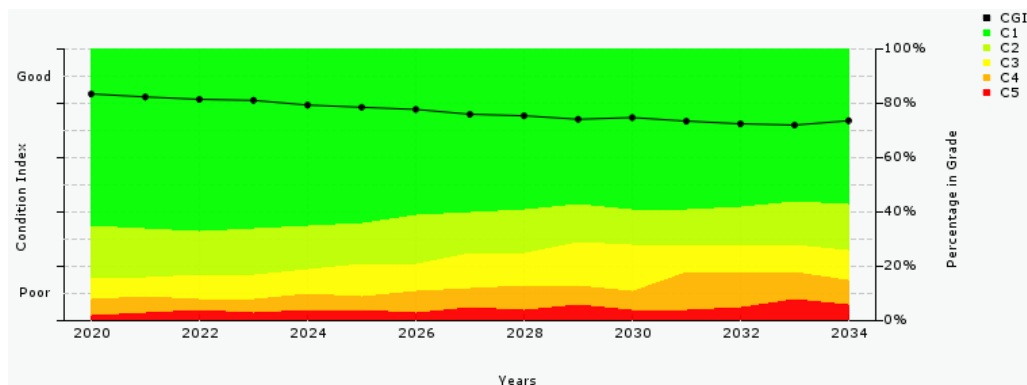
Figure 4-8 Forecasted Condition over the next 15 years assuming components are renewed

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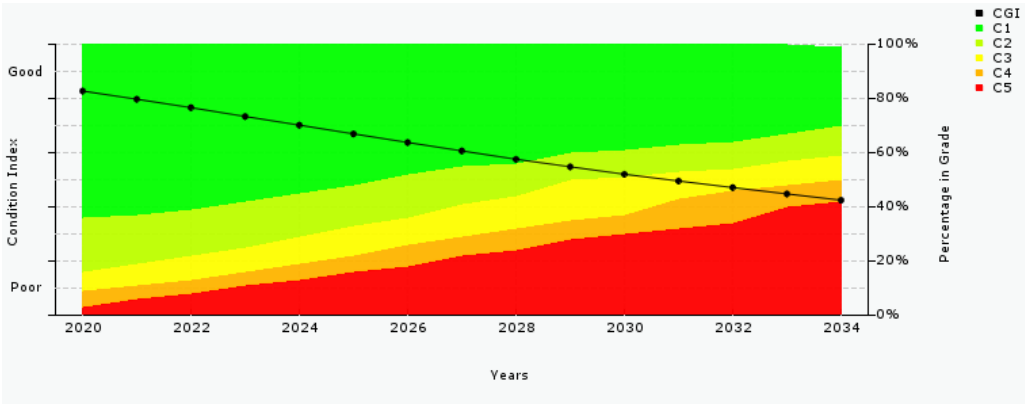
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Figure 4-9 Forecasted Condition over the next 15 years assuming no renewal of components

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4.3   Upgrades

Table 4-2 below lists a total of 66 planned upgrade projects with an estimated expenditure of $5.8 million over the next five years. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan (LTFP), audit reports and Council's renewal planning document. Further details of the projects from the workshops can be found within the 'Building Renewal/Replacement Board – 2020 AMP' in the SPM Assets Programs application.

Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	**Project Name**	**Project Description**	**Source**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Community Centres	Archie Graham Community Centre – Accessibility Upgrades	Addressing the DDA issues identified by Melbourne Access Audits in the 'Access Audit Report' in September 2019. Cost and year to be determined.	Audit Report	TBC	TBC	TBC	TBC	TBC	TBC
	Archie Graham Community Centre – Accessibility Upgrades	Addressing the DDA issues identified by Melbourne Access Audits in the 'Access Audit Report' in September 2019. Cost and year to be determined.	Audit Report	TBC	TBC	TBC	TBC	TBC	TBC
	Archie Graham Community Centre - Fire Hose Reel	Required for occupancy permit - fire hose reel.	Renewal Planning	10,000	-	-	-	-	10,000
	Archie Graham Community Centre - Internal Painting	Internal painting.	Renewal Planning	25,000	-	-	-	-	25,000
	Archie Graham Community Centre - Minor Capital Works	General funding for any minor capital works required.	LTFP	19,153	19,584	20,074	20,575	21,090	100,476
	Archie Grahame Community Centre - Improvements	Improvements to the façade and foyer.	LTFP	100,000	-	-	-	-	100,000

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Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
Community Halls	Girl Guide Hall - External Paint	External wall and soffits repaint.	Renewal Planning	8,000	-	-	-	-	8,000
	Girl Guide Hall - Heating	Gas ducted heating unit.	Renewal Planning	13,000	-	-	-	-	13,000
	Girl Guide Hall - Roofing	Cliplock roofing replacement.	Renewal Planning	10,000	-	-	-	-	10,000
	Mechanics Institute Hall - East Hall - Flooring	Relevel and parquetry flooring sand and seal.	Renewal Planning	40,000	-	-	-	-	40,000
	Renewal Program	Addressing the current level of deferred and lifecycle components – recognising the component data is outdated and renewals and replacements may have been completed.	Workshop	-	30,000	30,000	30,000	10,000	100,000
	Warrnambool & District Historical Society and Community Hall	For occupancy permit. Compliant toilets, fire service, paths of travel.	Renewal Planning	80,000	-	-	-	-	80,000
Cultural Facilities	Art Gallery – Accessibility Upgrades	Addressing the DDA issues identified by Access Design Solutions in the 'Warrnambool Art Gallery – Existing Conditions – Disability Access' report. Cost and year to be determined.	Audit Report	-	-	-	-	-	-
	Art Gallery - HVAC	Replacement of package units AC-3 and AC-4.	Renewal Planning	100,000	-	-	-	-	100,000
	Art Gallery - HVAC Upgrade		LTFP	300,000	-	-	-	-	300,000

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Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Art Gallery - Lighting	Track lighting and controllers.	Renewal Planning	15,000	-	-	-	-	15,000
	Art Gallery - Minor Capital Works	General funding for any minor capital works required.	LTFP	20,000	20,450	20,961	21,485	22,022	104,919
	Lighthouse Theatre - Roofing	Part roof replacement.	Renewal Planning	50,000	-	-	-	-	50,000
	Renewal Program	Addressing the current level of deferred and lifecycle components – recognising the component data is outdated and renewals and replacements may have been completed.	Workshop	-	10,000	-	-	-	10,000
	WAG Temporary Gallery - Interior Walls	Replacement of gyprock wall lining.	Renewal Planning	30,000	-	-	-	-	30,000
Early Years Facilities	Allansford Preschool - Grounds	Replacement of the shade cloth.	Renewal Planning	15,000	-	-	-	-	15,000
	Allansford Preschool - Roofing	Replacement of the Colorbond roofing.	Renewal Planning	35,275	-	-	-	-	35,275
	Asbestos Planned Removal	Various sites & Part 6 audits.	Renewal Planning	30,000	-	-	-	-	30,000
	Beamish Street Preschool - Upgrade	Will be upgraded to neighbourhood house. Another $800K from year 2	Workshop	-	10,000	-	-	-	10,000
	Central Kinder - Drainage	Drainage improvements to rear deck area.	Renewal Planning	80,000	-	-	-	-	80,000
	Children's Services Centre	Renewals and replacements.	LTFP	38,306	39,168	40,147	41,151	42,180	200,951

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Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Dennington Preschool - Door Replacement	Replacement of timber/glass doors.	Renewal Planning	7,504	-	-	-	-	7,504
	Dennington Preschool - Roofing	Replacement of the cliplock roofing and skylights.	Renewal Planning	28,365	-	-	-	-	28,365
	Lions/Hopkins Preschool - Bathroom	Replacement of the toilet wall partitions.	Renewal Planning	5,190	-	-	-	-	5,190
	Lions/Hopkins Preschool - Kitchen	Replacement of the cabinetry which has chipped doors / faded / scratched.	Renewal Planning	9,128	-	-	-	-	9,128
	Renewal Program	Addressing the current level of deferred and lifecycle components – recognising the component data is outdated and renewals and replacements may have been completed.	Workshop	-	100,000	100,000	100,000	100,000	400,000
	South Warrnambool Preschool - Internal Paint	Repaint all internal.	Renewal Planning	25,000	-	-	-	-	25,000
	South Warrnambool Preschool - Playroom Blinds/Curtains	Replacement of the blinds/curtains in the playroom.	Renewal Planning	5,408	-	-	-	-	5,408
	South Warrnambool Preschool - Playroom Carpet	Replacement of the carpet in the playroom.	Renewal Planning	6,656	-	-	-	-	6,656
	Swan Reserve Buildings - Grounds	Replacement of the shade cloth.	Renewal Planning	10,360	-	-	-	-	10,360

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Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Upgrade Existing Childcare Centres	$100K per year - might be more based on Capacity Assessment Report.	Workshop	-	-	800,000	-	-	800,000
Recreational Assets	Allansford Fishing Club - Externals	Exterior refurbishment of fascia, doors and painting.	Renewal Planning	15,000	-	-	-	-	15,000
	Allansford Pavilion (East Oval) Outdoor Sports and Recreation - Roofing	Cliplock Roofing.	Renewal Planning	50,000	-	-	-	-	50,000
	Allansford Recreation Reserve - Grandstand Externals	Staircase – Timber.	Renewal Planning	10,000	-	-	-	-	10,000
	Aquazone – Accessibility Upgrades	Addressing the DDA issues identified by Access Design Solutions in the 'Warrnambool Aqua-zone – Existing Conditions – Disability Access' report. Cost and year to be determined.	Audit Report	TBC	TBC	TBC	TBC	TBC	TBC
	Aquazone - Capital Works General	General funding for any capital works required.	LTFP	40,000	40,900	41,923	42,971	44,045	209,839
	Aquazone - Carpet	Foyer & corridor carpet.	Renewal Planning	14,000	-	-	-	-	14,000
	Aquazone - Change Rooms Heating Furnace	Replacement required.	Renewal Planning	20,000	-	-	-	-	20,000
	Aquazone – Outdoor Pool Urgent Renewal	Renewal works required.	LTFP	300,000	-	-	-	-	300,000
	Aquazone - Pool Pumps	Various pump re-placements.	Renewal Planning	20,000	-	-	-	-	20,000

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Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Aquazone - West Veranda	Replacement of shade cloth.	Renewal Planning	10,000	-	-	-	-	10,000
	ARC Stadium - Fire Panel	Replacement of the fire panel.	Renewal Planning	30,000	-	-	-	-	30,000
	Botanic Gardens Fernery - Roofing	Structural repair of roofing.	Renewal Planning	15,000	-	-	-	-	15,000
	Breakwater - Foreshore Pavilion	Timber Stain.	Renewal Planning	13,000	-	-	-	-	13,000
	Breakwater - Foreshore Pavilion - Trellis	Trellis - West upper.	Renewal Planning	10,000	-	-	-	-	10,000
	Brierly Reserve Master Plan Implementation	Stage 3 involving Community & Early Years Facilities.	LTFP	-	40,000	50,000	1,000,000	-	1,090,000
	Brierly Tennis Sheds	Part shed removal and re-placement.	Renewal Planning	6,000	-	-	-	-	6,000
	Bushfield Recreation Reserve Rs 2164 - Community Hall	Replacement of metal clad doors.	Renewal Planning	7,000	-	-	-	-	7,000
	Changing Places Facility (Lake Pertobe)	Renewals and replacements.	LTFP	122,000	-	-	-	-	122,000
	Friendly Reserve Clubroom - Windows	Window replacement.	Renewal Planning	15,000	-	-	-	-	15,000
	Friendly Societies - Home Rooms - Flooring	Replacement of carpet.	Renewal Planning	6,760	-	-	-	-	6,760
	Friendly Societies Recreation Reserve - S.W Club Rooms - Grease Trap	Installation of grease trap.	Renewal Planning	10,000	-	-	-	-	10,000

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Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Friendly Societies Recreation Reserve - SW Club Rooms - Roofing	Zincalume roofing & gutter re-placement (asbestos present).	Renewal Planning	60,000	-	-	-	-	60,000
	Renewal Program	Addressing the current level of deferred and lifecycle components – recognising the component data is outdated and renewals and replacements may have been completed.	Workshop	-	250,000	250,000	100,000	50,000	650,000
	Surf Club - Building	Concrete roof slabs - render broken.	Renewal Planning	8,000	-	-	-	-	8,000
	Table Tennis Club - Stadium - Pennant Room - Flooring	Replacement of flaking polyurethane floor finish.	Renewal Planning	20,000	-	-	-	-	20,000
	Table Tennis Club - Stadium - Various	Painting and repairs.	Renewal Planning	5,000	-	-	-	-	5,000
	Warrnambool Multi-Purpose Stadium - Minor Works	General funding for any minor capital works required.	LTFP	30,000	30,675	31,442	32,228	33,034	157,378
	Warrnambool Stadium - Val Bertrand Netball Stadium (ARC) - Flooring	Carpet re-placement.	Renewal Planning	45,000	-	-	-	-	45,000
	Warrnambool Stadium - Val Bertrand Netball Stadium (ARC) - Flooring	Replacement of polyurethane finish on floors.	Renewal Planning	41,000	-	-	-	-	41,000

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Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	WS - Basketball (ARC) - Level 1 Grandstand - Seating	Refinish timber seating.	Renewal Planning	23,100	-	-	-	-	23,100
	WS - Basketball (ARC) - Level 1 Grandstand - Stair Nosing	Replacement of stair nosing.	Renewal Planning	6,000	-	-	-	-	6,000
Total				**$2,068,205**	**$590,777**	**$1,384,547**	**$1,388,410**	**$322,370**	**$5,754,309**

4.4   Growth

As outlined in Section 3.3.1, there is expected to be an increase in the future demand for Community Facilities. In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in February 2020. These projects are solely for new buildings or extensions that have been identified as 'wish list' items as part of Council's strategic long term planning. Table 4-3 lists the projects by project name and the estimated annual expenditure. The total estimated expenditure for the growth projects is $9.9 million. Further details of these projects can be found within the 'Building Growth and Improvement Board – 2020 AMP' board in the SPM Assets Programs application.

Table 4-3 List of Growth Projects									
Project Information				**Expenditure**					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
Early Years Facilities	Central Warrnambool Childcare Extension	Extension of childcare facilities in Central Warrnambool.	Workshop	-	500,000	-	-	-	500,000
	East Warrnambool Childcare Extension	Extension of childcare facilities in East Warrnambool.	Workshop	-	-	-	500,000	-	500,000
	New Brierly Community Services Hub	Initial cost $4M split with Recreation.	Workshop	-	-	-	-	8,000,000	8,000,000
	South Warrnambool Childcare Extension	Extension of childcare facilities in South Warrnambool	Workshop	-	-	500,000	-	-	500,000

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Table 4-3 List of Growth Projects									
Project Information				**Expenditure**					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Upgrade Existing Childcare Centres	$100K per year - might be more based on Capacity Assessment Report.	Workshop	-	100,000	100,000	100,000	100,000	400,000
Total				**$0**	**$600,000**	**$600,000**	**$600,000**	**$8,100,000**	**$9,900,000**

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4.5   Operations Plan

The operational expenditure budget allows for costs associated with the use of the building such as salaries and wages, cleaning, security, property management, insurance, council rates, water usage and power usage. Council's existing operations budget has not been provided for the purposes of this report. As such, a generic percentage of the total building valuation will be used in the Financial Summary in Section 6.

4.6   Maintenance Plan

The current maintenance policy is mainly reactive alongside the routine maintenance of selected services. Council's existing maintenance budget has not been provided for the purposes of this report. As such, a generic percentage of the total building valuation will be used for both cyclical and reactive maintenance in the Financial Summary in Section 6.

4.7   Disposals

There are currently no plans for any Community Facilities buildings to be disposed.

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5   Risk Management

5.1   Principles

The Standard AS/NZS ISO 31000: 2009 has been referred to in establishing a Risk Matrix to determine the risk associated with the building portfolio. Risks can include financial, environmental, social, operational and health and safety considerations. Typical risks relevant to Council buildings are:

- Asset Management
- Environmental Hazards
- Financial, Funding Fraud
- Customer Services
- Contracting Performance
- Environmental Hazards
- Governance

- Human Resources
- Information Management
- Legislative Compliance
- Planning, Strategy, Growth
- Project / Programme Management
- Public Health & Safety

The following options are available for mitigating risks to reduce the cause, probability or impact of failure:

1. Do nothing - Accept the risk
2. Management Strategies - Implement enhanced strategies for demand management, contingency planning, quality processes, staff training, data analysis and reporting, reduce the desired level of service, etc.
3. Operational Strategies - Actions to reduce peak demand or stresses on the asset, operator training, documentation of operational procedures, etc.
4. Maintenance Strategies - Modify the maintenance regime to make the asset more reliable or to extend its life
5. Asset Renewal Strategies - Rehabilitation or replace assets to maintain service levels
6. Development Strategies - Investment to create a new asset or augment an existing asset
7. Asset Disposal/Rationalisation - Divestment of assets surplus to needs due to a service being determined as a non-core activity or assets can be reconfigured to better meet needs

5.2   Predictive Deterioration Model

The lifecycle replacement model is inherently risk based and therefore can be used as the risk analysis platform. The following factors are considered at a component level:

- Asset naming convention – related to the failure event
- Criticality criteria and building importance (functional weighting) – the consequence of failure
- Base life range – the statistical model that provides a 90% likelihood that the asset will need to be renewed or replaced within the range
- The predictive model – the likelihood of failure
- The unit replacement rate – the cost to mitigate the risk and best aggregated into a project or a procurement

These parameters are used in the following way:

1. To reduce the risk of failures to service delivery

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2. Influences the predicted time of replacement or renewal
3. Smooths the longer-term projections, i.e. with limited budgets, the result will ensure assets that have higher criticality will be considered first
4. Prioritisation of projects, i.e. the aggregation of criticality factors combined with building importance will ensure the more important projects are implemented first

5.3 Council's Risk Management Framework

Council's Risk Management Framework is outlined within the Risk Management Policy 2015. Council's policy is to identify and manage risk in accordance with approved standards and continually improving practices.

Council commits to the following risk management objectives/statements:

➢ We will apply a coordinated and integrated approach to risk management across Council. Consistent with the principles of AS/NZS ISO Standards
➢ Council through its Audit and Risk committee shall ensure the establishment, implementation and ongoing review of the Council's risk management framework, internal compliance and control systems
➢ Risk management will be an integral part of planning and decision-making processes
➢ We will adopt risk management strategies which promote confidence in the achievement of optimal business & community outcomes
➢ We will establish a culture of risk consciousness within our organisation and promote risk awareness with our stakeholders
➢ Communication within the stakeholder community in relation to the identification and management of risk is encouraged
➢ We will develop and continually improve risk management practices based on established standards and industry practice
➢ We will apply a coordinated and integrated approach to risk management
➢ There is accountability assigned to all those with risk management responsibilities
➢ Council staff will be provided with the necessary training to allow them to undertake their risk management duties

5.4 Current Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. An explanation of how the risk ratings have been calculated can be found in APPENDIX C. Table 5-1 shows the proportion of the Community Facilities components by their GRC and risk score in a risk matrix. The likelihood is shown in the columns of the table with consequence being shown in the rows. The risk matrix, developed by SPM Assets, uses the raw outputs of the SPM Assets database at a component level. It shows that approximately $137K of components are at extreme risk and $1.7 million are at high risk.

Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	**Unlikely (1)**	**Possible (2)**	**Likely (3)**	**Probable (4)**	**Almost Certain (5)**
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -

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Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	**Unlikely (1)**	**Possible (2)**	**Likely (3)**	**Probable (4)**	**Almost Certain (5)**
Major (4)	Medium (4) $10,229,970	Medium (8) $1,148,793	High (12) $178,073	High (16) $391,340	Extreme (20) $137,244
Moderate (3)	Low (3) $37,885,723	Medium (6) $2,120,666	Medium (9) $1,034,188	High (12) $693,298	High (15) $400,544
Minor (2)	Low (2) $4,259,054	Medium (4) $345,491	Medium (6) $406,951	Medium (8) $170,553	High (10) $34,170
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Improvement Action: As part of the Improvement Plan, the components that have been identified as extreme risk may need to be further verified by Council prior to any planning of works as well as a review of the component criticalities.

5.5   Project Prioritisation Based on Risk

The list of priority projects will be considered annually to ensure that decisions are made based on evidence from the AMP rather than judgement.

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6   Financial Summary

6.1   Overview

Where Section 4: Lifecycle Management identified the range of possible expenditure that needs consideration to achieve the Quality Standards and performance shortfall, the Financial Summary section provides the recommended total expenditure budgets for the next 15 years, including both capital expenditure (capex) and operational expenditure (opex).

6.2   Assumptions

As neither the actual nor historical operational expenditure have been received from Council, estimates have been applied using the assumptions stated within Table 6-1. This has been applied to the total Capital Replacement Value of $86.4 million to provide an estimated annual cost to include in the financial forecast in Section 6.3.

Table 6-1 Operational Expenditure Estimates		
Expenditure Category	**Estimated Annual % of CRV**	**Estimated Annual Expenditure**
Operations	3.00%	2,593,474
Cyclical Maintenance	0.40%	345,797
Reactive Maintenance	1.50%	1,296,737
Total	**4.90%**	**$4,236,007**

Improvement Action: The stated assumptions have been included within the following sections of the AMP. Considering this, Council should carefully review these assumptions and resulting forecasts and update accordingly with a more accurate set of data as required.

It is recommended that these forecasts should be reviewed prior to the adoption of the final 15-year budgets.

6.3   Estimated Forecast

Table 6-2 and Figure 6-1 summarise the total 15 year expenditure for the building portfolio considering the renewal expenditure based on lifecycle, planned upgrade projects and the estimated operational and maintenance costs. The growth projects have been excluded from these figures as there has been no budget set aside to implement the projects. A total of $96.7 million is estimated to be required over the next 15 years, of which $33.2 million is related to capital expenditure and $63.5 million to operational expenditure.

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Table 6-2 Financial Forecast for the Assessed Buildings																
Expenditure by Category	**Expenditure ($ Millions)**															
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Capital Expenditure (Capex)																
Lifecycle Expenditure	1.0	1.2	1.2	2.0	0.9	1.6	1.7	1.1	2.0	1.0	2.6	1.6	1.9	1.9	3.2	**25.2**
Calculated Backlog	2.2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**2.2**
Upgrade Projects	2.1	0.6	1.4	1.4	0.3	-	-	-	-	-	-	-	-	-	-	**5.8**
Sub-Total Capex	**5.3**	**1.8**	**2.6**	**3.4**	**1.2**	**1.6**	**1.7**	**1.1**	**2.0**	**1.0**	**2.6**	**1.6**	**1.9**	**1.9**	**3.2**	**33.2**
Operational Expenditure (Opex)																
Estimated Operations	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	**38.9**
Estimated Cyclical Maintenance	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	**5.2**
Estimated Reactive Maintenance	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	**19.5**
Sub-Total Opex	**4.2**	**4.2**	**4.2**	**4.2**	**4.2**	**4.2**	**4.2**	**4.2**	**4.2**	**4.2**	**4.2**	**4.2**	**4.2**	**4.2**	**4.2**	**63.5**
Total Expenditure	**9.6**	**6.1**	**6.9**	**7.6**	**5.4**	**5.9**	**5.9**	**5.4**	**6.2**	**5.2**	**6.9**	**5.8**	**6.2**	**6.2**	**7.5**	**96.7**

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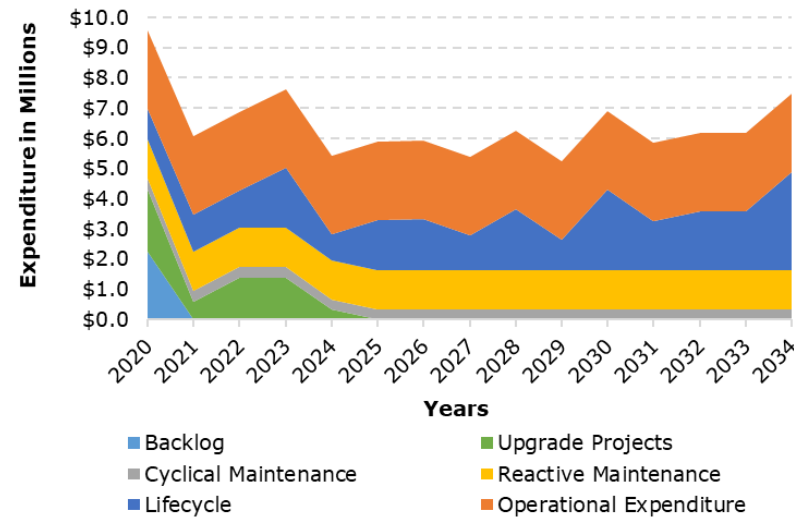
Figure 6-1 Estimated 15 Year Financial Forecast for all Community Facilities Buildings

6.4   Funding Required for Maintaining Current Assets

Table 6-3 shows the results of applying the current budgets to maintain and operate the current buildings while only considering addressing the condition-based shortfalls and the planned upgrade projects. As seen within Table 6-3 and Figure 6-2, over the next 15-year period (between 2020 and 2034) an estimated $96.7 million is required ($6.4 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 15 years is $30.8 million if Council addresses all condition-based shortfalls and completes all upgrade projects an additional $66.0 million will be required.

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Table 6-3 Current Financial Summary																
Category	**Expenditure Year ($ Millions)**															
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**Total**
Expenditure																
Lifecycle Expenditure	1.0	1.2	1.2	2.0	0.9	1.6	1.7	1.1	2.0	1.0	2.6	1.6	1.9	1.9	3.2	**25.2**
Calculated Backlog	2.2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**2.2**
Upgrade Projects	2.1	0.6	1.4	1.4	0.3	-	-	-	-	-	-	-	-	-	-	**5.8**
Estimated Operations	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	**38.9**
Estimated Cyclical Maintenance	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.3	0.3	0.3	0.3	0.3	**5.2**
Estimated Reactive Maintenance	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	**19.5**
Total Expenditure	**9.6**	**6.1**	**6.9**	**7.6**	**5.4**	**5.9**	**5.9**	**5.4**	**6.2**	**5.2**	**6.9**	**5.8**	**6.2**	**6.2**	**7.5**	**96.7**
Budget																
Renewals	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	**12.8**
Maintenance	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	**18.0**
Total Budget	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**30.1**
Annual Surplus/Deficit	**-7.5**	**-4.0**	**-4.8**	**-5.6**	**-3.4**	**-3.8**	**-3.9**	**-3.3**	**-4.2**	**-3.2**	**-4.8**	**-3.8**	**-4.1**	**-4.1**	**-5.4**	**-66.0**

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Figure 6-2 Current Financial Summary

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7   Asset Management Practices

7.1   Overview

This section summarises the Asset Management Processes, Systems, Data and People. Figure 7-1, a "Hierarchy of Care" of Asset Management practices, should be considered when developing them:

➢ **Operating** – Energy and Water Use, Waste Disposal, Insurance and Rates

➢ **Maintaining Safety** – Compliance, Maintenance and Servicing Schedules

➢ **Maintaining a Healthy Environment** – Cleaning, Security, Pest Control and Waste Removal

➢ **Expectations** – Reactive Maintenance

➢ **Extending the Life** – Planning the Preventative Maintenance

➢ **Sustainability** – Renewals, Refurbishments and Replacements

➢ **Adapting to its Environment** – Planning for the Extensions, Upgrades and Reconfigurations

Figure 7-1 Asset Management Hierarchy of Care

7.2   Processes

Warrnambool City Council establishes the roles and responsibilities for all corporate assets (including building assets) as Asset Owner, Asset Maintainer and Service Manager, with the respective responsibilities listed in Table 7-1 below.

Consistent with this model the Community Development & Recreation Culture department is both Asset Owner and Maintainer for all buildings owned and/or managed by Council, with Service Manager's responsibility distributed throughout the organisation based on the building category.

Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	**Service Manager**	**Maintainer**	**Asset Owner**
Plan for the acquisition, creation, modification and disposal of assets	Support	Support	Lead role
Establish the Level of Service delivery	Lead role	Support	Support
Determine asset utilisation	Lead role	Support	Support
Record/supply the data pertaining to asset use	Lead role	-	-
Maintain the asset to the agreed standard	Support	Lead role	Support

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Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	**Service Manager**	**Maintainer**	**Asset Owner**
Advise of any issues relating to the performance of the asset and any opportunities to improve the efficiency of the asset	Lead role	Support	Support
Record/supply the data pertaining to asset maintenance	Support	Lead role	Support
Develop and implement the Asset Management Plan	Lead role	Support	Support
Establish the Level of Service for the asset	Lead role	Support	Support
Record/supply the data for inventory, valuation & condition	Support	Support	Lead role
Responsible for monitoring and reporting on their specific assets	Support	Support	Lead role
Establish the level of maintenance required to keep the asset at an acceptable standard and availability	Support	Lead role	Support

7.3 Systems

Council uses the following system for long term capital planning and operational management purposes.

➢ SPM Assets software

The SPM Assets software application has been used to undertake condition assessments of the building portfolio, analyse the resulting data, lifecycle modelling and to produce various reports. The resulting data remains the property of Council.

7.4 Data

Asset management practices associated with the collection, maintenance and use of data will be documented as part of an improvement activity. Council should aim to update 20% of the asset register each year as documented in Section 1.4.2.

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8 Improvement Plan

This AMP is, put simply, a snapshot of asset planning practices and capabilities and a status of current assets at a point in time. An improvement plan is a mechanism used to enhance and develop planning capabilities and processes between editions of AMPs. Often covering a 12-month period between annual AMP updates an effective improvement plan is prioritised with responsibilities for each task specified.

This Improvement Plan primarily addresses issues identified during the development of this AMP.

8.1 Improvement Programme

The improvement tasks detailed in Table 9-1 have been developed throughout the process of documenting this initial AMP. This Improvement Plan and overall AMP document is to be treated as a live document - continuously amended and updated when improvements in asset management planning practices and capabilities are developed. Fundamentally, this Improvement Plan should be reviewed on a quarterly basis and revised annually. All high priority tasks should be completed in the short term if not immediately.

Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
Data				
2.1	Review the property hierarchy and structure in the SPM Assets database to ensure the correct property type has been assigned	Medium	Coordinator Building Services & Strategy	Medium term
2.2.2	Determine which components to include within future iterations of this AMP. Currently the following components have been excluded: ➢ Aquatic pool plant and equipment ➢ Loose furniture ➢ Specialised assets including lighting, sound and fly systems at the Light House Theatre	Medium	Coordinator Strategic Asset Management	Ongoing
2.3.1	Complete valuations for the 10 buildings that currently do not have any valuation information	Medium	Coordinator Strategic Asset Management	Short term
2.3.2 4.2.1	Review and update the current component references and components. In particular: ➢ Review components with a quantity of zero ➢ Review criticalities of component references – appearance, consequence and safety	High	Coordinator Strategic Asset Management	Immediate

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Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
2.4.4	Update the component costs for the Archie Graham Community Centre to reflect today's pricing.	Medium	Coordinator Building Services & Strategy	Short term
2.5.1	Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance	Medium	Coordinator Strategic Asset Management (Service Managers?)	Medium term
5.4	Review the list of components that have been identified as 'extreme risk'	High	Coordinator Building Services & Strategy	Short term
7.4	Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended: ➢ Update data form with completed works ➢ Regular staff inspections	High	Coordinator Building Services & Strategy	Ongoing
7.4	Complete new condition assessments of all buildings to identify the current condition. Buildings could be prioritised based on importance or value to the community.	High	Coordinator Strategic Asset Management	Ongoing
7.4	Continuously update data to provide confidence in long-term planning: ➢ Three-year rolling condition surveys – targeting high importance areas	High	Coordinator Strategic Asset Management	Ongoing
People				
7.2	Identify who is responsible for managing and maintaining the Asset Management Plan	Medium	Manager Facilities & Projects	Short term
7.2	Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers	Medium	Manager Infrastructure Services	Short term
Processes				
3.3.1	Agreeing on a list of primary Level of Service statements will ensure Council focuses on immediate and important needs. The list should consist of approximately 5 statements and up to 10 measures. The process in determining which statements are more important should consider strategic objectives, statutory requirements and public expectations.	High	Manager Facilities & Projects	Short term

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Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
3.4	Establishment of Quality Standard	High	Manager Facilities & Projects	Medium term
5.4	Review the list of components that have been identified as extreme risk in Section 5.4	High	Coordinator Building Services & Strategy	Short term
4.6	Review maintenance planning activities and schedules	Medium	Coordinator Building Services & Strategy	Medium Term
6.2	Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.			
1.4.2	Implement the 80/80/20 asset management objective over the next three (3) years: ➢ 80% of work done is planned – moving from a reactive to proactive approach by planning and thinking long term. This recognises that some works may be ad-hoc or reactive. ➢ 80% of the works program is driven from the planning process – projects should be based on Council's annual business plan and other planning documents. Projects should be included in the Building Growth and Improvement board in Programs ➢ 20% of the asset register is updated, maintained, improved and changed every year – train Council staff on how to update data in the SPM Assets database. SPM Assets will also provide Council with a half yearly report which summarises the number of properties surveyed, number of new components and number of updated components	High	Coordinator Strategic Asset Management	Ongoing
Systems				

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Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
7.3	Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions	Low	Coordinator Strategic Asset Management	Long term

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Report Prepared by   _____

Minae Williams
SPM Assets

Report Reviewed by   _____

Steve Lyons
SPM Assets

Version	Date	Details	Authorised	
			Name	**Position**
Draft 1.0	20 March 2020	Version 1.0	Minae Williams	Asset Management Specialist
Draft 1.1	11 May 2020	Version 1.1		
Draft 1.2	16 June 2020	Version 1.2		
Final 1.3	22 June 2020	Version 1.3		

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Appendices

APPENDIX A   **Glossary**

Asset Management Plan	An AMP is a report that summarises the end outcomes of the asset planning process. It documents the current and projected asset status and considers options to achieve strategic objectives through using asset solutions.
Asset Register	A record of asset information including some or all of; inventory, historical, service, financial, condition, construction, technical and financial information about each asset.
Base Life	The physical life of a building component expected considering its local environment. The life is measured from time of installation to time of its anticipated replacement, renewal or disposal.
Building	A permanent structure with walls and a roof. Examples of buildings include shelters, clubrooms, community centres, kiosks, grandstands, residential houses, offices, pavilions, storage facilities. Buildings do not include open spaces such as parks, reserves, playgrounds.
Capital Expenditure (Capex)	Expenditure used to create new assets (through addition or renewal) or to increase the capacity of existing assets beyond their original design capacity or potential. Capex increases the value of asset stock.
Component	The specific asset at the lowest level of detail, i.e. solid door, aluminium window, etc.
Component Group	High level categorisation of a component, i.e. roof, floor coverings, etc.
Component Type	Mid-level categorisation of components that fit under Component Group, i.e. roof drainage, lights, extinguishers, etc.
Component Criticality	This is the measure of the relative importance of a building component by identifying which components are more critical to the building. Criticality factors include likelihood of failure, risk to service delivery, appearance, health and safety impacts.
Condition	The state of an asset or component at a particular time.
Condition Assessment	Periodic inspection, measurement and interpretation of the resultant data of a specific component to determine the need for some preventative or remedial action. Condition is graded from condition grades of 1 (excellent) to 6 (end of life).
Condition Grade Index (CGI)	An overall condition rating of an asset that consider each individual components assessed condition against its identified Gross Replacement Cost (GRC). A CGI figure that is close to 1.0 represents an asset to be in a very good condition overall whilst a CGI of 2.3 means that some of the components have been assessed to be in a poor to very poor condition.

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Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
Capital Replacement Value (CRV)	The cost to replace the structure, which is a combination of the Gross Replacement Cost and the Residual Structural Value. Cost is expressed in today's (2020) dollar value.
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset less an allowance for wear or consumption having regard for the economic life of the existing asset. Cost is expressed in today's (2020) dollar value.
Economic Life	The total useful life of a building component based on its Level of Service. The life is measured from time of installation to time of its expected replacement, renewal or disposal.
Facility Condition Index (FCI)	Facility Condition Index (FCI) is a percentage figure, used as a building condition standard, that identifies the works required for an asset based upon the component currently in a poorer condition and any component that have a remaining life of less than 5 years.
Gross Replacement Cost (GRC)	The identified cost of the assessed assets and components that are to be replaced within the lifespan of the building structure. Cost value does not include the Residual Structural Value (RSV). Cost is expressed in today's (2020) dollar value.
Key Performance Indicators (KPI)	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Level of Service	The defined service quality for a particular activity or service area against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Lifecycle	The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal costs. Cost is expressed in today's (2020) dollar value.
Lifecycle Cost Analysis	Any technique which allows assessment of a given solution, or choice from among alternative solutions, based on all relevant economic consequences over the service life of the asset. Cost is expressed in today's (2020) dollar value.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition but excluding rehabilitation or renewal.
Operation	The active process of using an asset or service that consumes resources such as manpower, energy, chemicals and materials.

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Operational Expenditure	Operational expenditure refers to day-to-day operational costs associated with the site itself to deliver the general services. This specifically refers to the; gas, water, sewerage, and electricity services.
Planned Maintenance	Planned maintenance activities fall into three categories: i) Periodic – necessary to ensure the reliability or to sustain the design life of an asset. ii) Predictive – condition monitoring activities used to predict failure. iii) Preventative – maintenance that can be initiated without routine or continuous checking and is not condition based.
Planned Scheduled Maintenance	Scheduled maintenance tasks are established to prolong the useful life of their associated assets. These related tasks can be daily, weekly, and monthly in occurrence to keep assets operational and at the required standard.
Property Quality Standard (PQS)	A desired level of performance, measured by pre-defined factors, relating to an overall characteristic of a property portfolio.
Reactive Maintenance	Reactive maintenance tasks focus solely on the unknown maintenance that is required for the building and related infrastructure assets which are generally due to unforeseen breakages, damage, and vandalism.
Remaining Life (Assessed)	The remaining life (measured in number of years) of a building component as assessed by a property surveyor, e.g. carpet has an assessed remaining life of 10 years.
Remaining Life (Calculated)	The remaining life (measured in number of years) of a building component as calculated by an analysis considering deterioration, functionality and utilisation.
Renewal	Works to upgrade, refurbish or replace existing assets with assets of equivalent capacity or performance capability using Capex.
Repairs & Maintenance Budget	The repairs and maintenance budget refers to the allocated expenditure that has been set aside for the unexpected/unforeseen maintenance and renewal works that may arise.
Replacement	The complete replacement of an asset that has reached the end of its life.
Residual Structural Value (RSV)	The difference between the CRC and the replacement cost sum of the assessed components (GRC). Refers to components that are not able to be replaced through lifespan of asset, i.e. concrete foundation slab, concrete support columns, etc. Cost is expressed in today's (2020) dollar value.
Risk Management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Service	For building assets, Council divides its assets within three service groups: Community Facilities Corporate and City Growth

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	Infrastructure
Useful Life	Either: (a) the period over which an asset is expected to be available for use by an entity, or (b) the number of production or similar units expected to be obtained from the asset by the entity. It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the hospital. It is the same as the economic life.

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APPENDIX B   Property Quality Standards Results

The following table lists the PQS statements for the Community Facilities by category and result.

PQS Assessment Results						
PQS Category 1	**PQS Category 2**	**PQS Statement**	**Fail**	**Pass**	**Total**	**Pass %**
Risk	Injury/Illness	Are there any conditions that would impede an emergency evacuation?	1	186	187	99.5%
		Are there any conditions/hazards that could cause a slip, trip or fall?	4	183	187	97.9%
		Is there any evidence of inappropriate items being manually handled?	1	186	187	99.5%
		Is there evidence of inadequate ventilation and/or lighting?	0	187	187	100.0%
		Is there evidence of inappropriate storage or use of hazardous materials or dangerous goods?	0	187	187	100.0%
	Risk Exposures	Are there any exposures to fire or arson present?	0	187	187	100.0%
		Are there any exposures to security, theft or vandalism present?	2	185	187	98.9%
		Are there any exposures to water and/or storm water damage?	1	186	187	99.5%
Services	Accessible	Does disability access to and through the premises appear adequate?	13	174	187	93.0%
		Does there appear to be sufficient accessible carparks available?	0	187	187	100.0%
		Is there at least one unisex accessible toilet per occupied building level?	12	175	187	93.6%
		What percentage of carparks are accessible?	9	178	187	95.2%
	Functional	Are Baby Changing & Nappy disposal facilities available?	14	173	187	92.5%
		Are there sharps disposal units provided?	30	157	187	84.0%
		Does the facility have mirrors?	5	182	187	97.3%
		Does the premises have appropriate directional signage?	4	183	187	97.9%
		Does there appear to be adequate power and data points?	3	184	187	98.4%
		Is there a sanitary disposal unit available?	11	176	187	94.1%
	Healthy	Are the toilets and bathrooms adequately ventilated?	1	186	187	99.5%

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PQS Assessment Results						
PQS Category 1	**PQS Category 2**	**PQS Statement**	**Fail**	**Pass**	**Total**	**Pass %**
		Are the toilets/bathrooms free of nasty odours?	1	186	187	99.5%
		Are walls, ceilings, curtains and cupboards free from dampness or mould/mildew?	0	187	187	100.0%
		Can you wash and dry hands with soap in toilets and kitchen?	4	183	187	97.9%
		Is the building clear of graffiti, inside and out?	4	183	187	97.9%
		Is the building free of evidence of pests/birds that may affect health?	2	185	187	98.9%
		Is there a secure designated rubbish storage area?	7	180	187	96.3%
	Quality	Do change areas and/or showers appear adequate?	4	183	187	97.9%
		Does the storage appear adequate?	7	180	187	96.3%
		Is the building being used for its intended purpose?	5	182	187	97.3%
		Is the interior aesthetically suited to purpose?	5	182	187	97.3%
		Is the structure purpose built or collection of add-ons?	5	182	187	97.3%
		What percentage of the interior requires refurbishment?	35	152	187	81.3%
	Safety	Does the building have adequate lighting to all external access points?	2	185	187	98.9%
	Sustainable	Are there facilities for recycling? (wheelie bin)	10	178	188	94.7%
		Are toilet cisterns dual flush?	5	182	187	97.3%
		Are urinals water efficient?	7	181	188	96.3%
		Are water saving taps installed?	27	161	188	85.6%
		Is the hot water system energy efficient?	0	188	188	100.0%
		Is there modern efficient lighting?	1	187	188	99.5%
		Main switchboard is a modern style with RCD?	2	186	188	98.9%
Total			**244**	**7,055**	**7,299**	**96.7%**

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APPENDIX C   Building Quality Standard Results

As outlined in Section 3.4.1 an indicative building quality standard has been applied to Council's Community Facilities buildings. The table below indicates which buildings meet the CGI target of the building quality standard.

Subcategory	Building Name	Standard	CGI	Result
Community Centres	Archie Graham Community Centre	A	1.16	Pass
	Archie Grahame Shed	D	1.00	Pass
Community Halls	City Band Hall	B	1.11	Pass
	Girl Guide Hall	B	1.96	Pass
	Mechanics Institute Hall	B	1.31	Pass
	Merri View Art Gallery	B	2.06	Fail
	Merri View Art Gallery Shed	D	2.73	Fail
	Merri View Art Gallery Toilet Block	B	2.41	Fail
Cultural Facilities	34 Koroit St (Sports Assembly)	B	1.33	Pass
	34 Koroit St (Sports Assembly) Shed	D	1.23	Pass
	Art Gallery	B	1.26	Pass
	History House	B	1.26	Pass
	Lighthouse Theatre	B	1.27	Pass
Early Years Facilities	Allansford Preschool	B	1.13	Pass
	Beamish Street Preschool	B	1.19	Pass
	Central Preschool	B	1.26	Pass
	Dennington Preschool	B	1.39	Pass
	East Warrnambool Preschool	B	1.22	Pass
	Florence Collins Child Care Centre	B	1.76	Pass
	Lions/Hopkins Preschool	B	1.27	Pass
	Lions/Hopkins Preschool Shed	D	1.31	Pass
	Matron Swinton Child Care Centre	B	1.44	Pass
	Sherwood Park Child Care Centre	B	1.38	Pass
	South Warrnambool Preschool	B	1.77	Pass
	South Warrnambool Preschool Shed	D	1.13	Pass
	Swan Reserve Buildings - Children's Services Centre	B	1.26	Pass
Recreation Assets	A. H. Davidson Oval - Football Shelter (North)	C	1.15	Pass
	A. H. Davidson Oval - Football Shelter (South)	C	1.24	Pass
	A. H. Davidson Oval - Netball Shelter	C	1.46	Pass
	A. H. Davidson Oval - Pavilion	C	1.35	Pass
	A. H. Davidson Oval - Peter Healey Netball Pavilion	C	1.00	Pass

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Subcategory	Building Name	Standard	CGI	Result
	A. H. Davidson Oval - Social Club	C	1.40	Pass
	A. H. Davidson Oval - Store Shed	D	1.50	Pass
	A. H. Davidson Oval - Ticket Box	C	1.07	Pass
	Allansford Angling Club	C	2.24	Fail
	Allansford Netball Pavilion	C	1.05	Pass
	Allansford Recreation Reserve - Football Shelter	C	1.50	Pass
	Allansford Recreation Reserve - Grandstand	C	1.29	Pass
	Allansford Recreation Reserve - Maintenance Shed	D	1.03	Pass
	Allansford Recreation Reserve - Netball Shed (East Oval)	C	1.46	Pass
	Allansford Recreation Reserve - Netball Shelter	C	1.37	Pass
	Allansford Recreation Reserve - Pavilion (East Social Pavilion)	C	1.48	Pass
	Allansford Recreation Reserve - Pavilion (West Oval)	C	1.21	Pass
	Allansford Recreation Reserve - Scoreboard	C	3.00	Fail
	Allansford Recreation Reserve - Ticket Box	C	1.59	Pass
	Aquazone - Indoor Pool and Gyms	B	1.53	Pass
	Aquazone - Pump Building	D	1.75	Pass
	Aquazone - Warrnambool Swimming Club	B	1.51	Pass
	BMX Track Viewing Area	C	1.00	Pass
	Boston Dr (1 - 21)	C	1.00	Pass
	Botanic Gardens - Fernery	C	1.71	Pass
	Botanic Gardens - Glass House 1	C	1.27	Pass
	Botanic Gardens - Misc. Sheds/Garage (gardening club)	D	1.57	Pass
	Botanic Gardens - Mower Shed/Amenities	C	1.41	Pass
	Botanic Gardens - Old Fernery/Shed	D	1.81	Pass
	Botanic Gardens - Residence	B	1.07	Pass
	Botanic Gardens - Residence Shed (metal)	D	2.87	Fail
	Botanic Gardens - Rotunda	C	1.38	Pass
	Botanic Gardens - Store Shed/Glasshouse 2	D	2.37	Pass
	Botanic Gardens - Toilet Block	C	1.86	Pass
	Breakwater - Coastguard Tower	C	1.00	Pass

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Subcategory	Building Name	Standard	CGI	Result
	Breakwater - Foreshore Pavilion	C	1.17	Pass
	Breakwater - Offshore Fishing Club	C	2.21	Fail
	Breakwater - Yacht Club	C	1.15	Pass
	Brierly Recreation Reserve - Cricket Storage Shed (West Oval)	D	1.00	Pass
	Brierly Recreation Reserve - Pavilion	C	2.08	Pass
	Brierly Recreation Reserve - Shelter & Toilets	C	1.14	Pass
	Brierly Recreation Reserve - Tennis Shed (West)	D	4.62	Fail
	Bushfield Recreation Reserve - Community Hall	B	1.38	Pass
	Bushfield Recreation Reserve - Football Shelter (Centre)	C	1.85	Pass
	Bushfield Recreation Reserve - Football Shelter (North)	C	1.24	Pass
	Bushfield Recreation Reserve - Football Shelter (South)	C	1.24	Pass
	Bushfield Recreation Reserve - Grandstand	C	1.18	Pass
	Bushfield Recreation Reserve - Keith E. Fisher Pavilion	C	1.19	Pass
	Bushfield Recreation Reserve - Ken Wines Pavilion	C	1.04	Pass
	Bushfield Recreation Reserve - Netball Shelter (North)	C	2.00	Pass
	Bushfield Recreation Reserve - Netball Shelter (West)	C	1.97	Pass
	Bushfield Recreation Reserve - Scoreboard	C	1.97	Pass
	Bushfield Recreation Reserve - Ticket Box	C	1.00	Pass
	Cannon Hill - Canon Hill Rotunda	C	1.33	Pass
	Croquet Club - Pavilion	C	1.24	Pass
	Croquet Club - Players Shed - East	D	2.50	Pass
	Croquet Club - Players Shed - West	D	2.11	Pass
	D. W. Jones Oval - Football Shelter North	C	1.00	Pass
	D. W. Jones Oval - Football Shelter South	C	1.00	Pass
	D. W. Jones Oval - K. L. Arnel Pavilion	C	1.23	Pass
	D. W. Jones Oval - Shed	D	1.00	Pass
	D. W. Jones Oval - Storeroom	D	1.11	Pass
	Dennington Bowls Club - Bowls Club	C	1.49	Pass

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Subcategory	Building Name	Standard	CGI	Result
	Dennington Bowls Club - Bowls Club Shed	D	2.00	Pass
	Dennington Oval - Football Shelter	C	1.28	Pass
	Dennington Oval - Netball Pavilion (North)	C	1.00	Pass
	Dennington Oval - Netball Shelter (South)	C	1.23	Pass
	Dennington Oval - P. G. Kelson Pavilion	C	1.55	Pass
	Dennington Oval - Public Amenities	C	1.96	Pass
	Dennington Oval - Scoreboard	C	1.66	Pass
	Dennington Oval - Social Club	C	1.44	Pass
	Dennington Oval - South Cricket Shelter	C	1.19	Pass
	Dennington Oval - Ticket Box	C	1.07	Pass
	Friendly Societies - Raynor Pavilion	C	1.93	Pass
	Friendly Societies Recreation Reserve - A. L. Lane Community Centre	B	1.27	Pass
	Friendly Societies Recreation Reserve - Bar	C	1.64	Pass
	Friendly Societies Recreation Reserve - Football Shelter (Centre)	C	1.21	Pass
	Friendly Societies Recreation Reserve - Football Shelter (East)	C	1.22	Pass
	Friendly Societies Recreation Reserve - Football Shelter (Tin)	C	1.00	Pass
	Friendly Societies Recreation Reserve - Football Shelter (West)	C	1.21	Pass
	Friendly Societies Recreation Reserve - Grandstand	C	1.35	Pass
	Friendly Societies Recreation Reserve - Holiday Actors Storage Facility	D	1.01	Pass
	Friendly Societies Recreation Reserve - Judges box	C	1.12	Pass
	Friendly Societies Recreation Reserve - Netball Pavilion	C	1.02	Pass
	Friendly Societies Recreation Reserve - Netball Shelter (North)	C	2.01	Pass
	Friendly Societies Recreation Reserve - Netball Shelter (South)	C	1.00	Pass
	Friendly Societies Recreation Reserve - S.W Club Rooms	C	1.46	Pass
	Friendly Societies Recreation Reserve - Scoreboard	C	1.00	Pass
	Friendly Societies Recreation Reserve - Ticket Box	C	1.00	Pass

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Subcategory	Building Name	Standard	CGI	Result
	Friendly Societies Recreation Reserve - Toilet block	C	1.50	Pass
	Gem Club - Pump House	D	1.10	Pass
	Harris Street Reserve - Dog Obedience Pavilion	C	1.00	Pass
	Harris Street Reserve - H. I. Stephenson Pavilion Building	C	1.09	Pass
	Hockey Club - Pavilion	C	1.09	Pass
	Hopkins River Rowing Club Rooms	C	1.40	Pass
	Hopkins River Ski Club - Club Rooms	C	1.03	Pass
	Hopkins River Ski Club - Shed	D	1.15	Pass
	J. D. E. Walter Oval - Cocks Pavilion	C	1.35	Pass
	J. D. E. Walter Oval - Football Shelter (North)	C	1.07	Pass
	J. D. E. Walter Oval - Football Shelter (South)	C	1.54	Pass
	J. D. E. Walter Oval - Hetherington Pavilion	C	1.48	Pass
	J. D. E. Walter Oval - Netball Pavilion	C	1.46	Pass
	J. D. E. Walter Oval - Pump Shed	D	1.00	Pass
	J. D. E. Walter Oval - Scoreboard	C	1.39	Pass
	J. D. E. Walter Oval - Ticket Box	C	1.00	Pass
	Jetty Flat Pavilion	C	1.29	Pass
	Lake Pertobe - BBQ Shelter (Kiwanas near Slide Hill)	C	1.44	Pass
	Lake Pertobe - BBQ Shelter (Lions near Sandpit)	C	1.52	Pass
	Lake Pertobe - BBQ Shelter (near Flying Fox)	C	1.15	Pass
	Lake Pertobe - BBQ Shelter (near Maze)	C	1.15	Pass
	Lake Pertobe - BBQ Shelter (near West End)	C	1.13	Pass
	Lake Pertobe - BBQ Shelter (Rotary near Boat Hire)	C	1.26	Pass
	Lake Pertobe - Boat Hire Storage Shed (West)	D	1.90	Pass
	Lake Pertobe - Boat Hire Ticket Office (East)	C	1.70	Pass
	Lake Pertobe - East Toilet Block	C	1.02	Pass
	Lake Pertobe - West Toilet Block	C	1.05	Pass
	Merrivale Oval - Football Shelter (coaches)	C	1.26	Pass

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Subcategory	Building Name	Standard	CGI	Result
	Merrivale Oval - Football Shelter Concrete	C	1.31	Pass
	Merrivale Oval - Netball Pavilion	C	1.37	Pass
	Merrivale Oval - North Oval Stairs	C	1.91	Pass
	Merrivale Oval - Scoreboard	C	1.45	Pass
	Merrivale Oval - Shed (Merrivale Dr Entrance)	D	1.00	Pass
	Merrivale Oval - W. A. Fairy Pavilion	C	1.29	Pass
	Merrivale Recreation Reserve: Netball Shelter	C	1.00	Pass
	Payne Reserve - Amenities Block	C	1.04	Pass
	Payne Reserve BBQ Shelter	C	1.00	Pass
	Pertobe Rd (64) - East BBQ Shelter (South Side of Road)	C	1.55	Pass
	Pertobe Rd (64) - West BBQ Shelter (South Side of Road)	C	1.55	Pass
	Pigeon Fanciers Club Rooms	C	1.47	Pass
	Pony Club - L. H. McConnell Pavilion	C	1.51	Pass
	R. W. Mack Oval - Football Shelter (Centre)	C	1.00	Pass
	R. W. Mack Oval - Football Shelter (North)	C	1.00	Pass
	R. W. Mack Oval - Football Shelter (South)	C	1.24	Pass
	R. W. Mack Oval - Netball Shelter	C	1.01	Pass
	R. W. Mack Oval - Pavilion	C	1.22	Pass
	R. W. Mack Oval - Scoreboard/Shelter	C	1.21	Pass
	R. W. Mack Oval - Social Club	C	1.40	Pass
	R. W. Mack Oval - Ticket Box	C	1.00	Pass
	Reid Oval - East Warrnambool Club Rooms	C	1.30	Pass
	Reid Oval - East Warrnambool Club Rooms - Shed	D	1.07	Pass
	Reid Oval - East Warrnambool Club Rooms Kiosk	C	1.06	Pass
	Reid Oval - Football Shelter (Centre)	C	2.45	Fail
	Reid Oval - Football Shelter (North)	C	1.12	Pass
	Reid Oval - Football Shelter South (South)	C	1.00	Pass
	Reid Oval - Grandstand	C	1.77	Pass
	Reid Oval - Henri J. Worland Pavilion	C	1.79	Pass
	Reid Oval - Hogan Pavilion (Umpires Rooms)	C	1.35	Pass

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Subcategory	Building Name	Standard	CGI	Result
	Reid Oval - Maintenance Shed/Gym	D	1.66	Pass
	Reid Oval - Maintenance Shed/Gym - Metal Shed	D	1.04	Pass
	Reid Oval - Netball Shed (1 of 2) North	D	1.00	Pass
	Reid Oval - Ticket Box	C	1.05	Pass
	Reid Oval - Ticket Box (South Entrance)	C	1.00	Pass
	Reid Oval - Toilet Block (Rear of Pavilion (Male))	C	1.76	Pass
	Reid Oval - Toilets (Behind Umpires Rooms (Female)	C	1.03	Pass
	Reid Oval - Warrnambool Club Social Club Rooms	C	1.25	Pass
	Reid Oval Netball Pavilion	C	1.00	Pass
	Scout Hall Tooram	C	1.78	Pass
	Skatepark Shelter	C	1.02	Pass
	Surf Club	C	1.36	Pass
	Surf Club - Observation Tower	C	1.00	Pass
	Table Tennis Club - Stadium	C	1.40	Pass
	Toohey Dr - Shelter 1 (West)	C	1.00	Pass
	Toohey Dr - Shelter 2 (East)	C	1.00	Pass
	Toohey Dr - Shelter 3 (BBQ)	C	1.00	Pass
	Warrnambool Angling Club - Angling Clubrooms	C	1.89	Pass
	Warrnambool Angling Club - Toilet Block	C	1.49	Pass
	Warrnambool Angling Club - Wharf Shed	D	2.58	Fail
	Warrnambool Lawn Tennis Club - Tennis Club	C	1.63	Pass
	Warrnambool Stadium - Basketball (ARC)	C	1.10	Pass
	Warrnambool Stadium - Val Bertrand Netball Stadium (ARC)	C	1.75	Pass

Asset Management Plan

Warrnambool City Council

APPENDIX D   Critical Components in a Poor or Very Poor Condition

There are three component criticality criteria established within the SPM Assets Reference library which provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level.

> ➤ **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
> ➤ **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the building or asset
> ➤ **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

> ➤ Consequence of Failure of **medium-high** to **high criticality**
> ➤ Occupational Health and Safety of **medium-high** to **high criticality**
> ➤ Appearance of **high criticality**

The condition of a component is the assessed state of a component at a particular time. Condition grades range from C1 (very good) to C5 (very poor).

The table below shows the complete list of properties, number of critical components, the number of critical components in a poor (C4) or very poor condition (C5) and the Gross Replacement Cost (GRC) reported against the standards applied in Section 3.5.

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
Community Centres	Archie Graham Community Centre	966	14	12,391
Community Halls	City Band Hall	53	-	-
	Girl Guide Hall	56	1	83
	Mechanics Institute Hall	149	5	13,707
	Merri View Art Gallery	46	12	21,403

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Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Merri View Art Gallery Shed	7	-	-
	Merri View Art Gallery Toilet Block	18	5	5,042
Cultural Facilities	34 Koroit St (Sports Assembly)	78	-	-
	34 Koroit St (Sports Assembly) Shed	7	-	-
	Art Gallery	269	7	8,992
	History House	69	2	112
	Lighthouse Theatre	627	11	9,059
Early Years Facilities	Allansford Preschool	168	4	2,081
	Beamish Street Preschool	89	-	-
	Central Preschool	96	2	2,080
	Dennington Preschool	116	3	751
	East Warrnambool Preschool	146	3	470
	Florence Collins Child Care Centre	258	20	13,754
	Lions/Hopkins Preschool	81	5	2,606
	Lions/Hopkins Preschool Shed	8	1	75
	Matron Swinton Child Care Centre	164	7	3,821
	Sherwood Park Child Care Centre	122	1	3,508
	South Warrnambool Preschool	81	4	6,019
	Swan Reserve Buildings - Childrens Services Centre	198	2	809
Recreation Assets	A. H. Davidson Oval - Football Shelter (North)	3	-	-
	A. H. Davidson Oval - Football Shelter (South)	8	-	-
	A. H. Davidson Oval - Netball Shelter	1	-	-
	A. H. Davidson Oval - Pavilion	97	5	3,979

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Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	A. H. Davidson Oval - Peter Healey Netball Pavilion	68	-	-
	A. H. Davidson Oval - Social Club	103	9	16,371
	A. H. Davidson Oval - Store Shed	5	-	-
	A. H. Davidson Oval - Ticket Box	3	-	-
	Allansford Angling Club	39	4	7,213
	Allansford Netball Pavilion	35	-	-
	Allansford Recreation Reserve - Football Shelter	7	1	450
	Allansford Recreation Reserve - Grandstand	17	3	4,450
	Allansford Recreation Reserve - Maintenance Shed	8	1	358
	Allansford Recreation Reserve - Netball Shed (East Oval)	8	-	-
	Allansford Recreation Reserve - Netball Shelter	1	-	-
	Allansford Recreation Reserve - Pavilion (East Social Pavilion)	85	19	27,694
	Allansford Recreation Reserve - Pavilion (West Oval)	87	2	3,039
	Allansford Recreation Reserve - Scoreboard	5	2	1,375
	Allansford Recreation Reserve - Ticket Box	5	1	822
	Aquazone - Indoor Pool and Gyms	328	15	41,459
	Aquazone - Pump Building	67	1	8,913
	Aquazone - Warrnambool Swimming Club	78	5	1,162
	Barton Ct	2	-	-
	BMX Track Viewing Area	2	-	-
	Boston Dr (1 - 21)	6	-	-
	Botanic Gardens - Fernery	3	-	-
	Botanic Gardens - Glass House 1	5	-	-

Asset Management Plan
Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Botanic Gardens - Misc. Sheds/Garage (gardening club)	10	-	-
	Botanic Gardens - Mower Shed/Amenities	22	-	-
	Botanic Gardens - Old Fernery/Shed	4	1	1,411
	Botanic Gardens - Residence	64	-	-
	Botanic Gardens - Residence Shed (metal)	4	-	-
	Botanic Gardens - Rotunda	15	-	-
	Botanic Gardens - Store Shed/Glasshouse 2	2	1	585
	Botanic Gardens - Toilet Block	15	-	-
	Breakwater - Coastguard Tower	5	-	-
	Breakwater - Foreshore Pavilion	294	4	18,056
	Breakwater - Offshore Fishing Club	6	1	4,844
	Breakwater - Yacht Club	45	2	4,278
	Brierly Recreation Reserve - Cricket Storage Shed (West Oval)	8	-	-
	Brierly Recreation Reserve - Pavilion	54	7	10,492
	Brierly Recreation Reserve - Shelter & Toilets	14	-	-
	Brierly Recreation Reserve - Tennis Shed (West)	4	3	59,975
	Bushfield Recreation Reserve - Community Hall	88	7	12,637
	Bushfield Recreation Reserve - Football Shelter (Centre)	3	-	-
	Bushfield Recreation Reserve - Football Shelter (North)	7	-	-
	Bushfield Recreation Reserve - Football Shelter (South)	7	-	-
	Bushfield Recreation Reserve - Grandstand	3	-	-
	Bushfield Recreation Reserve - Keith E. Fisher Pavilion	100	-	-
	Bushfield Recreation Reserve - Ken Wines Pavilion	67	-	-

Asset Management Plan
Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Bushfield Recreation Reserve - Netball Shelter (North)	1	-	-
	Bushfield Recreation Reserve - Netball Shelter (South)	1	1	-
	Bushfield Recreation Reserve - Netball Shelter (West)	1	-	-
	Bushfield Recreation Reserve - Scoreboard	9	-	-
	Bushfield Recreation Reserve - Ticket Box	2	-	-
	Cannon Hill - Canon Hill Rotunda	4	-	-
	Croquet Club - Pavilion	69	-	-
	Croquet Club - Players Shed - East	1	-	-
	Croquet Club - Players Shed - West	2	-	-
	D. W. Jones Oval - Football Shelter North	2	-	-
	D. W. Jones Oval - Football Shelter South	2	-	-
	D. W. Jones Oval - K. L. Arnel Pavilion	71	-	-
	D. W. Jones Oval - Shed	6	-	-
	D. W. Jones Oval - Storeroom	4	-	-
	Dennington Bowls Club - Bowls Club	114	5	1,000
	Dennington Bowls Club - Bowls Club Shed	6	-	-
	Dennington Oval - Football Shelter	7	-	-
	Dennington Oval - Netball Pavilion (North)	4	-	-
	Dennington Oval - Netball Shelter (South)	4	-	-
	Dennington Oval - P. G. Kelson Pavilion	52	3	2,009
	Dennington Oval - Public Amenities	13	-	-
	Dennington Oval - Scoreboard	13	-	-
	Dennington Oval - Social Club	118	12	6,860

Asset Management Plan
Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Dennington Oval - South Cricket Shelter	4	-	-
	Dennington Oval - Ticket Box	3	-	-
	Friendly Societies - Raynor Pavilion	70	5	2,838
	Friendly Societies Recreation Reserve - A. L. Lane Community Centre	108	1	184
	Friendly Societies Recreation Reserve - Bar	8	-	-
	Friendly Societies Recreation Reserve - Football Shelter (Centre)	2	-	-
	Friendly Societies Recreation Reserve - Football Shelter (East)	2	-	-
	Friendly Societies Recreation Reserve - Football Shelter (Tin)	2	-	-
	Friendly Societies Recreation Reserve - Football Shelter (West)	2	-	-
	Friendly Societies Recreation Reserve - Grandstand	3	-	-
	Friendly Societies Recreation Reserve - Holiday Actors Storage Facility	16	-	-
	Friendly Societies Recreation Reserve - Judges box	21	-	-
	Friendly Societies Recreation Reserve - Netball Pavilion	41	-	-
	Friendly Societies Recreation Reserve - Netball Shelter (North)	1	-	-
	Friendly Societies Recreation Reserve - Netball Shelter (South)	1	-	-
	Friendly Societies Recreation Reserve - S.W Club Rooms	126	14	55,903
	Friendly Societies Recreation Reserve - Ticket Box	4	-	-
	Friendly Societies Recreation Reserve - Toilet block	30	-	-
	Gem Club - Pump House	44	-	-
	Harris Street Reserve - H. I. Stephenson Pavilion Building	92	-	-
	Hockey Club - Pavilion	100	-	-
	Hopkins River Rowing Club Rooms	138	4	5,892
	Hopkins River Ski Club - Club Rooms	71	-	-

Asset Management Plan

Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Hopkins River Ski Club - Shed	7	-	-
	J. D. E. Walter Oval - Cocks Pavilion	58	1	720
	J. D. E. Walter Oval - Football Shelter (North)	2	-	-
	J. D. E. Walter Oval - Football Shelter (South)	2	-	-
	J. D. E. Walter Oval - Hetherington Pavilion	131	5	5,241
	J. D. E. Walter Oval - Netball Pavilion	25	-	-
	J. D. E. Walter Oval - Pump Shed	4	-	-
	J. D. E. Walter Oval - Scoreboard	11	-	-
	J. D. E. Walter Oval - Ticket Box	3	-	-
	Jetty Flat Pavilion	91	2	4,000
	Lake Pertobe - BBQ Shelter (Kiwanas near Slide Hill)	4	-	-
	Lake Pertobe - BBQ Shelter (Lions near Sandpit)	5	-	-
	Lake Pertobe - BBQ Shelter (near Flying Fox)	4	-	-
	Lake Pertobe - BBQ Shelter (near Maze)	4	-	-
	Lake Pertobe - BBQ Shelter (near West End)	5	-	-
	Lake Pertobe - BBQ Shelter (Rotary near Boat Hire)	5	-	-
	Lake Pertobe - Boat Hire Storage Shed (West)	7	-	-
	Lake Pertobe - Boat Hire Ticket Office (East)	8	-	-
	Lake Pertobe - East Toilet Block	64	-	-
	Lake Pertobe - West Toilet Block	59	-	-
	Merrivale Oval - Football Shelter (coaches)	7	-	-
	Merrivale Oval - Football Shelter Concrete	3	-	-
	Merrivale Oval - Netball Pavilion	50	3	3,035

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Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Merrivale Oval - North Oval Stairs	3	-	-
	Merrivale Oval - Scoreboard	9	-	-
	Merrivale Oval - Shed (Merrivale Dr Entrance)	2	-	-
	Merrivale Oval - W. A. Fairy Pavilion	103	2	2,660
	Merrivale Recreation Reserve: Netball Shelter	2	-	-
	Payne Reserve - Amenities Block	55	-	-
	Payne Reserve BBQ Shelter	6	-	-
	Pertobe Rd (64) - East BBQ Shelter (South Side of Road)	5	-	-
	Pertobe Rd (64) - West BBQ Shelter (South Side of Road)	5	-	-
	Pigeon Fanciers Club Rooms	29	1	299
	Pony Club - L. H. McConnell Pavilion	42	1	1,375
	R. W. Mack Oval - Football Shelter (Centre)	2	-	-
	R. W. Mack Oval - Football Shelter (North)	2	-	-
	R. W. Mack Oval - Football Shelter (South)	7	-	-
	R. W. Mack Oval - Netball Shelter	9	-	-
	R. W. Mack Oval - Pavilion	140	-	-
	R. W. Mack Oval - Scoreboard/Shelter	40	-	-
	R. W. Mack Oval - Social Club	83	4	2,045
	R. W. Mack Oval - Ticket Box	4	-	-
	Reid Oval - East Warrnambool Club Rooms	56	-	-
	Reid Oval - East Warrnambool Club Rooms Kiosk	17	-	-
	Reid Oval - East Warrnambool Club Rooms - Shed	4	-	-
	Reid Oval - Football Shelter (Centre)	2	-	-

Asset Management Plan
Warrnambool City Council

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Reid Oval - Football Shelter (North)	3	-	-
	Reid Oval - Football Shelter South (South)	2	-	-
	Reid Oval - Grandstand	3	-	-
	Reid Oval - Henri J. Worland Pavilion	107	5	17,556
	Reid Oval - Hogan Pavilion (Umpires Rooms)	94	2	141
	Reid Oval - Maintenance Shed/Gym	9	1	822
	Reid Oval - Maintenance Shed/Gym - Metal Shed	1	-	-
	Reid Oval - Netball Shed (1 of 2) North	3	-	-
	Reid Oval - Ticket Box	10	-	-
	Reid Oval - Ticket Box (South Entrance)	4	-	-
	Reid Oval - Toilet Block (Rear of Pavilion (Male))	9	-	-
	Reid Oval - Toilets (Behind Umpires Rooms (Female)	11	-	-
	Reid Oval - Warrnambool Club Social Club Rooms	322	17	6,560
	Reid Oval Netball Pavilion	82	-	-
	Scout Hall Tooram	67	8	15,266
	Skatepark Shelter	1	-	-
	Surf Club	322	23	23,317
	Surf Club - Observation Tower	16	-	-
	Table Tennis Club - Stadium	67	-	-
	Toohey Dr - Shelter 1 (West)	2	-	-
	Toohey Dr - Shelter 2 (East)	2	-	-
	Toohey Dr - Shelter 3 (BBQ)	2	-	-
	Warrnambool Angling Club - Angling Clubrooms	53	9	7,495

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Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Warrnambool Angling Club - Toilet Block	15	1	616
	Warrnambool Angling Club - Wharf Shed	9	2	5,232
	Warrnambool Lawn Tennis Club - Tennis Club	29	1	1,000
	Warrnambool Stadium - Basketball (ARC)	299	1	1,300
	Warrnambool Stadium - Val Bertrand Netball Stadium (ARC)	145	2	4,456
Total		**10,059**	**339**	**$514,143**

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Warrnambool City Council

APPENDIX E   Risk Matrix – Likelihood and Consequence

The risk matrix included in Section 5.4 has been taken directly from the SPM Assets software which displays the total replacement cost of the components by the risk rating. Replacement cost figures within the matrix correspond to components that are flagged for replacement within the lifecycle expenditure forecast. Therefore, any component due to be replaced within the period of the forecast will be included within the 5 x 5 risk matrix.

The risk rating considers the likelihood of failure and the consequence of failure to produce an overall generic risk rating for each component.

Calculation of Risk

Risk = Likelihood X Consequence

The risk rating is calculated simply by multiplying the likelihood and consequence ratings.

The table below details the resulting risk scores.

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Major (4)	Medium (4)	Medium (8)	High (12)	High (16)	Extreme (20)
Moderate (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Minor (2)	Low (2)	Medium (4)	Medium (6)	Medium (8)	High (10)
Insignificant (1)	Low (1)	Low (2)	Low (3)	Medium (4)	Medium (5)

Calculation of Likelihood

Likelihood of failure is calculated on the proportion of a component's expected life remaining. The parameters used to determine the likelihood of failure are:

- Base life
- Base life upper
- Base life lower
- Assessed remaining life
- Assessed condition
- Construction year
- Survey year
- Consequence of failure criticality
- Health and Safety criticality
- Appearance criticality
- Property importance rating

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> ➢   Lifecycle analysis method

The likelihood of failure result is translated into a quantitative score using the table below.

Likelihood of Failure	Quantitative Score	Likelihood
> 95%	5	Almost Certain
80 - 95%	4	Probably
55 - 80%	3	Likely
35 - 55%	2	Possible
< 35%	1	Unlikely

Calculation of Consequence

The consequence rating is determined by the component criticality factors and the property importance factor. The consequence rating is a number from 1 to 25 which is translated into a qualitative score between 1 and 5 as shown in the table below.

Consequence Rating	Qualitative Score	Consequence
1 - 1.99	5	Catastrophic
2 - 4.99	4	Major
5 - 11.99	3	Moderate
12 - 19.99	2	Minor
20 - 25	1	Insignificant

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APPENDIX F   Disclaimer

All figures and values within this AMP are only accurate at the time of creating the plan. The existing condition data and renewal requirements are based on the information included within the SPM Assets software (including Programs). All renewal projects are revised annually to cater for any changes in budget, risk and service requirements.

WARRNAMBOOL CITY COUNCIL

Asset Management Plan – Corporate & City Growth

June 2020

Asset Management Plan
Warrnambool City Council

Executive Summary

The Purpose of this Asset Management Plan

The purpose of this Corporate & City Growth Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Corporate & City Growth building assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the building portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

Objectives of the Building Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

Alignment with ISO 55000

Council is considering the following as part of the ISO 55000 alignment:

- To effectively govern an organisation, the governing body needs assurance that their assets are well managed
- Leadership and commitment from all managerial levels is essential to successful asset management
- "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
- Your organisation determines which assets are to be included
- It is good business practice and always think about continuous improvement

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
   - Operational planning and control
   - Supporting activities
   - Control activities
   - Other related processes

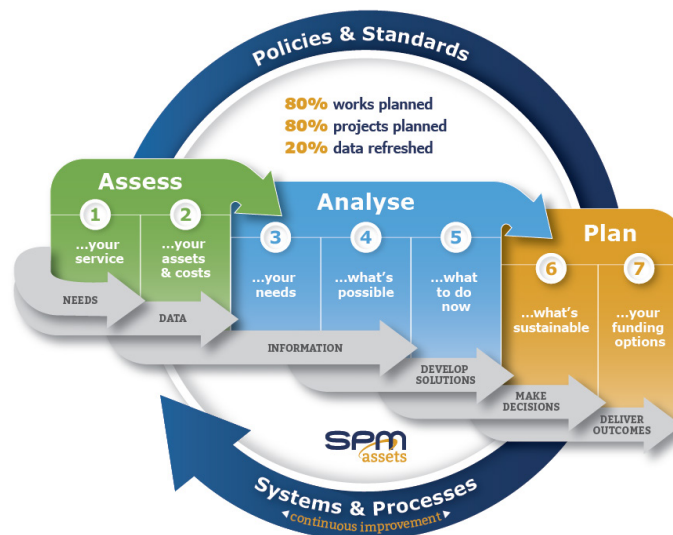### SPM Assets' 7 Point Asset Planning Framework – How to be Aligned

Asset Management Plan
Warrnambool City Council

The below figure illustrates a framework on how to achieve alignment and manage assets efficiently and effectively. In summary:

1. Know your services
2. Know the assets and costs needed to deliver those services
3. Know what you need (both now and into the future)
4. Know what's possible – asset and non-asset solutions
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
7. Make decisions and deliver outcomes

Asset Management Objectives

It is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

➢ **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.

➢ **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.

➢ **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

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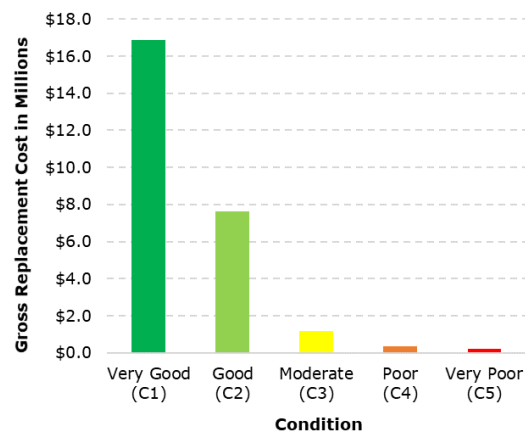### Warrnambool City Council

The longer-term value of this solution would be:

➢ Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works
➢ Having a more robust planned approach to your works-programme – evidence based using scientific methods
➢ Better knowing and managing current and future risk
➢ Having a well-maintained component level asset register with good confidence

Overall Condition

Overall the assessed building components of the Corporate & City Growth buildings are in a very good condition, in which 64% of components in very good condition (by value - $16.9 million) and 29% of components in good condition (by value - $7.6 million) as illustrated in the figure below. A further 4% are in moderate condition (by value - $1.2 million) while 2% of components are in a poor or very poor condition (by value - $550K).

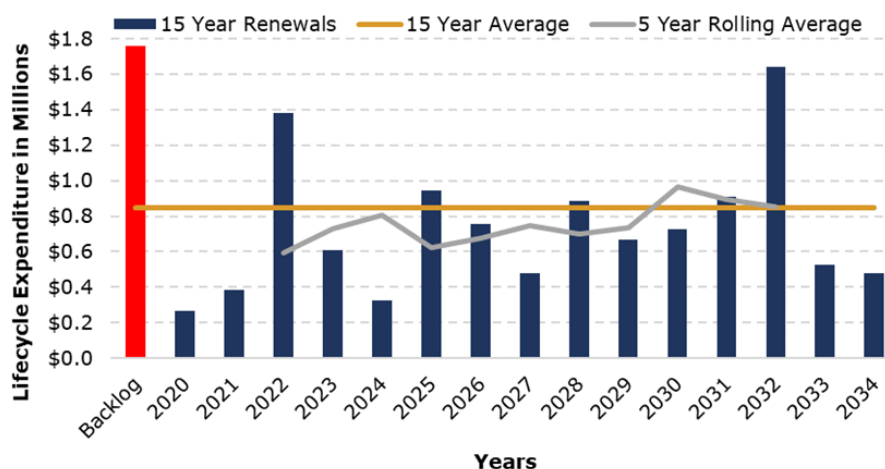The $550K of components in poor or very poor condition largely relates to the following component groups:

➢ External Fabric at $171K
➢ Interior Finishes at $152K
➢ Exterior & Sundries at $114K
➢ Services at $76K
➢ Open Space at $34K

Renewals and Replacements

The figure below shows the forecast 15-year renewals expenditure required for all Corporate & City Growth building subcategories, including the possible backlog. It shows that over the next 15 years $12.7 million is required (an annual average of $849K) to address both the backlog (a total value of $1.8 million as detailed in Section 4.5.2), and annual lifecycle expenditure. The three highest peaks of expenditure are the backlog, 2022 and 2032.

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Planned Upgrade Projects

The table below summarises the planned upgrade projects with an estimated expenditure of $7.2 million over the next five years (2020 – 2024) by source. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan (LTFP) and Council's renewal planning documents.

Project Information		Expenditure ($ Millions)					
Subcategory	Source	2020	2021	2022	2023	2024	Total
Commercial Property	Renewal Planning	116,500	-	-	-	-	116,500
	Workshop	-	30,000	30,000	10,000	10,000	80,000
Holiday Parks	LTFP	143,647	146,879	150,551	154,315	158,173	753,565
	Workshop	-	200,000	200,000	120,000	-	520,000
Municipal Buildings	LTFP	-	1,900,000	2,050,000	300,000	-	4,250,000
	Renewal planning	181,803	-	-	-	-	181,803
	Workshop	-	10,000	10,000	-	-	20,000
Saleyards	LTFP	597,459	58,752	60,221	61,726	63,269	841,427
	Renewal Planning	30,000	-	-	-	-	30,000
	Workshop	-	10,000	5,000	-	-	15,000
Tourist Facilities	Renewal Planning	107,000	-	-	-	-	107,000
	Workshop	-	100,000	100,000	50,000	-	250,000
Total		$1,176,409	$2,455,631	$2,605,772	$696,041	$231,442	$7,165,294

Growth Projects

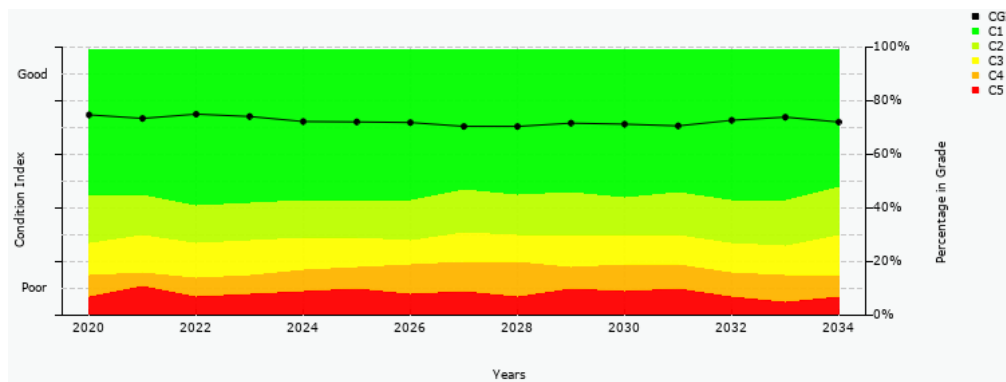## Asset Management Plan
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In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in February 2020. These projects are solely for new buildings or extensions that have been identified as 'wish list' items as part of Council's strategic planning. The table below lists the two growth projects which are currently at a concept status.

Project Information				
Subcategory	**Project Name**	**Project Description**	**Community Value**	**Status**
Municipal Buildings	New Library	Current library is located within the Municipal Offices building. Expected to move out of building in next two years. A new library building is estimated to cost $3 million over the next two to three years plus $0.5 million for design and development documentation. Cost and year to be confirmed.	Very High	Concept
	Library - Lift	New lift to be installed after library is relocated. Cost and year to be confirmed.	Very High	Concept

Condition Forecasting – Assessed Component

Although knowing the current condition is important, a component is likely to remain in a good to very good condition for the next 10 years. While critical components will be proactively maintained to ensure the condition is kept within a defined standard. The following figure shows the forecasted condition (if the 'deferred' is addressed) over the next 15 years assuming that the components are replaced/renewed when required – the black line indicates the weighted average of condition and replacement cost.

Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. The table below shows the proportion of the Corporate & City Growth components by their GRC and risk score in a risk matrix. It shows that approximately $127K of components are at extreme risk and $1.5 million are at high risk.
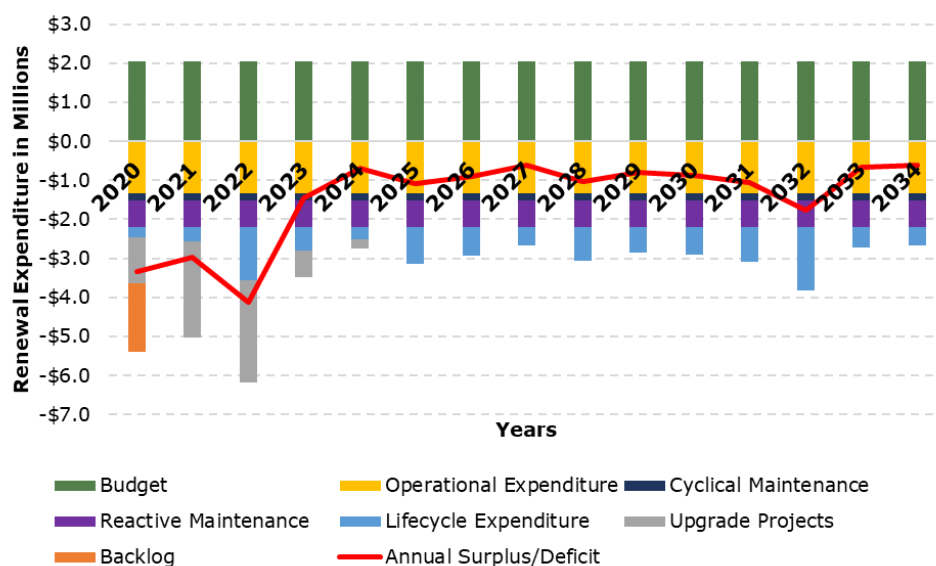
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Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -
Major (4)	Medium (4) **$4,002,359**	Medium (8) **$273,902**	High (12) **$79,615**	High (16) **$276,737**	Extreme (20) **$126,787**
Moderate (3)	Low (3) **$16,656,587**	Medium (6) **$1,046,266**	Medium (9) **$337,212**	High (12) **$637,323**	High (15) **$379,420**
Minor (2)	Low (2) **$2,170,387**	Medium (4) **$84,923**	Medium (6) **$59,489**	Medium (8) **$85,816**	High (10) **$17,536**
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Investment Scenario

As seen within the figure below, over the next 15-year period (between 2020 and 2034) an estimated $52.8 million is required ($3.5 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 15 years is $30.8 million, if Council addresses all condition-based shortfalls and completes the upgrade projects an additional $22.0 million will be required.

Improvement Actions

The key actions resulting from this Corporate & City Growth Asset Management Plan are:

Data

1. Review and update the current component references and components. In particular:
    a. Review criticalities of component references – appearance, consequence and safety

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2. Review the list of components that are included within future iterations of the AMP
3. Review the list of components that have been identified as 'extreme risk'
4. Review the property hierarchy and structure in the SPM Assets database to ensure the correct property type has been assigned
5. Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended:
   a. Update data form with completed works
   b. Regular staff inspections
   c. Three-year rolling condition surveys – targeting high importance areas
6. Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance
7. Complete valuations for the 6 buildings that currently do not have any valuation information
8. Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.

People

10. Identify who is responsible for managing and maintaining the Asset Management Plan
11. Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers

Processes

12. Agreeing on a list of primary Level of Service statements will ensure Council focuses on immediate and important needs. The list should consist of approximately 5 statements and up to 10 measures. The process in determining which statements are more important should consider strategic objectives, statutory requirements and public expectations.
13. Establishment of Quality Standard
14. Review the list of components that have been identified as extreme risk
15. Implement the 80/80/20 asset management objective over the next three years
   a. 80% of the work completed is planned
   b. 80% of the works program is driven from the planning process
   c. 20% of the asset register is updated, maintained, improved and changed every year

Systems

16. Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions

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1   Introduction

1.1   Purpose

Warrnambool City Council (Council) engaged SPM Assets Pty Ltd (SPM Assets) in December 2019 to work in a collaborative approach to improve the supporting documentation associated with sound asset management, which includes the preparation of Building Asset Management Plans (AMP) for each of its building categories – Community Facilities, Corporate & City Growth and Infrastructure. This AMP specifically focuses on the buildings owned and managed by Council that are included within the Corporate & City Growth category.

The purpose of this Corporate & City Growth Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Corporate & City Growth building assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the building portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

This AMP demonstrates proactive management of assets, records the current and future quality shortfalls and lists the projects and initiatives required to address the shortfalls in a way that is affordable and delivers the services required by Council. The AMP is used as a tool to provide information that decisions can be based on – this is an evidence-based asset plan. It also addresses compliance with regulatory requirements and communicates forecast shortfalls or surplus in funding used to provide the required levels of service.

Objectives of the Building Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

1.2   Background

Council first licenced the SPM Assets software application in April 2014. Council undertakes cyclic visual condition assessments and manages all building assets using the SPM Assets software application. Since then SPM Assets has been engaged by Council for several projects including completing condition assessments and the development of maintenance plans and 5 year works programmes.

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On 6 February 2020, two workshops were held between SPM Assets and Council representatives from the Corporate & City Growth team to discuss the current and future service specific building requirements. The attendees included:

> ➤ Director Corporate Strategies
> ➤ Director City Growth
> ➤ Manager Information Services
> ➤ Manager City Strategy & Development

1.3 Alignment with ISO 55000

ISO 55000 is a series of international standards that have been created by the International Standard Organisation (ISO) for the ongoing management of physical assets. These standards have been developed from the previously published PAS 55 standards which were developed in 2002-2004 and edited in 2008.

The ISO 55000 suite includes three standards:

> ➤ ISO 55000 – overview, principles and terminology
> ➤ ISO 55001 – management system & requirements
> ➤ ISO 55002 – guidelines on the application of ISO 55001

Important considerations:

> ➤ To effectively govern an organisation, the governing body needs assurance that their assets are well managed
> ➤ Leadership and commitment from all managerial levels is essential to successful asset management
> ➤ "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
> ➤ Your organisation determines which assets are to be included
> ➤ It is good business practice and always think about continuous improvement

Figure 1-1 lists some of the elements of an ISO 55000 Asset Management System. Understanding the hierarchy of plans and processes is essential – remembering that the ISO is more about implementing a process rather than writing an AMP – the AMP is the output of the process:

> ➤ Know your reason why – what are the services being delivered through the assets
> ➤ Policies and objectives signed off by the governing body will make the process work
> ➤ Strategic AMP – looking long term and considering capital concepts through to disposal
> ➤ AMPs – can also be longer term and more aligned with a specific service being delivered and can focus more on maintenance and renewal

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
    - Operational planning and control
    - Supporting activities
    - Control activities
    - Other related processes

Figure 1-1 Elements of an ISO 55000 Asset Management System

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> ➢ Implementation of the AMP and works-programmes – all roads lead to the works programme as this is what you do to make a difference
> ➢ Evaluate performance and improve processes, systems and data

Furthermore, section 2.5.3.1 of ISO 55000 states:

"An asset management system impacts the whole organisation, including its stakeholders and external service providers, and can use, link or integrate many of the organisation's activities and functions that would otherwise be managed or operated in isolation. The process of establishing an asset management system requires a thorough understanding of each of its elements and the policies, plans and procedures that integrate them. The asset management system requirements described in ISO 55001 are grouped in a way that is consistent with the fundamentals of asset management:

1. Context of the organisation (ISO 55001:2014, Clause 4)
2. Leadership (ISO 55001:2014, Clause 5)
3. Planning (ISO 55001:2014, Clause 6)
4. Support (ISO 55001:2014, Clause 7)
5. Operation (ISO 55001:2014, Clause 8)
6. Performance evaluation (ISO 55001:2014, Clause 9)
7. Improvement (ISO 55001:2014, Clause 10)

Council follows the 'asset management system' that the ISO 55000 describes. Therefore, this Asset Management Plan (AMP) summarises the outputs resulting from the process and describes the associated key inputs, assumptions, practices and systems.

1.4   Asset Management Framework

1.4.1   Overview

Warrnambool City Council has stated the following vision as outlined in their Council Plan (2017-2021):

A cosmopolitan city by the sea

The following five objectives support Council's vision:

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

1.4.2   Asset Management Objectives

On 2 December 2019, Council adopted the following goals and commitments as part of their Asset Management Policy:

> ➢ Asset management will be service driven and will align with the strategic priorities and directions of the Council
> ➢ To achieve and sustain a high level of asset management maturity

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- ➢ To achieve certification with ISO 55000, International Standards for Asset Management
- ➢ Asset management will be integrated into corporate governance including enterprise planning, reporting and risk management frameworks and practices
- ➢ Maximise the value of Council's capital, operations and maintenance expenditures within current revenues, to optimise agreed levels of service, service delivery potential and manage related risks and costs over the entire life of infrastructure assets
- ➢ Decommission and dispose of assets that are under-utilised and no longer economically, socially or sustainably viable
- ➢ Involve and consult with the community and key stakeholders on determining service standards
- ➢ Service delivery assets will be created, acquired, maintained and rehabilitated to enable the organisation to meet its strategic service delivery goals efficiently and effectively
- ➢ Service/Asset Management Strategies and Plans will include processes which provide accountability to the community
- ➢ Allocate appropriate resources to ensure Asset Management practices can be undertaken and the timely maintenance and renewal of those assets so that 'life cycle' costs are optimised
- ➢ Accurately report on all aspects of Councils assets in terms of Operations, Maintenance, Renewal, Upgrade, Expansion and New
- ➢ Ensure that the roles and responsibilities of all asset owners, managers and users are well defined and understood. Reinforce and support asset management roles and responsibilities across the organisation at a functional level. The various key roles, responsibilities and delegations associated with service delivery and asset management is documented in the Asst Management Strategy
- ➢ Invest in appropriate and timely asset management training and development program for staff and Councillors as required
- ➢ Council will support the implementation of the Asset Management Strategy and foster a strong asset management culture across Council through a cross functional Asset Management Steering Committee

In addition to the above objectives, it is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

- ➢ **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.
- ➢ **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.
- ➢ **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

The longer-term value of this solution would be:

- ➢ Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works

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> Having a more robust planned approach to your works-programme – evidence based using scientific methods
> Better knowing and managing current and future risk
> Having a well-maintained component level asset register with good confidence

1.4.3   SPM Assets' 7 Point Asset Planning Framework

SPM Assets' 7 Point Asset Management Planning Framework involves all areas of business and planning processes and is aligned with ISO55000 and the International Infrastructure Management Manual (IIMM).

Figure 1-2 below illustrates the Framework, which is a service-led planning approach, i.e. it is the service needs that define the quality standards required now and into the future. The framework is founded on the IIMM principles and is structured to proactively minimise shortfalls by implementing appropriate well thought out asset management strategies. The framework is founded on a culture of continual improvement which focuses on determining the degree of criticality of the assets, to minimise the risk of failure and is based on the following:

1. Know your services
   A mixture of commercial, holiday parks, municipal buildings, saleyards and tourist facilities.
2. Know the assets and costs needed to deliver those services
   Having a good knowledge of the existing assets provides the planning platform. Realising that the data can have 80% confidence and still be useful, i.e. target the high-quality information management to critical and/or high value assets.
3. Know what you need (both now and into the future)
   Recognising the difference between the Levels of Service and building related Quality Standards. It's about knowing the current standards and what they could be in the future and defining and measuring the lowest level.
4. Know what's possible – asset and non-asset solutions
   Comparing the current situation with the desired levels of service and quality standards will identify the current and future shortfalls that need to be addressed. Creating a range of 'possible projects' to address the shortfalls moves the process from asset planning to project planning and eventual Capital Asset Management.
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
   Knowing which 'possible project' is more important than another, needs to consider its outcomes after completion, its affordability, and the risks it's managing.
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
   Allocation of budgets to funded programmes ensures projects are being funded appropriately and that the renewals funding is specifically used to address replacements and renewals, thus avoiding fiscal surprises.
7. Make decisions and deliver outcomes
   Decisions are made every day and the right people should be making the right decisions based on information that they can rely on. This is where the real value of capital asset management is realised, i.e. the organisation has the confidence that it is making the right decisions.

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Figure 1-2 SPM Assets' 7 Point Asset Planning Framework

1.5   Relationship with Other Planning Documents

The AMP considers the following documents:

- Council Plan 2017-2021 (2019 revision)
- Asset Management Policy 2019
- Risk Management Policy 2015
- Community Services and Infrastructure Plan 2013 (CSIP)

1.6   AMP Structure

The AMP is the output of the asset management planning process. It documents the associated procedures, objectives, policies, standards, drivers, future renewal projects, lifecycle replacement projections and improvement tasks.

The AMP has been written so that any reader can understand how the assets are being considered and managed. Commentaries on renewal theories and the reasoning of renewal and maintenance policies provide the reader with the context or reason why certain practices have been implemented.

The AMP is a communication document first and foremost. It summarises the vast information held in the supporting computer systems and provides the reasoning of why maintenance and lifecycle expenditure is needed in the future. The 'nuts and bolts' detail is available directly from the management systems if the reader needs further detail of a specific asset or asset group.

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Council's objectives and policies are the primary driver for the asset management process and dictate all aspects of the asset management approach. This document recognises these requirements and uses SPM Assets' 7 Point Planning Framework and software applications as the primary implementation tools. In its simplest form, the asset register is populated, it is analysed, and a program of works is produced based on providing a defined 'level of service'.

Key sections of the AMP are based on the International Infrastructure Management Manual (IIMM) and are summarised as follows:

> ➢ Asset Description – summary of assets and current condition
> ➢ Levels of Service – specifies the services and levels of service to be provided by Council
> ➢ Lifecycle Management – how Council will manage its existing and future assets to provide the required services
> ➢ Risk Management – applying a risk-based analysis to the lifecycle results
> ➢ Financial Summary – what funds are required to provide the required services
> ➢ Asset Management Practices – documenting the practices that are required to maintain best practice in asset management going forward
> ➢ Asset Management Improvement Plan – what are the next steps?

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2 Asset Description

2.1 Overview

A total of 10,884 visually assessed building components have been picked up during the onsite building condition assessments of the 110 Corporate & City Growth buildings. The Gross Replacement Cost (GRC) of the assessed components has been identified as $26.2 million. Table 2-1 summarises the number of sites, properties and components for the Corporate & City Growth category.

Table 2-1 Corporate & City Growth – Overview						
	Building Subcategory					**Total**
	Commercial Property	**Holiday Parks**	**Municipal Buildings**	**Saleyards**	**Tourist Facility**	
No. Sites	6	2	2	1	1	12
No. Buildings	8	49	2	5	46	110
No. Property Records	85	247	124	28	208	692
No. Components	1,333	4,364	1,954	418	2,815	10,884
Gross Replacement Cost (GRC)	2,823,385	8,931,860	5,649,582	1,202,751	7,620,480	$26,228,057
Capital Replacement Value (CRV)	4,687,420	13,618,356	12,960,980	2,123,702	11,318,474	$44,708,932

Improvement Action: The total number of buildings (110) includes both buildings and properties. As part of the Improvement Plan, the property type of the Corporate & City Growth buildings may need to be reviewed to distinguish the difference between a 'block' (building) and a property, e.g. some sheds are classified as 'blocks' (buildings) and others are a 'property'.

2.2 Survey Methodology

2.2.1 Site Assessment

A total of 110 Corporate & City Growth building assets have been assessed between 2012 and 2019. The majority of onsite building condition assessments have been completed by experienced SPM Assets surveyors and updated and maintained by Council staff using the Mobile application of the SPM Assets software on a tablet PC device. The assessment approach that was implemented, and the SPM Assets software, have been directly aligned with ISO 55000, IIMM, NAMS Property Manual and IPWEA/NAMS Practice Note 3. The building condition assessments were conducted to identify the current condition of components, update property level information including capturing any space changes and refurbishments and answering Property Quality Standards (PQS).

2.2.2 Data Model

The data model for Council's Corporate & City Growth building assets has been broken down into grounds, buildings, floors and room locations (ground, block, floor, and unit) so that components

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can be assigned to a level that work can be carried out e.g. the refurbishment of the offices on level 1.

It should be noted that the following components have been excluded from this AMP:

➢   Loose furniture

Improvement Action: These assets will be reviewed and may be included in future iterations of this AMP. Any projects associated with these assets will be included within the relevant board in the SPM Assets Programs application.

2.3   Property Level Information

2.3.1   Building Valuations

Table 2-2 below summarises the valuation figures for the Corporate & City Growth building assets. The Capital Replacement Value (CRV), which is based on the rate per square metres as recommended in the Rawlinsons Australian Construction Handbook, has been calculated as $44.7 million.

Table 2-2 Capital Replacement Values		
Building Subcategory	**No. Buildings**	**CRV**
Commercial Property	5	4,687,420
Holiday Parks	48	13,618,356
Municipal Buildings	2	12,960,980
Saleyards	4	2,123,702
Tourist Facility	45	11,318.474
Total	**104**	**$44,708,932**

Improvement Action: A total of 6 buildings have no valuation data. As an improvement activity, a valuation for these buildings should be calculated or completed by an experienced building valuer.

2.3.2   Condition Grade Index by Building

Definition

The Condition Grade Index (CGI) is the average condition grade of assessed components weighted by their Gross Replacement Cost (GRC). A low CGI e.g. 1.5 means that the components have been assessed to be in good to very good condition whereas a high grade such as 2.3 means that the components are mainly in a poor to very poor condition. The overall CGI for the Corporate & City Growth buildings is 1.45 which indicates that the majority of the buildings are in a good or very good condition.

Result

Table 2-3 lists the number of Corporate & City Growth building assets by building subcategory for each of the CGI ranges and suggests that 73% of the building assets are considered to be in either a good or very good condition and only 5% of building assets have a CGI greater than 2.6.

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Table 2-3 CGI of Corporate & City Growth						
Building Subcategory	**CGI Ranges**					**Total**
	<- Very Good			**Very Poor ->**		
	1.0-1.4	**1.4-1.7**	**1.7-2.2**	**2.2-2.6**	**>2.6**	
Commercial Property	2	2	1	0	0	5
Holiday Parks	12	24	9	1	2	48
Municipal Buildings	1	1	0	0	0	2
Saleyards	1	1	1	0	1	4
Tourist Facility	21	12	4	5	2	44
Total	**37**	**40**	**15**	**6**	**5**	**103**
Proportion	*36%*	*39%*	*15%*	*6%*	*5%*	*100%*

Improvement Action: The total number of buildings where a CGI has been calculated is 103. While there are 110 buildings included in the Corporate & City Growth, 7 buildings have been excluded from the CGI calculations as these buildings have no components. It is recommended that these buildings are reassessed to ensure that all relevant components have been captured.

2.4   Description of Components

2.4.1   Component Groups and Types

Table 2-4 provides a breakdown of the number of components by building subcategory for the Corporate & City Growth buildings. A total of 336 unique components have been assessed that identify 10,884 assets, i.e. a component can have multiple assets within a building.

Table 2-4 Building Subcategory Component Breakdown		
Building Subcategory	**No. Components**	**Proportion (%)**
Commercial Property	1,333	12%
Holiday Parks	4,364	40%
Municipal Buildings	1,954	18%
Saleyards	418	4%
Tourist Facility	2,815	26%
Total	**10,884**	**100%**

The Gross Replacement Cost (GRC) of the assessed components has been identified as $26.2 million. Table 2-5 and Table 2-6 summarises the GRC by component group and component type respectively. The Interior Finishes and External Fabric components have the highest GRC of $10.3 million and $7.6 million respectively while the Sporting components have the lowest GRC of $2K.

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Table 2-5 GRC by Component Group

Component Group	No. Components	GRC
Exterior & Sundries	253	1,282,445
External Fabric	2,021	7,581,814
Interior Finishes	4,578	10,284,775
Open Space	205	1,039,050
Services	3,815	6,013,401
Sporting	1	2,176
Structure	11	24,396
Total	**10,884**	**$26,228,057**

Table 2-6 GRC By Component Group and Type

Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Landscaping	1	6,440
	Misc.	113	594,752
	Paving	61	242,648
	Sundries	68	406,625
	Tanks	10	31,980
External Fabric	External Stairs	104	723,422
	External Walls	557	3,133,083
	Roof	659	1,910,523
	Windows & Doors	701	1,814,787
Interior Finishes	Ceiling Finishes	849	1,381,391
	Fixtures & Fittings	963	2,277,990
	Floor Finishes	569	1,219,914
	Interior Doors	764	623,903
	Interior Walls	377	2,666,037
	Wall Finishes	1,056	2,115,540
Open Space	Access	32	177,922
	Electrical	7	18,587
	Fences & Walls	135	571,285
	Furniture	1	197,144
	Gates	10	33,258
	Landscaping	5	1,070
	Reserve Equipment	1	26,716
	Shelters	2	5,355

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Table 2-6 GRC By Component Group and Type			
Component Group	**Component Type**	**No. Components**	**GRC**
	Signs	12	7,713
Services	Electrical	2,021	2,306,077
	Fire Services	355	237,912
	Mechanical	564	1,937,874
	Sanitary Plumbing	823	1,425,680
	Special Services	52	105,858
Sporting	Poles & Goals	1	2,176
Structure	Structure	11	24,396
Total		**10,884**	**$26,228,057**

2.4.2   Condition

Overall the assessed building components of the Corporate & City Growth buildings are in a very good condition, in which 64% of components in very good condition (by value - $16.9 million) and 29% of components in good condition (by value - $7.6 million) as illustrated in Figure 2-1. A further 4% are in moderate condition (by value - $1.2 million) while 2% of components are in a poor or very poor condition (by value - $550K).

The $550K of components in poor or very poor condition largely relates to the following component groups:

➢   External Fabric at $171K
➢   Interior Finishes at $152K
➢   Exterior & Sundries at $114K
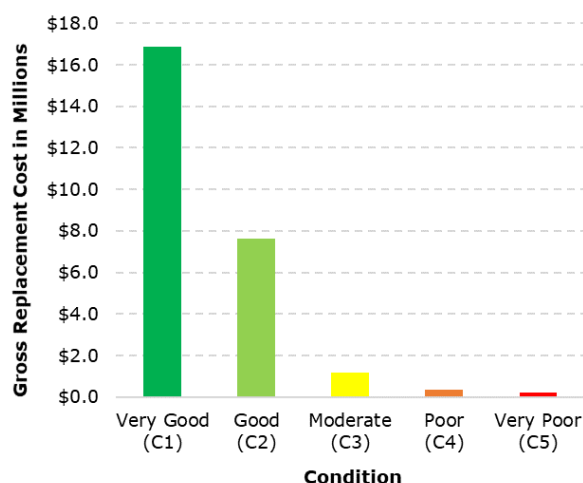➢   Services at $76K
➢   Open Space at $34K

Figure 2-1 Condition Profile of Corporate & City Growth Buildings

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2.4.3   Critical Assets

The component criticality criteria established within the SPM Assets Reference library provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level. It is based on the following criteria:

- **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
- **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the building or asset
- **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

- Consequence of Failure of **medium-high** to **high criticality**
- Occupational Health and Safety of **medium-high** to **high criticality**
- Appearance of **high criticality**

In total there are 5,315 components that fit the above criteria with a total GRC of $15.0 million. Table 2-7 lists the critical assets by component group and type, the number of components and GRC.

Table 2-7 List of Critical Components			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	46	87,470
	Paving	48	219,900
	Sundries	34	361,807
	Tanks	5	21,480
External Fabric	External Stairs	103	722,922
	External Walls	273	1,790,774
	Roof	208	1,384,076
	Windows & Doors	570	1,773,594
Interior Finishes	Ceiling Finishes	448	940,934
	Fixtures & Fittings	342	1,012,487
	Floor Finishes	500	1,143,867
	Interior Doors	46	85,362
	Interior Walls	38	335,942
	Wall Finishes	1	8,512
Open Space	Access	31	174,412
	Electrical	3	15,960
	Fences & Walls	17	90,970
	Furniture	1	197,144
	Gates	8	8,228

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Table 2-7 List of Critical Components			
Component Group	**Component Type**	**No. Components**	**GRC**
	Landscaping	5	1,070
	Reserve Equipment	1	26,716
	Shelters	1	11
	Signs	3	1,708
Services	Electrical	1,232	1,573,013
	Fire Services	348	230,856
	Mechanical	502	1,727,332
	Sanitary Plumbing	469	1,031,671
	Special Services	21	38,905
Structure	Structure	11	24,396
Total		**5,315**	**$15,031,519**

2.4.4   Commercial Property

There are 173 unique components that describe the 1,333 assets associated with the Commercial Property subcategory. The Gross Replacement Cost (GRC) of the assessed components is $2.8 million. Table 2-8 details the replacement cost of assets by component group and type.

Table 2-8 GRC By Component Group and Type – Commercial Property			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	4	17,776
	Paving	5	21,100
	Sundries	5	7,520
External Fabric	External Stairs	16	140,778
	External Walls	54	332,109
	Roof	74	206,835
	Windows & Doors	64	172,398
Interior Finishes	Ceiling Finishes	119	174,649
	Fixtures & Fittings	143	256,791
	Floor Finishes	85	161,051
	Interior Doors	97	79,880
	Interior Walls	39	188,501
	Wall Finishes	162	308,693
Open Space	Access	2	26,800
	Fences & Walls	2	4,416
Services	Electrical	268	232,966
	Fire Services	29	13,262
	Mechanical	75	340,093

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Table 2-8 GRC By Component Group and Type – Commercial Property			
Component Group	**Component Type**	**No. Components**	**GRC**
	Sanitary Plumbing	86	136,911
	Special Services	4	856
Total		**1,333**	**$2,823,385**

Overall the components are in a very good condition with 74% of components in very good condition (by value - $2.1 million) and 20% of components in good condition (by value - $555K) as illustrated in Figure 2-2. A further 3% are in moderate condition (by value - $89K) and 3% in poor or very poor condition (by value - $78K).

Figure 2-2 Condition Profile of Commercial Property

The $78K of components in poor or very poor condition largely relate to the following component groups.

➢ Services - $42K

    o   R.S.L. Clubrooms - $34K

➢ External Fabric - $19K

    o   R.S.L. Clubrooms - $11K

2.4.5   Holiday Parks

There are 201 unique components that describe the 4,364 assets associated with the Holiday Parks subcategory. The Gross Replacement Cost (GRC) of the assessed components is $8.9 million. Table 2-9 details the replacement cost of assets by component group and type.

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Table 2-9 GRC By Component Group and Type – Holiday Parks			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Landscaping	1	6,440
	Misc.	67	173,702
	Paving	30	103,972
	Sundries	28	71,528
	Tanks	7	16,800
External Fabric	External Stairs	33	201,964
	External Walls	208	843,696
	Roof	253	710,336
	Windows & Doors	261	490,929
Interior Finishes	Ceiling Finishes	296	386,004
	Fixtures & Fittings	427	1,003,943
	Floor Finishes	181	284,241
	Interior Doors	276	262,286
	Interior Walls	130	989,762
	Wall Finishes	312	579,110
Open Space	Access	8	37,858
	Fences & Walls	77	314,055
	Gates	7	30,150
	Landscaping	5	1,070
	Shelters	1	5,344
	Signs	1	283
Services	Electrical	854	825,902
	Fire Services	143	90,125
	Mechanical	197	425,990
	Sanitary Plumbing	549	1,068,424
	Special Services	11	5,770
Sporting	Poles & Goals	1	2,176
Total		**4,364**	**$8,931,860**

Overall the components are in a very good condition with 54% of components in very good condition (by value - $4.8 million) and 38% of components in good condition (by value - $3.4 million) as illustrated in Figure 2-3. A further 6% are in moderate condition (by value - $517K) and 2% in poor or very poor condition (by value - $203K).
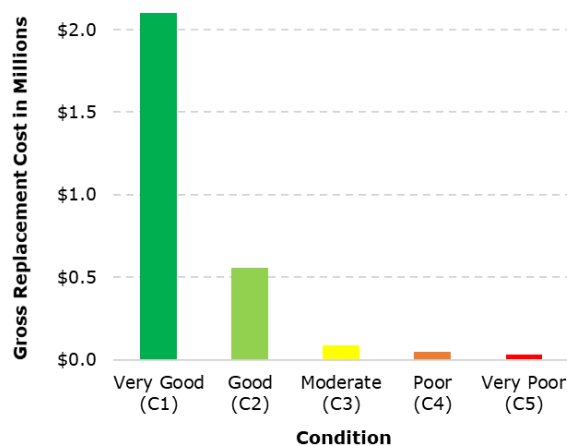
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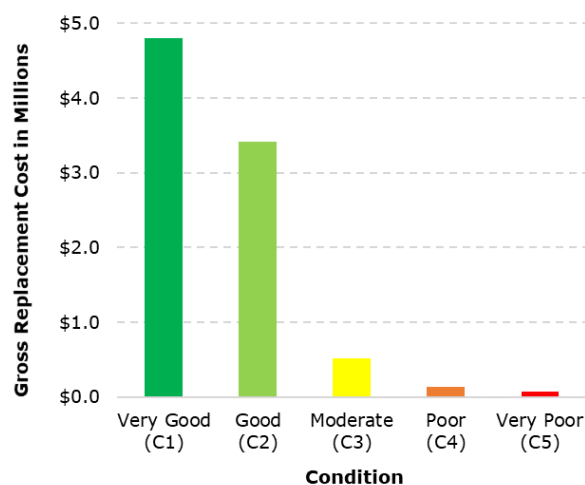### Warrnambool City Council

Figure 2-3 Condition Profile of Holiday Parks

The $203K of components in poor or very poor condition largely relate to the following component groups.

  ➢   External Fabric – $71K

    o   Surfside Holiday Park – Residence - $17K
    o   Surfside Holiday Park – Former Amenities Block 1 (Storage Building) - $11K

  ➢   Interior Finishes - $68K

    o   Shipwreck Bay Holiday Park – Kiosk/Flat - $17K
    o   Shipwreck Bay Holiday Park – Amenities Block 6 - $10K

  ➢   Exterior & Sundries - $44K

    o   Surfside Holiday Park – Grounds - $24K
    o   Surfside Holiday Park – BBQ Shelter 2 (Opp. Workshop) - $12K

2.4.6   Municipal Buildings

There are 182 unique components that describe the 1,954 assets associated with the Municipal Buildings subcategory. The Gross Replacement Cost (GRC) of the assessed components is $5.6 million. Table 2-10 details the replacement cost of assets by component group and type.

Table 2-10 GRC By Component Group and Type – Municipal Buildings			
Component Group	Component Type	No. Components	GRC
Exterior & Sundries	Misc.	4	111,349
	Paving	6	25,082
	Sundries	4	2,400

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Table 2-10 GRC By Component Group and Type – Municipal Buildings			
Component Group	**Component Type**	**No. Components**	**GRC**
External Fabric	External Stairs	19	172,742
	External Walls	27	536,211
	Roof	39	239,102
	Windows & Doors	83	519,226
Interior Finishes	Ceiling Finishes	179	327,118
	Fixtures & Fittings	138	415,776
	Floor Finishes	131	359,476
	Interior Doors	220	164,063
	Interior Walls	118	868,462
	Wall Finishes	242	435,349
Open Space	Electrical	5	18,020
	Fences & Walls	6	11,808
	Gates	1	1,000
	Reserve Equipment	1	26,716
	Signs	1	510
Services	Electrical	374	490,977
	Fire Services	111	96,944
	Mechanical	164	699,849
	Sanitary Plumbing	60	70,325
	Special Services	21	57,077
Total		**1,954**	**$5,649,582**

Overall the components are in a very good condition with 73% of components in very good condition (by value - $4.1 million) and 25% of components in good condition (by value - $1.4 million) as illustrated in Figure 2-4. A further 2% are in moderate condition (by value - $109K) and 1% in a poor or very poor condition (by value - $55K).

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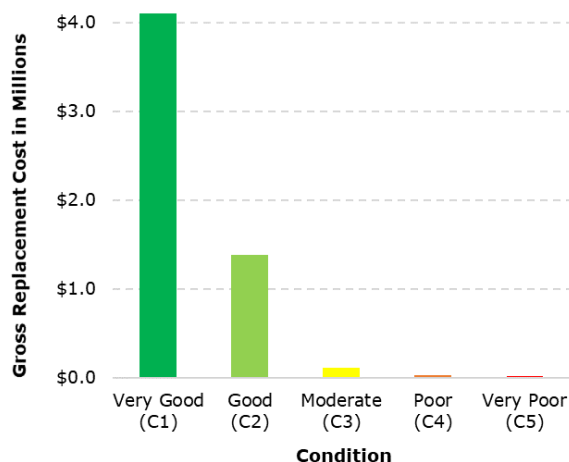### Warrnambool City Council

Figure 2-4 Condition Profile of Municipal Buildings

The $55K of components in poor or very poor condition largely relate to the following component groups.

➢ Interior Finishes - $35K

   o Old Post Office - $19K
   o Municipal Offices - $16K

➢ External Fabric - $14K

   o Old Post Office - $12K

2.4.7   Saleyards

There are 104 unique components that describe the 418 assets associated with the Saleyards subcategory. The Gross Replacement Cost (GRC) of the assessed components is $1.2 million. Table 2-11 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-11 GRC By Component Group and Type – Saleyards			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Paving	5	20,000
	Sundries	3	3,480
External Fabric	External Stairs	2	3,136
	External Walls	19	138,294
	Roof	30	51,726
	Windows & Doors	34	128,793
Interior Finishes	Ceiling Finishes	40	102,320
	Fixtures & Fittings	46	119,804

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Table 2-11 GRC By Component Group and Type – Saleyards			
Component Group	**Component Type**	**No. Components**	**GRC**
	Floor Finishes	11	25,768
	Interior Doors	44	32,613
	Interior Walls	24	231,431
	Wall Finishes	28	49,040
Open Space	Fences & Walls	3	94,384
	Shelters	1	11
	Signs	3	3,853
Services	Electrical	71	121,825
	Fire Services	6	2,022
	Mechanical	33	54,507
	Sanitary Plumbing	14	19,530
	Special Services	1	214
Total		**418**	**$1,202,751**

Overall the components are in a very good condition with 75% of components in very good condition (by value - $900K) and 17% of components in good condition ($206K) as illustrated in Figure 2-5. A further 5% are in moderate condition (by value - $66K) and 2% in a poor or very poor condition (by value - $31K).
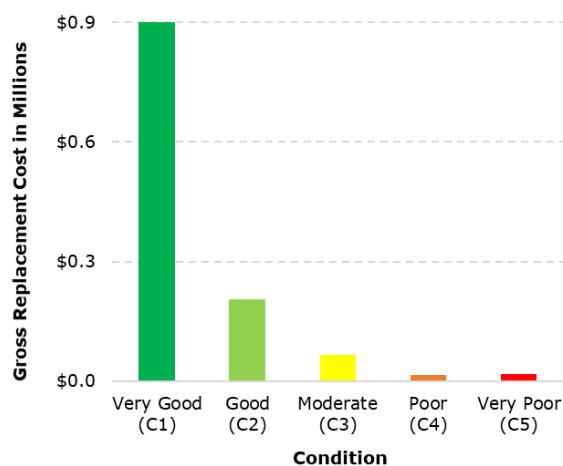

Figure 2-5 Condition Profile of Saleyards

The $31K of components in poor or very poor condition largely relate to the following component groups.

➢   External Fabric – $12K

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      o Saleyards – Agent Offices/Canteen - $8K

  ➢ Interior Finishes - $11K

      o Saleyards – Agent Offices/Canteen - $10K

2.4.8   Tourist Facilities

There are 377 unique components that describe the 13,469 assets associated with the Tourist Facilities subcategory The Gross Replacement Cost (GRC) of the assessed components is $38.0 million. Table 2-12 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-12 GRC By Component Group and Type – Tourist Facilities			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	89	621,448
	Paving	120	1,392,204
	Sundries	109	425,447
	Tanks	22	109,500
External Fabric	External Stairs	105	717,588
	External Walls	780	4,976,745
	Roof	971	3,369,602
	Windows & Doors	766	2,648,292
Interior Finishes	Ceiling Finishes	1,087	2,175,281
	Fixtures & Fittings	1,358	3,137,356
	Floor Finishes	643	2,807,847
	Interior Doors	1,052	1,243,054
	Interior Walls	540	3,525,894
	Wall Finishes	1,388	2,682,770
Open Space	Access	14	115,485
	Electrical	13	221,082
	Exterior Fabric	1	1,653
	Fences & Walls	69	838,078
	Furniture	3	7,428
	Gates	33	52,581
	Landscaping	2	3,536
	Reserve Equipment	1	26,716
	Shelters	3	13,388
	Signs	16	16,589
Services	Electrical	2,167	2,376,679

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Table 2-12 GRC By Component Group and Type – Tourist Facilities			
Component Group	**Component Type**	**No. Components**	**GRC**
	Fire Services	282	274,245
	Lifts / Hoist	4	254,755
	Mechanical	652	2,025,819
	Sanitary Plumbing	1,098	1,557,352
	Special Services	55	63,074
Sporting	Netting	7	64,622
	Playing Surfaces	1	142,272
	Poles & Goals	3	17,408
Structure	Structure	6	58,468
Clinical Equipment	Defibrillators	5	35,850
	First Aid	4	1,280
Total		**13,469**	**$38,001,388**

Overall the components are in a very good condition with 65% of components in very good condition (by value - $5.0 million) and 27% of components in good condition (by value - $2.1 million) as illustrated in Figure 2-6. Only 5% are in moderate condition (by value - $384K) and 2% are in a poor or very poor condition ($183K).
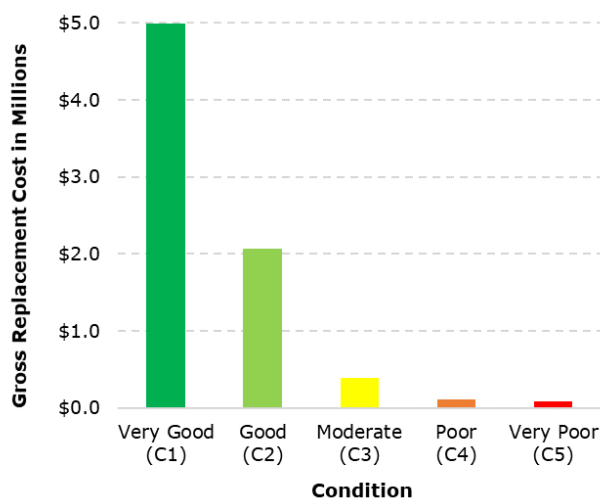

Figure 2-6 Condition Profile of Tourist Facilities

The $183K of components in poor or very poor condition largely relate to the following component groups.

- ➢ Exterior & Sundries - $68K
  - ○ Flagstaff Hill – Grounds - $60K

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> ➢ External Fabric - $57K
>> o Flagstaff Hill – Barracks Workshop - $12K
>
> ➢ Interior Finishes - $25K
>> o Flagstaff Hill – Entrance Building - $9K
>
> ➢ Open Space - $23K
>> o Flagstaff Hill – Grounds - $22K

2.5   PQS Assessment Results

The functionality and performance of each building asset within Council's Corporate & City Growth portfolio has been reviewed and measured using the Property Quality Standard (PQS) process, described in IPWEA/NAMS Practice Note #3. Adopting the PQS mechanism enables the measurement of 'level of service' statements and identification of backlogs. Future scoped projects would address these backlogs and as such, the PQS mechanism will provide a way to prioritise works.

Each PQS question has an 'answer definition' that allows the surveyor to determine the level of service, which will in turn produce a cost if the question fails the standard. This means that the Council can vary the standards so that the cost to achieve a desired standard can easily be modelled. Refer to APPENDIX B for the full list of PQS questions.

Applying PQS to buildings and keeping the data up to date will identify quality shortfalls that will need to be addressed through asset and non-asset initiatives.

For Council's building assets, the following set list of categories of PQS statements were used to identify potential shortfalls associated with the following categories:

> ➢ Risk
>> o Injury/Illness
>> o Risk Exposures
> ➢ Services
>> o Accessible
>> o Functional
>> o Healthy
>> o Quality
>> o Safety
>> o Sustainability

Note: All PQS statements are aligned to today's standards. Any failures of PQS statements needs to take into consideration that building assets would have been built in accordance with standards at that time.

2.5.1   PQS Assessment Results

A total of 108 Corporate & City Growth buildings underwent the PQS assessment. Table 2-13 summarises the results of by statement category. Overall, the buildings comply with 95.4% of the PQS statements.

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Table 2-13 PQS Results by Category					
PQS Category 1	**PQS Category 2**	**Fail**	**Pass**	**Total**	**Pass %**
Risk	Injury/Illness	13	472	485	97.3%
Risk	Risk Exposures	1	290	291	99.7%
Services	Accessible	42	346	388	89.2%
Services	Functional	28	554	582	95.2%
Services	Healthy	6	672	678	99.1%
Services	Quality	47	514	561	91.6%
Services	Safety	9	88	97	90.7%
Services	Sustainable	26	653	679	96.2%
Total		**172**	**3,589**	**3,761**	**95.4%**

Improvement Action: It is recommended that PQS assessments are carried out on all Corporate & City Growth buildings to identify potential functionality and performance shortfalls. It also recommended that costs are calculated to rectify any issues identified by the PQS assessments.

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3   Levels of Service

3.1   Overview

Understanding the desired levels of service of a building within a fixed asset portfolio is fundamental in order to match assets to service delivery objectives. These asset related requirements are documented in a 'Level of Service Statement' which should align with the organisation's objectives.

The factors affecting levels of service of any organisation can be broken into three broad categories.

1. **Customer requirements**: The expectations of the customer served by the organisation through the utilisation of the asset.
2. **Legislative requirements**: The mandatory provisions or standards set by local, national or international bodies that govern asset utilisation, particularly in terms of various issues affecting the general public.
3. **Strategic goals**: Broad framework-based management directives consistent with the organisation goals and values stated in policies, objectives, and the user asset management plans

The Level of Service statement is the basis for the assessment of the portfolio and the long-term financial planning of operational and capital expenditure. According to this statement, the asset plan targets expenditure to address immediate shortfalls (deferred renewals/backlog) and future requirements as planned expenditure.
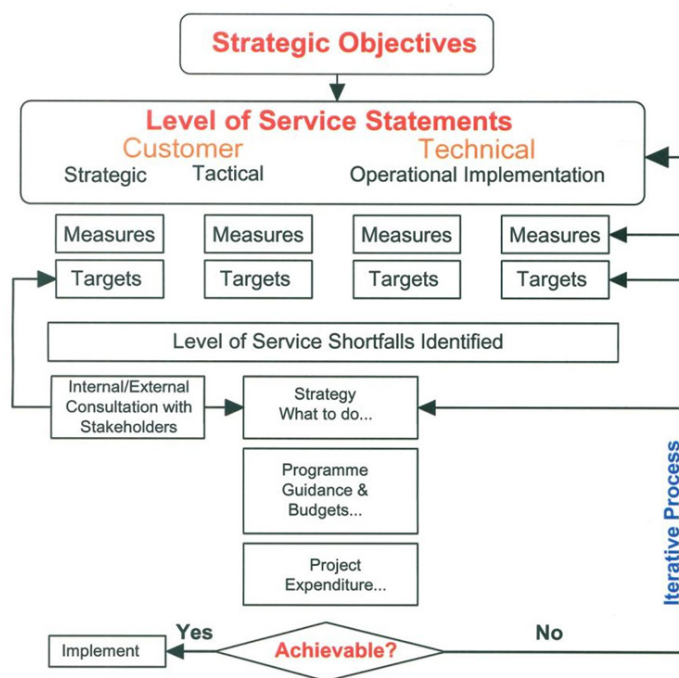

Figure 3-1 Level of Service Process Flow

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The key principles are:

- ➤ Clearly defined strategic objectives
- ➤ In support of the strategic objectives, an understanding of the difference between technical and customer related objectives
- ➤ Defined targets
- ➤ Statement of how the performance will be measured against the targets
- ➤ Current performance measurement against the level of service to identify the shortfalls

3.2 Alignment with Council's Level of Service Measures

In the 'service-led asset planning' context, the assets are in place to provide for the people that deliver the service. For example, to deliver services to the community, a local government needs operational buildings. This section defines the services being provided by the organisation.

Establishing both customer and technical level of service standards is a challenging process that often takes several years to complete. Council will need to undertake customer surveys to identify the community's expectations and use this information to establish the 'customer' level of service standards for the provision of community services associated with buildings.

The customer level of service standard identifies the type and number of buildings required to deliver community services and achieve strategic objectives, whereas the technical level of service standards identify the quality of the individual buildings considering function, condition and energy efficiency as examples.

3.3 Customer Levels of Service

3.3.1 Current Strategic Levels of Service

Council has not established customer strategic levels of service for its building assets.

Improvement Action: It is recommended that Council develops customer strategic levels of service which includes items such as service level agreements, response timeframes for rectifying issues, cleaning agreements etc.

3.3.2 Future Strategic Levels of Service

As the population of Warrnambool City is expected to grow over the next 16 years, from a forecast of 36,575 in 2020 to 46,210 in 2036 (Source: .id the population experts), there will be greater demand for access to the Corporate & City Growth buildings provided by Council. Figure 3-2 below illustrates the expected population growth of Warrnambool City over a 20-year period (2016-2036).

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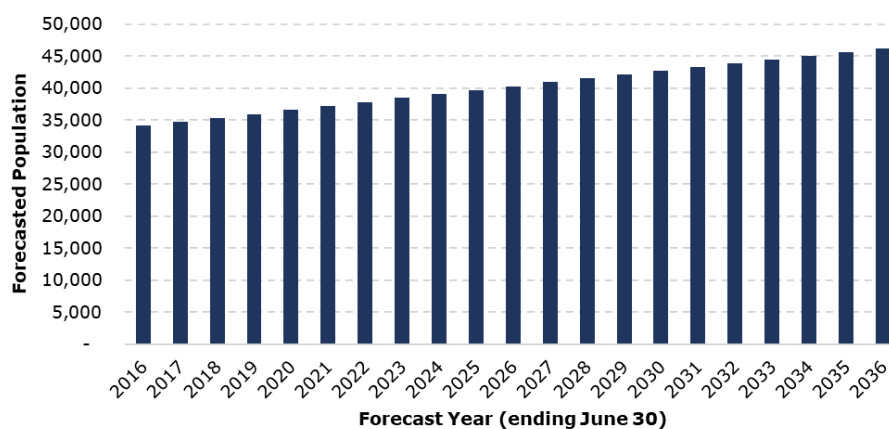
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Figure 3-2 Forecasted Population for Warrnambool City (2016- 2036)

As stated in the Community Services and Infrastructure Plan 2013 (CSIP), there is expected to be a 35% increase in the number of people across all age groups. Table 3-2 lists the expected changes in the age groups of Warrnambool City between 2016 and 2036.

Table 3–1 Warrnambool City - Total Persons[1] between 2016 and 2036								
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
0 to 4	2,085	6.1	2,679	6.6	3,053	6.6	968	46.4
5 to 9	2,196	6.4	2,696	6.7	3,084	6.7	888	40.4
10 to 14	2,080	6.1	2,587	6.4	3,063	6.6	983	47.3
15 to 19	2,286	6.7	2,579	6.4	2,993	6.5	707	30.9
20 to 24	2,355	6.9	2,504	6.2	2,879	6.2	524	22.3
25 to 29	2,315	6.8	2,426	6.0	2,688	5.8	373	16.1
30 to 34	1,984	5.8	2,456	6.1	2,724	5.9	740	37.3
35 to 39	1,939	5.7	2,522	6.3	2,825	6.1	886	45.7
40 to 44	2,069	6.0	2,445	6.1	2,849	6.2	779	37.7
45 to 49	2,251	6.6	2,361	5.9	2,807	6.1	556	24.7
50 to 54	2,207	6.4	2,343	5.8	2,687	5.8	480	21.7
55 to 59	2,182	6.4	2,382	5.9	2,571	5.6	389	17.8
60 to 64	2,032	5.9	2,259	5.6	2,454	5.3	422	20.8
65 to 69	1,893	5.5	2,147	5.3	2,384	5.2	491	25.9
70 to 74	1,451	4.2	1,920	4.8	2,176	4.7	725	50.0
75 to 79	1,098	3.2	1,660	4.1	1,915	4.1	817	74.4
80 to 84	857	2.5	1,181	2.9	1,521	3.3	663	77.4

[1] Source: .id, the population experts

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Table 3-1 Warrnambool City - Total Persons[1] between 2016 and 2036								
Age group (years)	**2016**		**2026**		**2036**		**Change between 2016 and 2036**	
	Number	**%**	**Number**	**%**	**Number**	**%**	**Number**	**%**
85 and over	964	2.8	1,175	2.9	1,537	3.3	573	59.4
Total	**34,243**	**100%**	**40,323**	**100%**	**46,209**	**100%**	**11,966**	**34.9%**

The expected increase in the population will result in increased demand for access to Corporate & City Growth building assets and their related services and therefore Council will need to adopt a customer level of service to ensure that its assets are well-designed, accessible, sustainable, adaptable and safe.

3.4   Technical Levels of Service

3.4.1   Setting a Building Quality Standard

In Table 3-3 below, an indicative building quality standard for Council's 110 Corporate & City Growth building assets has been established. This indicative standard includes both a CGI target and a maintenance target, measured in an annual percentage spend against the Capital Replacement Value (CRV).

Improvement Action: The building standard assigned to the buildings is for the purpose of the analysis of this report. The actual quality standard needs to be reviewed and assigned to each buildings based on Council's policies and standards and the level of service for each of the buildings.

Table 3-2 Building Quality Standard Definition		
Standard	**Building Type**	**Definitions**
A	Heritage/Local Significance	CGI < 1.7, Maintenance > 0.5%
		No backlog. Noncritical assets can be in a moderate condition. Regular preventative maintenance.
B	Administration Aquatic Centres Childcare Commercial Community Centres Libraries Public Halls	CGI < 2.0, Maintenance > 0.4%
		No backlog. Noncritical assets can be in a moderate to poor condition. Regular preventative maintenance.
C	Recreational Toilet Blocks	CGI < 2.2, Maintenance > 0.3%
		Some backlog allowed for non-critical assets. Selected assets will undergo reactive maintenance, preventative planned maintenance to be utilised otherwise.
D	Depot Storage Utilities	CGI < 2.5, Maintenance > 0.25
		High backlog allowed for non-critical assets. The majority of assets will undergo reactive maintenance, preventative planned maintenance to be limited.

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Table 3-4 lists the buildings which have not met the building quality standard as outlined in Table 3-3. The results for all Corporate & City Growth buildings have been included in APPENDIX C.

Table 3-3 Condition of Community Facility Buildings				
Subcategory	**Building Name**	**Standard**	**CGI**	**Result**
Holiday Parks	Shipwreck Caravan Park Playground	C	4.96	Fail
	Surfside Holiday Park - Former Amenities Block 1 (Storage Building)	C	2.41	Fail
	Surfside Holiday Park: BBQ Shelter 2 (Opp. Workshop)-	C	3.54	Fail
Saleyards	Warrnambool Livestock Exchange: Pump Shed	D	3.19	Fail
Tourist Facility	Flagstaff Hill - Craft Shops - Instrument repairer external	C	2.24	Fail
	Flagstaff Hill - Gaol (near barracks)	C	2.34	Fail
	Flagstaff Hill - Garrison Communal Mess Hall	C	2.25	Fail
	Flagstaff Hill - Garrison Huts (Old Armoury 5)	C	3.32	Fail
	Flagstaff Hill - Steam Workshop	C	2.86	Fail
	Flagstaff Hill - Store Shed (Bottom of Lower Lighthouse)	C	2.42	Fail
	Flagstaff Hill - The Barn	C	2.57	Fail

3.4.2 Critical Assets in a Poorer Condition

A further generic quality standard can be applied to all Corporate & City Growth buildings that relates to the condition of critical components. In order to meet the quality standard a building is required to have all critical components in a moderate condition or better. No functional or compliance targets have been included in this standard.

Table 3-5 summarises the results of applying the Quality Standard based on the definition described above. See APPENDIX D for detailed results relating to each Corporate & City Growth building.

All building subcategories have critical components in a poor and very poor condition as shown in Table 3-3 below. A total of 244 critical components have been assessed to be in a poor or very poor condition with a replacement cost of $327K. The most significant subcategories in terms of critical components identified to be in a poor or very poor condition by replacement cost are the Tourist Facilities at $122K and the Holiday Parks at $89K.

Table 3-4 Result of Quality Standard for Critical Components			
Building Subcategory	**No. Critical Components**	**Critical Components in Poor or Very Poor Condition**	
		No.	**GRC**
Commercial Property	646	30	66,878
Holiday Parks	2,259	57	89,379
Municipal Buildings	880	31	30,399
Saleyards	181	16	18,705

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Table 3-4 Result of Quality Standard for Critical Components			
Building Subcategory	**No. Critical Components**	**Critical Components in Poor or Very Poor Condition**	
		No.	**GRC**
Tourist Facilities	1,349	110	121,638
Total	**5,315**	**244**	**$326,999**

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4 Lifecycle Management

4.1 Overview

The strategy of lifecycle management is to maintain the assets to a level that meets the quality standards and asset management objectives in a way that minimises risk. Council achieves this through the following traditional lifecycle management process:

➢ **Renewal and replacements** – informed by the lifecycle analysis reports from the SPM Assets software. The Project-Planning module would be used to apply levels of service standards at each site resulting in planned-projects. Moving from a component level analysis to a project level decision making process. This includes resulting risk ratings to prioritise the timing of future projects.

➢ **Upgrades** – the resulting projects that have been included within the 'Building Renewal/Replacement Board – 2020' board in the SPM Assets Program application. These projects are based on Council's policies and budgets.

➢ **Growth** – these are likely to be driven by the 'future demand' analysis and at this stage, and simply list any new buildings or extensions that are identified in current Council planning documents. These projects are included in the 'Building Growth and Improvement Board – 2020 AMP' board within the SPM Assets Program application.

➢ **Operations** – servicing and inspections of essential services driven by the Building Code of Australia, and annual cost components such as power usage and cleaning.

➢ **Maintenance** - Council developed preventative maintenance regimes plus reactive maintenance budgets – both balanced with lifecycle renewals to optimise the overall cost of caring for the building.

➢ **Disposals** – consider implementing a business rule for building disposals plus current Council strategy documents that may identify future strategic disposals. The business rule could be for example – if the calculated renewal costs plus maintenance and operational costs (over 10 years) are more than 30% of the Capital Replacement Value of the building, then consider the building for disposal or major refurbishment.

Section 4.2.1 details the methods in which an asset's lifecycle is calculated within the SPM Assets database.

4.2 Renewal and Replacements

4.2.1 Predictive Deterioration Models Applied

The data collected through the condition survey process has been analysed using 'age', 'condition' and 'condition-age' based analysis to determine the likely remaining life of each component. The analysis considers the parameters illustrated in Figure 4-1 and is largely influenced by the base life range, the KPI score, age and the assessed condition grade. It is important that the analysis theory as detailed below is understood.

➢ **Age Based**: - Determines the remaining life considering the base life range, criticality and component age. Condition or the assessed remaining life is not considered. This can be the most effective algorithm for plant and equipment style components. The likely replacement year equals the construction year plus calculated base life. For example, a component that was installed in 1998 with a 15-year calculated base life would most likely require replacement in 2013. As it is currently 2020, it would be 7 years overdue

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for replacement. However, if the component is non-critical, this could be acceptable, and it could be allowed to run to failure.

➢ **Condition Based**: - An asset has a base life range, i.e. it's expected to be fully renewed or totally replaced at some point within this range. The calculated base life is determined by applying the resulting KPI score to the base life range, i.e. if the asset is critical then the calculated base life is likely to be closer to the lower end of the range whereas if it is non-critical, then it will be closer to the upper end of the range.

➢ **Condition-Age Based**: – the remaining life generated by the Condition-Age algorithm is influenced by the age of the component, i.e. if an asset has been assessed to be in a very good condition and is old then the remaining life is calculated from the end of the condition grade 1 band. This significantly influences the remaining life of assets assessed to be in a very good and good condition. This algorithm has been applied to various structural and mechanical services assets.

Of the 10,884 components for the Corporate & City Growth building assets in the SPM Assets database, the following breakdown of deterioration models has been applied:

➢ 10,798 components use the Condition based model
➢ 17 components use the Condition-Age based model
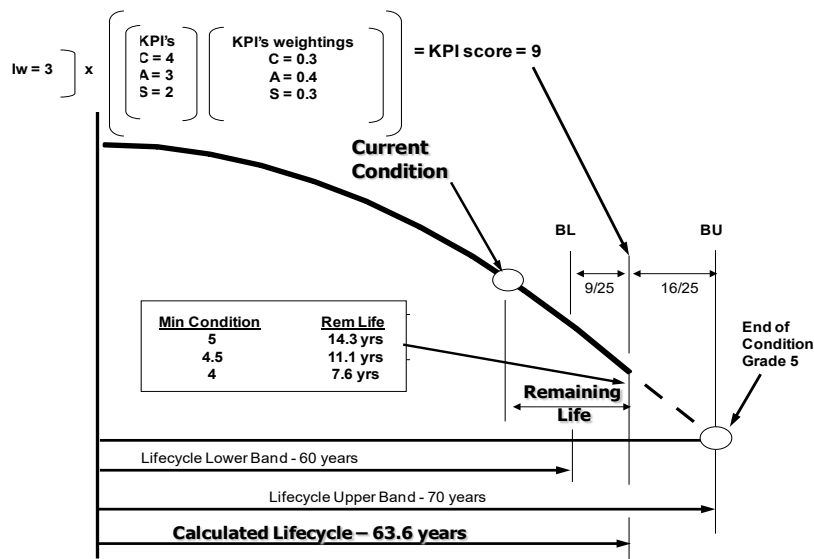➢ 69 components use the Age based model

Figure 4-1 Principles of the predictive model

4.2.2 Determining Backlog Renewals

The backlog renewal position has been determined based on any component that has a calculated year of replacement prior to 2020. There are a large number and value of assets that are in a backlog position based on this rule, which is summarised in Table 4-1 by component group and component type. The total calculated backlog for the Corporate & City Growth buildings is $1.8 million, with the majority being associated with Exterior & Sundries ($436K), Services ($369K) and Interior Finishes ($358K).

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The majority of the assets with a calculated year of replacement prior to 2020 are those that were assessed as being in a poor or very poor condition, while some are in good or moderate condition but have a short overall base life.

Table 4-1 Potential Backlog by Component Group and Type			
Component Group	**Component Type**	**No. of Instances**	**Calculated Backlog**
Exterior & Sundries	Misc.	22	240,790
	Paving	5	44,700
	Sundries	18	150,402
Services	Electrical	66	108,027
	Fire Services	8	7,216
	Mechanical	38	143,423
	Sanitary Plumbing	70	110,762
Interior Finishes	Ceiling Finishes	45	52,461
	Fixtures & Fittings	38	45,619
	Floor Finishes	60	52,505
	Interior Doors	109	49,450
	Interior Walls	8	47,083
	Wall Finishes	145	110,849
External Fabric	External Stairs	9	19,444
	External Walls	52	67,724
	Roof	39	173,935
	Windows & Doors	52	48,686
Open Space	Access	15	112,083
	Fences & Walls	24	153,096
	Gates	1	15,018
	Signs	3	1,007
Sporting	Poles & Goals	1	2,154
Total		**828**	**$1,756,434**

4.2.3   Portfolio Renewal Forecast

Figure 4-2 shows the forecast 15-year renewals expenditure required for all Corporate & City Growth building subcategories, including the possible backlog. It shows that over the next 15 years $12.7 million is required (an annual average of $849K) to address both the backlog (a total value of $1.8 million as detailed in Section 4.5.2), and annual lifecycle expenditure. The three highest peaks of expenditure are the backlog, 2022 and 2032.

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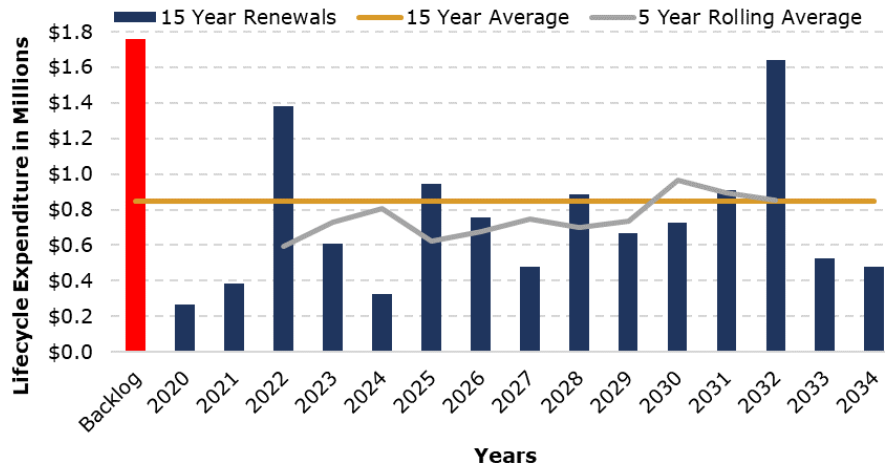**Warrnambool City Council**

Figure 4-2 Renewal Forecasts over 15 years for all Corporate & City Growth Buildings

It is important to recognise that the lifecycle projections are the raw results from the predictive model in the SPM Assets software and will need to be further modelled to determine pragmatic projects that align with the available funding.

4.2.4   Renewal Forecasts by Building Subcategory

Commercial Property

Figure 4-3 shows the forecast 15-year renewals expenditure required for the Commercial Property subcategory, including possible backlog. The forecast renewal expenditure is $1.5 million over the next 15 years, with an average annual expenditure of $97K. The backlog for this building subcategory is $224K. There are four main peaks over the next 15 years: backlog, 2023 and 2026.
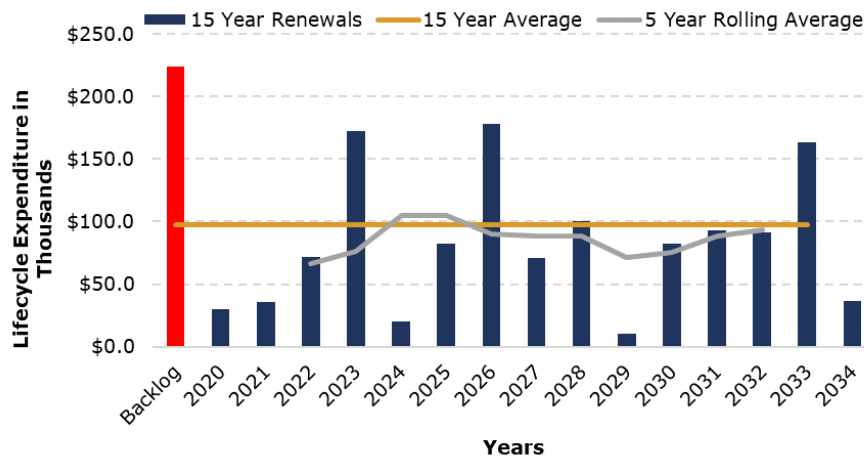

Figure 4-3 Renewal Forecasts for Commercial Property

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The main contributors to the top three annual peaks in lifecycle expenditure are the following:

- Backlog:

  - R.S.L. Clubrooms
    - The replacement of the metal roofing - $31K
    - The replacement of the air-cooled package unit (ceiling unit) - $28K
    - The replacement of the asphalt/sealed areas - $26K
    - The replacement of the Colorbond roofing - $12K
    - The replacement of the internal wall paint - $10K
  - Proudfoots Boathouse
    - The replacement of the timber lining - $26K

- Year 2023:

  - Myrtle Bar & Kitchen (formerly Deakin on Timor)
    - The replacement of the ceiling paint - $24K
    - The replacement of the internal wall paint - $19K
  - Proudfoots Boathouse
    - The replacement of the ceiling paint - $21K
  - R.S.L. Clubrooms
    - The replacement of the ceiling paint - $22K
    - The replacement of the internal wall paint - $14K
  - McGennans Toilet Block (Near Kiosk)
    - The replacement of the stainless-steel urinal - $11K

- Year 2026:

  - R.S.L. Clubrooms
    - The replacement of the cool room structure - $37K
    - The replacement of the kitchen joinery - $25K
  - Proudfoots Boathouse
    - The replacement of the cool room structure - $19K
    - The replacement of the kitchen joinery - $17K
    - The replacement of the decking - $13K
  - Main Beach Kiosk
    - The replacement of the cool room structure - $19K
    - The replacement of the metal roofing - $12K

Holiday Parks

Figure 4-4 shows the forecast 15-year renewals expenditure required for the Holiday Parks subcategory, including possible backlog. The forecast renewal expenditure is $6.1 million over the next 15 years, with an average annual expenditure of $407K. The backlog for this building subcategory is $642K. Like the overall renewals for the portfolio, the largest peaks of expenditure are the backlog, 2022 and 2032.

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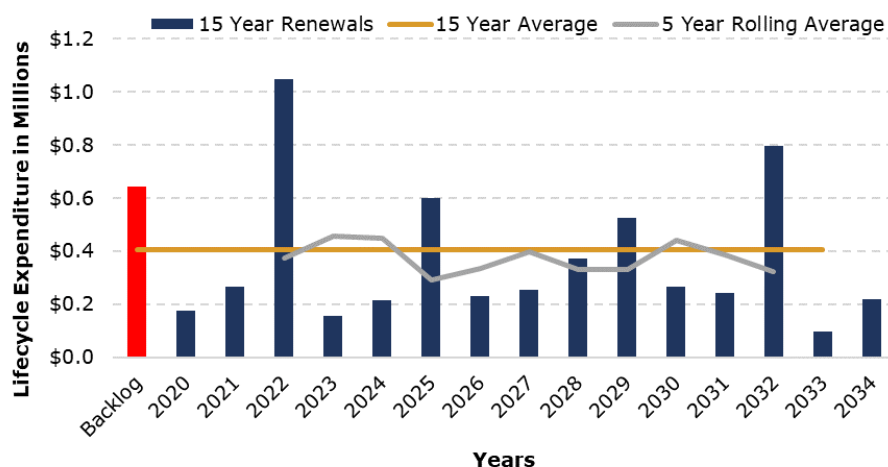**Warrnambool City Council**

Figure 4-4 Renewal Forecasts for Holiday Parks

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

- ➤ Backlog:

  - o Surfside Holiday Park – Grounds
    - ▪ The replacement of the electric BBQ - $24K
    - ▪ The replacement of the flood lights - $23K
    - ▪ The replacement of the pole top lights (external) - $18K
    - ▪ The replacement of the boom gate - $15K
    - ▪ The replacement of the timber staircase - $14K
  - o Shipwreck Bay Holiday Park – Amenities Block 4
    - ▪ The replacement of the concrete tiled roofing - $34K
    - ▪ The replacement of the toilet partition doors - $12K
  - o Shipwreck Bay Holiday Park – Kiosk/Flat
    - ▪ The replacement of the ducted split air conditioning unit - $13K
  - o Surfside Holiday Park – Former Amenities Block 4 – Disused Female
    - ▪ The replacement of the internal brick wall - $21K
  - o Surfside Holiday Park – Amenities Block 6 (Bream)
    - ▪ The replacement of the stainless-steel urinal - $11K
    - ▪ The replacement of the metal roofing - $15K

- ➤ Year 2022:
  - o Surfside Holiday Park – Grounds
    - ▪ The replacement of the tap – single - $171K
    - ▪ The replacement of the caravan power hook up - $80K
  - o Shipwreck Bay Holiday Park – Grounds
    - ▪ The replacement of the tap – single - $122K
    - ▪ The replacement of the caravan power hook up - $54K
  - o Surfside Holiday Park – Residence
    - ▪ The replacement of the aluminium windows - $14K
  - o Surfside Holiday Park – Amenities Block 3

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- The replacement of the shower head and mixer - $12K
- The replacement of the internal wall paint - $10K
  - o Shipwreck Bay Holiday Park – Amenities Block 1
    - The replacement of the toilet partition doors - $10K

- ➢ Year 2032:
  - o Surfside Holiday Park – Grounds
    - The replacement of the caravan power hook up - $80K
    - The replacement of the flood lights - $23K
    - The replacement of the pole top lights (external) - $18K
  - o Surfside Holiday Park – Amenities Block 2
    - The replacement of the concrete tile roofing - $41K
    - The replacement of the stainless-steel kitchen bench - $35K
  - o Shipwreck Bay Holiday Park – Grounds
    - The replacement of the caravan power hook up - $56K
  - o Shipwreck Bay Holiday Park – Amenities Block 2
    - The replacement of the concrete tile roofing - $28K
  - o Shipwreck Bay Holiday Park – Amenities Block 6
    - The replacement of the concrete tile roofing - $15K
  - o Surfside Holiday Park – Amenities Block 7 (Flathead)
    - The replacement of the stainless-steel kitchen bench - $11K
  - o Shipwreck Bay Holiday Park – Amenities Block 4
    - The replacement of the concrete tile roofing - $27K
  - o Shipwreck Bay Holiday Park – Managers Office
    - The replacement of the concrete tile roofing - $17K
    - The replacement of the ceiling paint - $11K
  - o Surfside Holiday Park – Residence
    - The replacement of the concrete tile roofing - $18K
  - o Surfside Holiday Park – Amenities Block 6 (Bream)
    - The replacement of the stainless-steel kitchen bench - $13K
  - o Surfside Holiday Park – Amenities Block 5 (Snapper)
    - The replacement of the stainless-steel kitchen bench - $26K
  - o Shipwreck Bay Holiday Park – Kiosk/Flat
    - The replacement of the ducted split air conditioning unit - $13K
  - o Surfside Holiday Park - Kiosk
    - The replacement of the concrete tile roofing - $10K
  - o Surfside Holiday Park – Amenities Block 3
    - The replacement of the internal wall paint - $10K
  - o Shipwreck Bay Holiday Park – Amenities Block 1
    - The replacement of the toilet partition doors - $10K
  - o Shipwreck Bay Holiday Park – Laundry (Store & Workshop)
    - The replacement of the concrete tile roofing - $10K

Municipal Buildings

Figure 4-5 shows the forecast 15-year renewals expenditure required for the Municipal Buildings subcategory, including possible backlog. The forecast renewal expenditure is $1.8 million over the next 15 years, with an average annual expenditure of $119K. The backlog for this building subcategory is $77K. The largest annual peaks for this subcategory are in 2026, 2031 and 2032.

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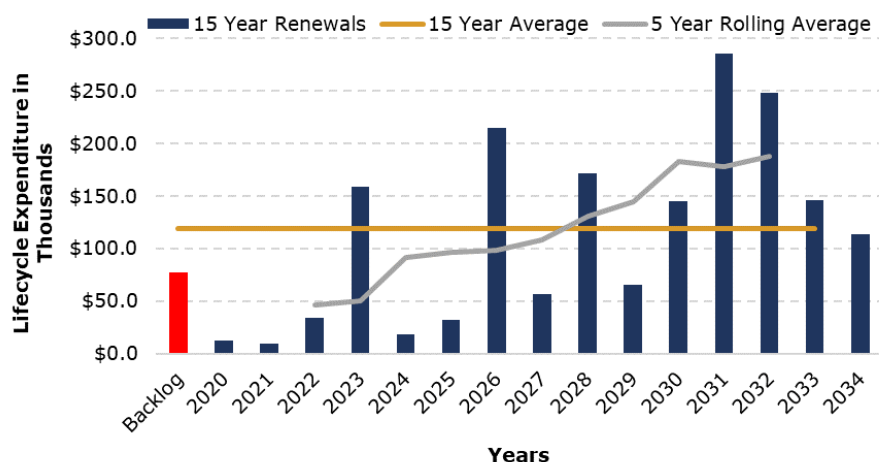**Warrnambool City Council**

Figure 4-5 Renewal Forecasts for Municipal Buildings

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

➢ Year 2023:

  o Municipal Offices
    ▪ The replacement of the centrifugal ventilation fans - $57K
    ▪ The replacement of the internal wall paint - $43K
    ▪ The replacement of the CCTV monitor/cameras - $16K
  o Old Post Office
    ▪ The replacement of the internal wall paint - $14K

➢ Year 2031:

  o Municipal Offices
    ▪ The replacement of the kitchen joinery - $63K
    ▪ The replacement of the cabinetry - $54K
    ▪ The replacement of the cliplock roofing - $43K
    ▪ The replacement of the fluorescent lights - $36K
    ▪ The replacement of the automatic opening doors - $16K
    ▪ The replacement of the exit signs (illuminated) - $10K
  o Old Post Office
    ▪ The replacement of the exit signs (illuminated) - $10K
    ▪ The replacement of the fluorescent lights - $10K

➢ Year 2032:

  o Municipal Offices
    ▪ The replacement of the carpet tiles - $61K
    ▪ The replacement of the centrifugal ventilation fans - $57K
    ▪ The replacement of the blinds/curtains - $10K
  o Old Post Office
    ▪ The replacement of the carpet tiles - $58K

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▪ The replacement of the blinds/curtains - $12K

Saleyards

Figure 4-6 shows the forecast 15-year renewals expenditure required for the Saleyards subcategory, including possible backlog. The forecast renewal expenditure is $429K over the next 15 years, with an average annual expenditure of $29K. The backlog for this building subcategory is $141K. The backlog accounts for the highest peak of expenditure as all other years are below $40K.
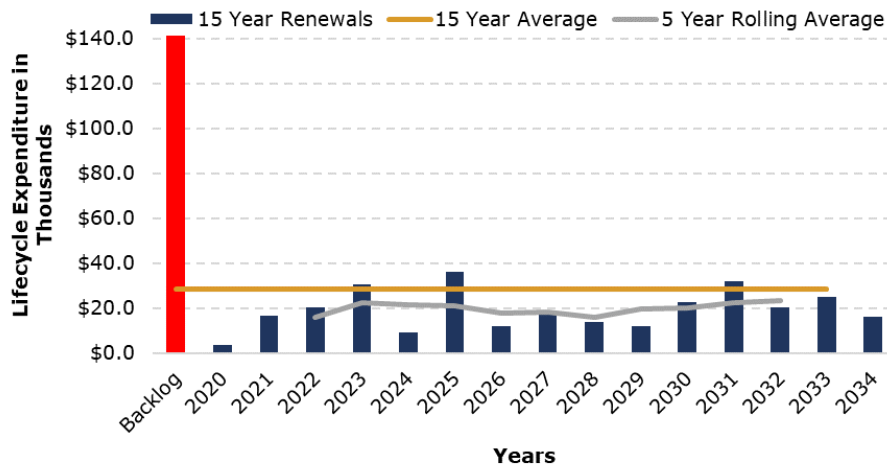
Figure 4-6 Renewal Forecasts for Saleyards

The main contributors to backlog are the following:

➢ Backlog:

   o Saleyards – Grounds
     ▪ The replacement of the timber post & rail fence - $78K
     ▪ The replacement of the block wall - $10K
   o Saleyards – Agent Offices/Canteen
     ▪ The replacement of the internal brick wall - $25K

Tourist Facilities

Figure 4-7 shows the forecast 15-year renewals expenditure required for the Tourist Facilities subcategory, including possible backlog. The forecast renewal expenditure is $2.9 million over the next 15 years, with an average annual expenditure of $197K. The highest peaks of expenditure are the backlog and 2032.

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Figure 4-7 Renewal Forecasts for Recreation Assets

The main contributors to the top two annual peaks in lifecycle expenditure are the following:

➢ Backlog:

- o Flagstaff Hill - Grounds
  - ▪ The replacement of the bluestone paving - $188K
  - ▪ The replacement of the timber jetty - $126K
  - ▪ The replacement of the asphalt/sealed areas - $78K
  - ▪ The replacement of the concrete paths/ramps - $35K
  - ▪ The replacement of the post & rail fence - $33K
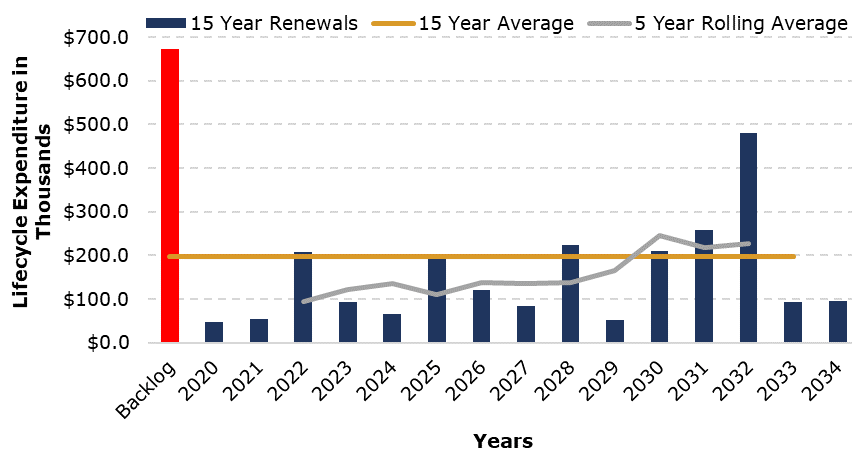 - ▪ The replacement of the pole top lights (external) - $32K
  - ▪ The replacement of the picket fence - $17K
- o Flagstaff Hill – Entrance Building
  - ▪ The replacement of the water pump - $9K
  - ▪ The replacement of the carpet - $9K
  - ▪ The replacement of the timber ramp - $8K
  - ▪ The replacement of the internal wall paint - $8K
- o Restoration/Boat Builder Workshop
  - ▪ The replacement of the metal cladding - $10K
- o Flagstaff Hill – Garrison Communal Mess Hall
  - ▪ The replacement of the metal cladding - $11K

➢ Year 2032:

- o Flagstaff Hill – Entrance Building
  - ▪ The replacement of the steel handrail - $197K
  - ▪ The replacement of the CCTV camera/monitor - $23K
  - ▪ The replacement of the internal wall paint - $22K
  - ▪ The replacement of the low voltage down lights - $20K
  - ▪ The replacement of the ceiling paint - $15K
  - ▪ The replacement of the lamipanel - $12K
  - ▪ The replacement of the air handler units – $10K
- o Flagstaff Hill - Grounds

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- The replacement of the asphalt/sealed areas - $56K
- The replacement of the pole top lights (external) - $18K

4.2.5   Condition Forecasting

Although the Condition Grade Index (CGI) provides a good measure at the time of survey, the condition grades will change over time as components deteriorate further and are replaced. While critical components will be proactively maintained to ensure the condition is kept within the defined standards, other components have a reactive maintenance requirement meaning that they will be repaired or replaced when they fail.

Figure 4-8 shows the forecasted condition over the next 15 years for the Corporate & City Growth buildings assuming that the components are replaced/renewed when required. It shows that replacing all components at their forecasted renewal date is required to maintain the CGI at the current levels. Figure 4-9 shows a 'worst-case scenario'; the forecasted condition assuming no renewals or replacements of components for the same period of 15 years.

The black line indicates the overall CGI of the assets at that point in time based on the condition, assigned base life, criticality factors and the unit rate of the individual component. The coloured sections from green to red represent the proportion of components in the five condition grades.
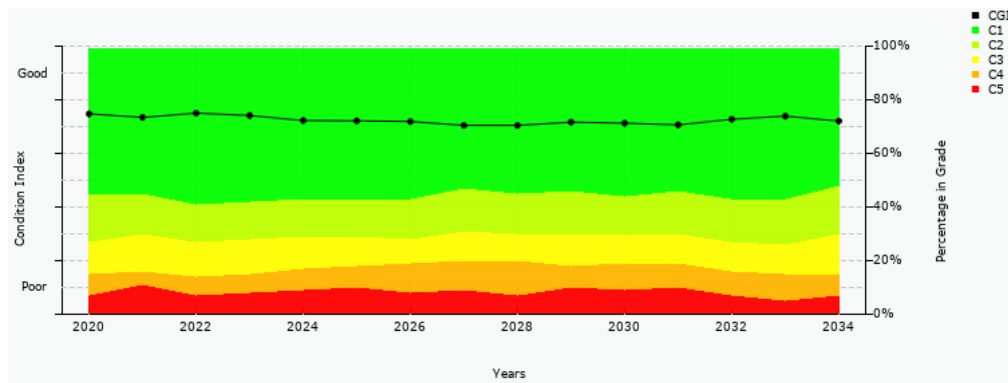

Figure 4-8 Forecasted Condition over the next 15 years assuming components are renewed
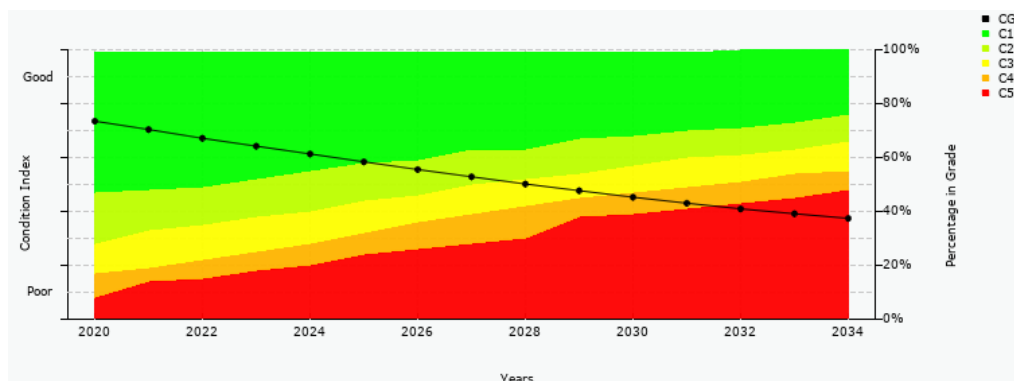

Figure 4-9 Forecasted Condition over the next 15 years assuming no renewal of components

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4.3   Upgrades

Table 4-2 below lists a total of 30 planned upgrade projects with an estimated expenditure of $7.2 million over the next five years. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan (LTFP) and Council's renewal planning documents. Further details about the projects developed during the workshops can be found within the 'Building Renewal/Replacement Board – 2020 AMP' in the SPM Assets Programs application.

Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	**Project Name**	**Project Description**	**Source**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Commercial Property	Commercial Property Renewal Programme	Addressing the current level of deferred and lifecycle components - recognising the component data is outdated, there may have already been a level of replacements and renewals completed.	Workshop	-	30,000	30,000	10,000	10,000	80,000
	Main Beach Kiosk - Café	Replacement of rusted split air conditioning unit.	Renewal Planning	5,500	-	-	-	-	5,500
	Myrtle Bar on Timor - Split Air Conditioning Unit	Inspection and replacement of air conditioning unit in basement.	Renewal Planning	5,500	-	-	-	-	5,500
	Proudfoots Boathouse - Handrail	Replace handrail at the top of retaining wall.	Renewal Planning	30,000	-	-	-	-	30,000
	Proudfoots Boathouse - Restaurant - Exterior	Replacement of roofing, cedar cladding and veranda boards.	Renewal Planning	70,000	-	-	-	-	70,000
	Proudfoots Boathouse - Split	Replacement of the air conditioning unit.	Renewal Planning	5,500	-	-	-	-	5,500

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Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	**Project Name**	**Project Description**	**Source**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
	Air Conditioning Unit								
Holiday Parks	Holiday Parks Improvements	Address any improvements required to the Holiday Parks buildings.	LTFP	143,647	146,879	150,551	154,315	158,173	753,565
	Shipwreck Holiday Park Renewal Programme	Addressing the current level of deferred and lifecycle components - recognising the component data is outdated, there may have already been a level of replacements and renewals completed.	Workshop	-	50,000	50,000	20,000	-	120,000
	Surfside Holiday Park Renewal Programme	Addressing the current relatively high value of deferred and lifecycle components - recognising the component data is outdated, there may have already been a high level of replacements and renewals completed.	Workshop	-	150,000	150,000	100,000	-	400,000
Municipal Buildings	Civic Centre - Brick Cladding	Brick parapet south and west wall flashing.	Renewal Planning	20,000	-	-	-	-	20,000
	Civic Centre - Flooring	Replace carpet to staff areas.	Renewal Planning	60,000	-	-	-	-	60,000
	Civic Centre - Ladies Amenities	Interior refurbishment, replacement of lino floor and wall tiles.	Renewal Planning	25,000	-	-	-	-	25,000

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Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	**Project Name**	**Project Description**	**Source**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
	Civic Centre - Refurbishment	Refurbishment including lift.	LTFP	-	900,000	300,000	300,000	-	1,500,000
	Civic Centre - West Wing	Works required for occupancy permit.	Renewal Planning	5,000	-	-	-	--	5,000
	Joint Use Library	$15m project (Council contribution $3m). $250K already spent in 2017/18.	LTFP	-	1,000,000	1,750,000	-	-	2,750,000
	Library - Stormwater Pipe	Replacement of concrete pipe.	Renewal Planning	15,000	-	-	-	-	15,000
	Municipal Offices - Eternal Cladding	Small cracking at front of library.	Renewal Planning	16,000	-	-	-	-	16,000
	Municipal Offices - Floor Finishes	Replace heavily worn carpet in office space 2 on level 1.	Renewal Planning	14,820	-	-	-	-	14,820
	Municipal Offices - Internal Painting	Repaint interior walls of executive suite.	Renewal Planning	5,983	-	-	-	-	5,983
	Old Post Office - Concrete Roof Slabs	Cracking of roof top concrete pad.	Renewal Planning	20,000	-	-	-	-	20,000
	Old Post Office Renewal Programme	Addressing the current level of deferred and lifecycle components - recognising the component data is outdated, there may have already been a level of replacements and renewals completed.	Workshop	-	10,000	10,000	-	-	20,000
Saleyards	Saleyards – Agent Offices/Canteen	Replacement of the timber framed windows.	Renewal Planning	10,000	-	-	-	-	10,000

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Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	**Project Name**	**Project Description**	**Source**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
	Saleyards – Backflow	Design and installation of backflow system.	Renewal Planning	20,000					20,000
	Saleyards – Capital Improvements	Funding for capital improvements of Saleyards buildings.	LTFP	57,459	58,752	60,221	61,726	63,269	301,427
	Saleyards – Renewal Programme	Addressing the current level of deferred and lifecycle components – recognising that the component data is outdated and there may have already been a level of replacements and renewals completed.	Workshop	-	10,000	5,000	-	-	15,000
	Saleyards - Roofing	Replacement of the roofing.	LTFP	540,000	-	-	-	-	540,000
Tourist Facilities	Flagstaff Hill - Clock and Instrument building	Replacement of veranda roofing.	Renewal Planning	2,500	-	-	-	-	2,500
	Flagstaff Hill - Common School	Resealing of timber floor and repainting ceiling.	Renewal Planning	5,000	-	-	-	-	5,000
	Flagstaff Hill - Dress Makers	Replacement of veranda roofing.	Renewal Planning	2,000	-	-	-	-	2,000
	Flagstaff Hill - Lead Light Emporium	Replacement of veranda roofing.	Renewal Planning	2,500	-	-	-	-	2,500
	Flagstaff Hill - Pippies	Replacement of Colorbond roofing.	Renewal Planning	70,000	-	-	-	-	70,000

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Table 4-2 List of Upgrade Projects									
Project Information				**Expenditure**					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
	Restaurant - Roofing								
	Flagstaff Hill - Restoration/Boat Builder Workshop	Replacement of rusted metal wall cladding.	Renewal Planning	9,000	-	-	-	-	9,000
	Flagstaff Hill - Shipping Agent Toilets	Paint ceiling and floors.	Renewal Planning	6,000	-	-	-	-	6,000
	Flagstaff Hill Renewal Programme	Addressing the current relatively high value of deferred and lifecycle components - recognising the component data is outdated, there may have already been a high level of replacements and renewals completed.	Workshop	-	100,000	100,000	50,000	-	250,000
	Public Information Centre	Works required for occupancy permit.	Renewal Planning	10,000	-	-	-	-	10,000
Total				**$1,176,409**	**$2,455,631**	**$2,605,772**	**$696,041**	**$231,442**	**$7,165,294**

4.4   Growth

As outlined in Section 3.3.1, there is expected to be an increase in the future demand for Corporate & City Growth buildings. In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in February 2020. These projects are solely for new buildings or extensions that have been identified as 'wish list' items as part of Council's strategic long term planning. Table 4-3 lists the projects by project name and the estimated annual expenditure. Currently there are only two growth projects for the Corporate & City Growth buildings which are still in the concept stage. Further details of these projects can be found within the 'Building Growth and Improvement Board – 2020 AMP' board in the SPM Assets Programs application.

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Table 4-3 List of Growth Projects									
Project Information				**Expenditure**					
Subcategory	**Project Name**	**Project Description**	**Source**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Municipal Buildings	New Library	Current library is located within the Municipal Offices building. Expected to move out of building in next two years. A new library building is estimated to cost $3 million over the next two to three years plus $0.5 million for design and development documentation. Cost and year to be confirmed.	Workshop						
	Library – Lift	New lift to be installed after library is relocated. Cost and year to be confirmed.	Workshop						
Total									

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4.5   Operations Plan

The operational expenditure budget allows for costs associated with the use of the building such as salaries and wages, cleaning, security, property management, insurance, council rates, water usage and power usage. Council's existing operations budget has not been provided for the purposes of this report. As such, a generic percentage of the total building valuation will be used in the Financial Summary in Section 6.

4.6   Maintenance Plan

The current maintenance policy is mainly reactive alongside the routine maintenance of selected services. Council's existing maintenance budget has not been provided for the purposes of this report. As such, a generic percentage of the total building valuation will be used for both cyclical and reactive maintenance in the Financial Summary in Section 6.

4.7   Disposals

The Old Post Office may be disposed, however this requires further discussion within Council.

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5   Risk Management

5.1   Principles

The Standard AS/NZS ISO 31000: 2009 has been referred to in establishing a Risk Matrix to determine the risk associated with the building portfolio. Risks can include financial, environmental, social, operational and health and safety considerations. Typical risks relevant to Council buildings are:

- Asset Management
- Environmental Hazards
- Financial, Funding Fraud
- Customer Services
- Contracting Performance
- Environmental Hazards
- Governance

- Human Resources
- Information Management
- Legislative Compliance
- Planning, Strategy, Growth
- Project / Programme Management
- Public Health & Safety

The following options are available for mitigating risks to reduce the cause, probability or impact of failure:

1. Do nothing - Accept the risk
2. Management Strategies - Implement enhanced strategies for demand management, contingency planning, quality processes, staff training, data analysis and reporting, reduce the desired level of service, etc.
3. Operational Strategies - Actions to reduce peak demand or stresses on the asset, operator training, documentation of operational procedures, etc.
4. Maintenance Strategies - Modify the maintenance regime to make the asset more reliable or to extend its life
5. Asset Renewal Strategies - Rehabilitation or replace assets to maintain service levels
6. Development Strategies - Investment to create a new asset or augment an existing asset
7. Asset Disposal/Rationalisation - Divestment of assets surplus to needs due to a service being determined as a non-core activity or assets can be reconfigured to better meet needs

5.2   Predictive Deterioration Model

The lifecycle replacement model is inherently risk based and therefore can be used as the risk analysis platform. The following factors are considered at a component level:

- Asset naming convention – related to the failure event
- Criticality criteria and building importance (functional weighting) – the consequence of failure
- Base life range – the statistical model that provides a 90% likelihood that the asset will need to be renewed or replaced within the range
- The predictive model – the likelihood of failure
- The unit replacement rate – the cost to mitigate the risk and best aggregated into a project or a procurement

These parameters are used in the following way:

1. To reduce the risk of failures to service delivery

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2. Influences the predicted time of replacement or renewal
3. Smooths the longer-term projections, i.e. with limited budgets, the result will ensure assets that have higher criticality will be considered first
4. Prioritisation of projects, i.e. the aggregation of criticality factors combined with building importance will ensure the more important projects are implemented first

5.3   Council's Risk Management Framework

Council's Risk Management Framework is outlined within the Risk Management Policy 2015. Council's policy is to identify and manage risk in accordance with approved standards and continually improving practices.

Council commits to the following risk management objectives/statements:

➢ We will apply a coordinated and integrated approach to risk management across Council. Consistent with the principles of AS/NZS ISO Standards
➢ Council through its Audit and Risk committee shall ensure the establishment, implementation and ongoing review of the Council's risk management framework, internal compliance and control systems
➢ Risk management will be an integral part of planning and decision-making processes
➢ We will adopt risk management strategies which promote confidence in the achievement of optimal business & community outcomes
➢ We will establish a culture of risk consciousness within our organisation and promote risk awareness with our stakeholders
➢ Communication within the stakeholder community in relation to the identification and management of risk is encouraged
➢ We will develop and continually improve risk management practices based on established standards and industry practice
➢ We will apply a coordinated and integrated approach to risk management
➢ There is accountability assigned to all those with risk management responsibilities
➢ Council staff will be provided with the necessary training to allow them to undertake their risk management duties

5.4   Current Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. An explanation of how the risk ratings have been calculated can be found in APPENDIX E. Table 5-1 shows the proportion of the Corporate & City Growth components by their GRC and risk score in a risk matrix. The likelihood is shown in the columns of the table with consequence being shown in the rows. The risk matrix, developed by SPM Assets, uses the raw outputs of the SPM Assets database at a component level. It shows that approximately $127K of components are at extreme risk and $1.5 million are at high risk.

Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	**Unlikely (1)**	**Possible (2)**	**Likely (3)**	**Probable (4)**	**Almost Certain (5)**
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -

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Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	**Unlikely (1)**	**Possible (2)**	**Likely (3)**	**Probable (4)**	**Almost Certain (5)**
Major (4)	Medium (4) $4,002,359	Medium (8) $273,902	High (12) $79,615	High (16) $276,737	Extreme (20) $126,787
Moderate (3)	Low (3) $16,656,587	Medium (6) $1,046,266	Medium (9) $337,212	High (12) $637,323	High (15) $379,420
Minor (2)	Low (2) $2,170,387	Medium (4) $84,923	Medium (6) $59,489	Medium (8) $85,816	High (10) $17,536
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Improvement Action: As part of the Improvement Plan, the components that have been identified as extreme risk may need to be further verified by Council prior to any planning of works as well as a review of the component criticalities.

5.5   Project Prioritisation Based on Risk

The list of priority projects will be considered annually to ensure that decisions are made based on evidence from the AMP rather than judgement.

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6 Financial Summary

6.1 Overview

Where Section 4: Lifecycle Management identified the range of possible expenditure that needs consideration to achieve the Quality Standards and performance shortfall, the Financial Summary section provides the recommended total expenditure budgets for the next 15 years, including both capital expenditure (capex) and operational expenditure (opex).

6.2 Assumptions

As neither the actual nor historical operational expenditure have been received from Council, estimates have been applied using the assumptions stated within Table 6-1. This has been applied to the total Capital Replacement Value of $86.5 million to provide an estimated annual cost to include in the financial forecast in Section 6.3.

Table 6-1 Operational Expenditure Estimates		
Expenditure Category	**Estimated Annual % of CRV**	**Estimated Annual Expenditure**
Operations	3.00%	1,341,268
Cyclical Maintenance	0.40%	178,836
Reactive Maintenance	1.50%	670,634
Total	**4.90%**	**$2,190,738**

Improvement Action: The stated assumptions have been included within the following sections of the AMP. Considering this, Council should carefully review these assumptions and resulting forecasts and update accordingly with a more accurate set of data as required.

It is recommended that these forecasts should be reviewed prior to the adoption of the final 10-year budgets.

6.3 Estimated Forecast

Table 6-2 and Figure 6-1 summarise the total 15 year expenditure for the building portfolio considering the renewal expenditure based on lifecycle, planned upgrade projects and the estimated operational and maintenance costs. The growth projects have been excluded from these figures as there is no budget set aside to implement the projects. A total of $52.8 million is estimated to be required over the next 15 years, of which $19.9 million is related to capital expenditure and $32.9 million to operational expenditure.

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Table 6-2 Financial Forecast for the Assessed Buildings																
Expenditure by Category	**Expenditure ($ Millions)**															
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**Total**
Capital Expenditure (Capex)																
Lifecycle Expenditure	0.3	0.4	1.4	0.6	0.3	0.9	0.8	0.5	0.9	0.7	0.7	0.9	1.6	0.5	0.5	**11.0**
Calculated Backlog	1.8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**1.8**
Upgrade Projects	1.2	2.5	2.6	0.7	0.2	-	-	-	-	-	-	-	-	-	-	**7.2**
Sub-Total Capex	**3.2**	**2.8**	**4.0**	**1.3**	**0.6**	**0.9**	**0.8**	**0.5**	**0.9**	**0.7**	**0.7**	**0.9**	**1.6**	**0.5**	**0.5**	**19.9**
Operational Expenditure (Opex)																
Estimated Operations	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	**20.1**
Estimated Cyclical Maintenance	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	**2.7**
Estimated Reactive Maintenance	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	**10.1**
Sub-Total Opex	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**32.9**
Total Expenditure	**5.4**	**5.0**	**6.2**	**3.5**	**2.8**	**3.1**	**2.9**	**2.7**	**3.1**	**2.9**	**2.9**	**3.1**	**3.8**	**2.7**	**2.7**	**52.8**

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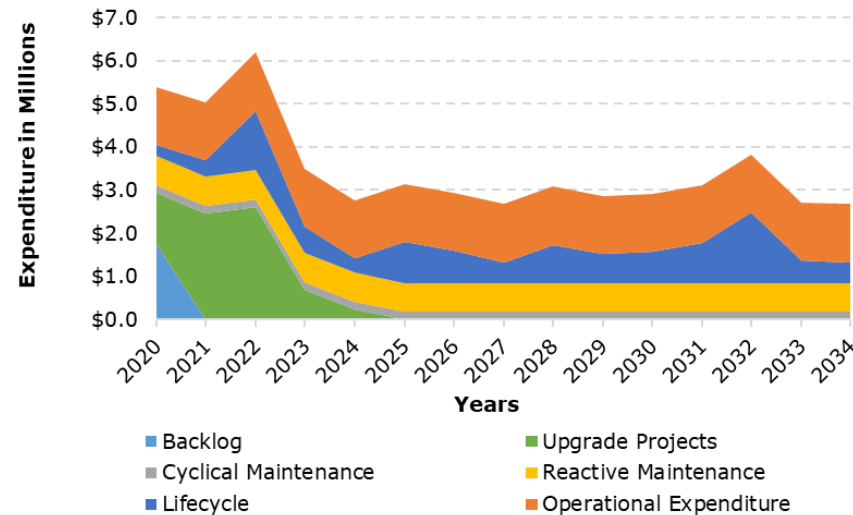### Warrnambool City Council

Figure 6-1 Estimated 15 Year Financial Forecast for all Corporate & City Growth Buildings

6.4   Funding Required for Maintaining Current Assets

Table 6-3 shows the results of applying the current budgets to maintain and operate the current buildings while only considering addressing the condition-based shortfalls and the planned upgrade projects. As seen within Table 6-3 and Figure 6-2, over the next 15-year period (between 2020 and 2034) an estimated $52.8 million is required ($3.5 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 15 years is $30.8 million, if Council addresses all condition-based shortfalls and completes the upgrade projects an additional $22.0 million will be required.

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Table 6-3 Current Financial Summary																
Category	**Expenditure Year ($ Millions)**															
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**Total**
Expenditure																
Lifecycle Expenditure	0.3	0.4	1.4	0.6	0.3	0.9	0.8	0.5	0.9	0.7	0.7	0.9	1.6	0.5	0.5	**11.0**
Backlog	1.8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**1.8**
Upgrade Projects	1.2	2.5	2.6	0.7	0.2	-	-	-	-	-	-	-	-	-	-	**7.2**
Operational Expenditure	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	**20.1**
Cyclical Maintenance	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	**2.7**
Reactive Maintenance	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	**10.1**
Total Expenditure	**5.4**	**5.0**	**6.2**	**3.5**	**2.8**	**3.1**	**2.9**	**2.7**	**3.1**	**2.9**	**2.9**	**3.1**	**3.8**	**2.7**	**2.7**	**52.8**
Budget																
Renewals	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	**12.8**
Maintenance	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	**18.0**
Total Budget	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**2.1**	**30.8**
Annual Surplus/Deficit	**-3.3**	**-3.0**	**-4.1**	**-1.4**	**-0.7**	**-1.1**	**-0.9**	**-0.6**	**-1.0**	**-0.8**	**-0.8**	**-1.1**	**-1.8**	**-0.7**	**-0.6**	**-22.0**

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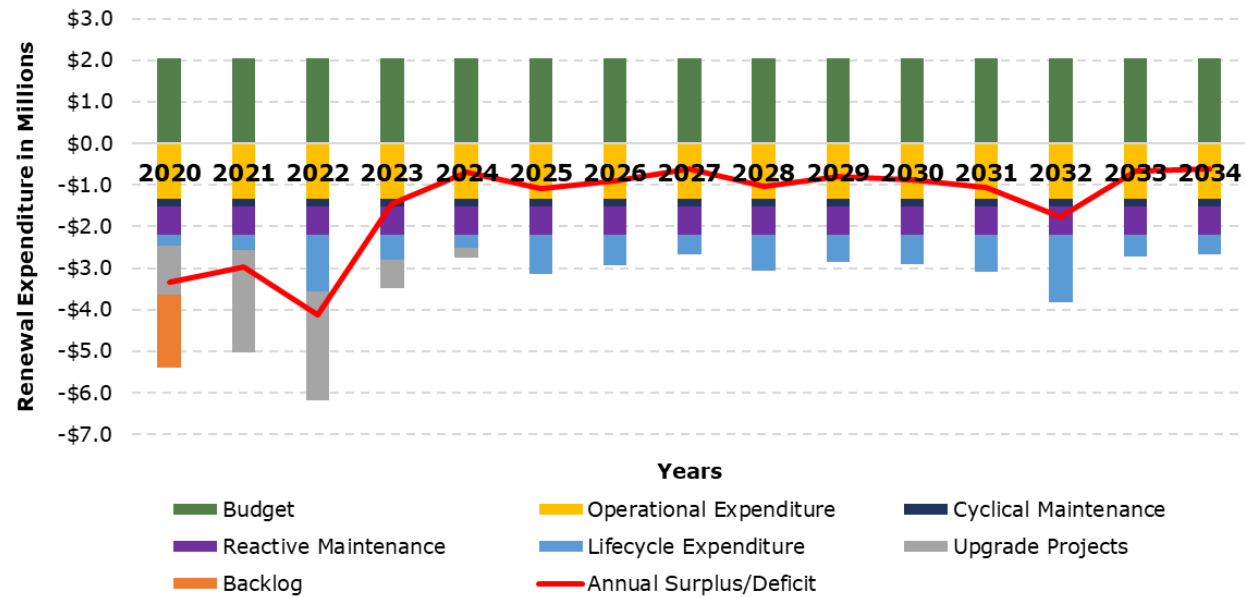### Warrnambool City Council

Figure 6-2 Current Financial Summary

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7   Asset Management Practices

7.1   Overview

This section summarises the Asset Management Processes, Systems, Data and People. Figure 7-1, a "Hierarchy of Care" of Asset Management practices, should be considered when developing them:

➢ **Operating** – Energy and Water Use, Waste Disposal, Insurance and Rates
➢ **Maintaining Safety** – Compliance, Maintenance and Servicing Schedules
➢ **Maintaining a Healthy Environment** – Cleaning, Security, Pest Control and Waste Removal
➢ **Expectations** – Reactive Maintenance
➢ **Extending the Life** – Planning the Preventative Maintenance
➢ **Sustainability** – Renewals, Refurbishments and Replacements
➢ **Adapting to its Environment** – Planning for the Extensions, Upgrades and Reconfigurations

Figure 7-1 Asset Management Hierarchy of Care

7.2   Processes

Warrnambool City Council establishes the roles and responsibilities for all corporate assets (including building assets) as Asset Owner, Asset Maintainer and Service Manager, with the respective responsibilities listed in Table 7-1 below.

Consistent with this model the Community Development & Recreation Culture department is both Asset Owner and Maintainer for all buildings owned and/or managed by Council, with Service Manager's responsibility distributed throughout the organisation based on the building category.

Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	**Service Manager**	**Maintainer**	**Asset Owner**
Plan for the acquisition, creation, modification and disposal of assets	Support	Support	Lead role
Establish the Level of Service delivery	Lead role	Support	Support
Determine asset utilisation	Lead role	Support	Support
Record/supply the data pertaining to asset use	Lead role	-	-
Maintain the asset to the agreed standard	Support	Lead role	Support

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Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	**Service Manager**	**Maintainer**	**Asset Owner**
Advise of any issues relating to the performance of the asset and any opportunities to improve the efficiency of the asset	Lead role	Support	Support
Record/supply the data pertaining to asset maintenance	Support	Lead role	Support
Develop and implement the Asset Management Plan	Lead role	Support	Support
Establish the Level of Service for the asset	Lead role	Support	Support
Record/supply the data for inventory, valuation & condition	Support	Support	Lead role
Responsible for monitoring and reporting on their specific assets	Support	Support	Lead role
Establish the level of maintenance required to keep the asset at an acceptable standard and availability	Support	Lead role	Support

7.3   Systems

Council uses the following system for long term capital planning and operational management purposes.

➤ SPM Assets software

The SPM Assets software application has been used to undertake condition assessments of the building portfolio, analyse the resulting data, lifecycle modelling and to produce various reports. The resulting data remains the property of Council.

7.4   Data

Asset management practices associated with the collection, maintenance and use of data will be documented as part of an improvement activity. Council should aim to update 20% of the asset register each year as documented in Section 1.4.2.

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8   Improvement Plan

This AMP is, put simply, a snapshot of asset planning practices and capabilities and a status of current assets at a point in time. An improvement plan is a mechanism used to enhance and develop planning capabilities and processes between editions of AMPs. Often covering a 12-month period between annual AMP updates an effective improvement plan is prioritised with responsibilities for each task specified.

This Improvement Plan primarily addresses issues identified during the development of this AMP.

8.1   Improvement Programme

The improvement tasks detailed in Table 9-1 have been developed throughout the process of documenting this initial AMP. This Improvement Plan and overall AMP document is to be treated as a live document - continuously amended and updated when improvements in asset management planning practices and capabilities are developed. Fundamentally, this Improvement Plan should be reviewed on a quarterly basis and revised annually. All high priority tasks should be completed in the short term if not immediately.

Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
Data				
2.1	Review the property hierarchy and structure in the SPM Assets database to ensure the correct property type has been assigned	Medium	Coordinator Building Services & Strategy	Medium term
2.2.2	Determine which components to include within future iterations of this AMP. Currently the following components have been excluded: ➢ Loose furniture	Medium	Coordinator Strategic Asset Management	Ongoing
2.3.1	Complete valuations for the 6 buildings that currently do not have any valuation information	Medium	Coordinator Strategic Asset Management	Short term
2.3.2 4.2.1	Review and update the current component references and components. In particular: ➢ Review criticalities of component references – appearance, consequence and safety	High	Coordinator Strategic Asset Management	Immediate
2.5.1	Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance	Medium	Coordinator Strategic Asset Management (Service Managers?)	Medium term
5.4	Review the list of components that have been identified as 'extreme risk'	High	Coordinator Building Services & Strategy	Short term

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Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
7.4	Complete new condition assessments of all buildings to identify the current condition. Buildings could be prioritised based on importance or value to the community.	High	Coordinator Strategic Asset Management	Ongoing
7.4	Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended: ➢ Update data form with completed works ➢ Regular staff inspections	High	Coordinator Building Services & Strategy	Ongoing
7.4	Continuously update data to provide confidence in long-term planning: ➢ Three-year rolling condition surveys – targeting high importance areas	High	Coordinator Strategic Asset Management	Ongoing
People				
7.2	Identify who is responsible for managing and maintaining the Asset Management Plan	Medium	Manager Facilities & Projects	Short term
7.2	Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers	Medium	Manager Infrastructure Services	Short term
Processes				
3.3.1	Agreeing on a list of primary Level of Service statements will ensure Council focuses on immediate and important needs. The list should consist of approximately 5 statements and up to 10 measures. The process in determining which statements are more important should consider strategic objectives, statutory requirements and public expectations.	High	Manager Facilities & Projects	Short term
3.5	Establishment of Quality Standard	High	Manager Facilities & Projects	Medium term
5.4	Review the list of components that have been identified as extreme risk in Section 5.4	High	Coordinator Building Services & Strategy	Short term
4.6	Review maintenance planning activities and schedules	Medium	Coordinator Building Services & Strategy	Medium Term

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Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
6.2	Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.			
1.4.2	Implement the 80/80/20 asset management objective over the next three (3) years: ➢ 80% of work done is planned – moving from a reactive to proactive approach by planning and thinking long term. This recognises that some works may be ad-hoc or reactive. ➢ 80% of the works program is driven from the planning process – projects should be based on Council's annual business plan and other planning documents. Projects should be included in the Building Growth and Improvement board in Programs ➢ 20% of the asset register is updated, maintained, improved and changed every year – train Council staff on how to update data in the SPM Assets database. SPM Assets will also provide Council with a half yearly report which summarises the number of properties surveyed, number of new components and number of updated components	High	Coordinator Strategic Asset Management	Ongoing
Systems				
7.3	Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions	Low	Coordinator Strategic Asset Management	Long term

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Report Reviewed by

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Version	Date	Details	Authorised	
			Name	**Position**
Draft 1.0	13 May 2020	Version 1.0		
Draft 1.1	15 June 2020	Version 1.1	Minae Williams	Asset Management Specialist
Draft 1.1	15 June 2020	Version 1.1		
Final 1.2	22 June 2020	Version 1.2		

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Appendices

APPENDIX A   **Glossary**

Asset Management Plan	An AMP is a report that summarises the end outcomes of the asset planning process. It documents the current and projected asset status and considers options to achieve strategic objectives through using asset solutions.
Asset Register	A record of asset information including some or all of; inventory, historical, service, financial, condition, construction, technical and financial information about each asset.
Base Life	The physical life of a building component expected considering its local environment. The life is measured from time of installation to time of its anticipated replacement, renewal or disposal.
Building	A permanent structure with walls and a roof. Examples of buildings include shelters, clubrooms, community centres, kiosks, grandstands, residential houses, offices, pavilions, storage facilities. Buildings do not include open spaces such as parks, reserves, playgrounds.
Capital Expenditure (Capex)	Expenditure used to create new assets (through addition or renewal) or to increase the capacity of existing assets beyond their original design capacity or potential. Capex increases the value of asset stock.
Component	The specific asset at the lowest level of detail, i.e. solid door, aluminium window, etc.
Component Group	High level categorisation of a component, i.e. roof, floor coverings, etc.
Component Type	Mid-level categorisation of components that fit under Component Group, i.e. roof drainage, lights, extinguishers, etc.
Component Criticality	This is the measure of the relative importance of a building component by identifying which components are more critical to the building. Criticality factors include likelihood of failure, risk to service delivery, appearance, health and safety impacts.
Condition	The state of an asset or component at a particular time.
Condition Assessment	Periodic inspection, measurement and interpretation of the resultant data of a specific component so as to determine the need for some preventative or remedial action. Condition is graded from condition grades of 1 (excellent) to 6 (end of life).
Condition Grade Index (CGI)	An overall condition rating of an asset that take into account each individual components assessed condition against its identified Gross Replacement Cost (GRC). A CGI figure that is close to 1.0 represents an asset to be in a very good condition overall whilst a CGI of 2.3 means that some of the components have been assessed to be in a poor to very poor condition.

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Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
Capital Replacement Value (CRV)	The cost to replace the structure, which is a combination of the Gross Replacement Cost and the Residual Structural Value. Cost is expressed in today's (2020) dollar value.
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset less an allowance for wear or consumption having regard for the economic life of the existing asset. Cost is expressed in today's (2020) dollar value.
Economic Life	The total useful life of a building component based on its Level of Service. The life is measured from time of installation to time of its expected replacement, renewal or disposal.
Facility Condition Index (FCI)	Facility Condition Index (FCI) is a percentage figure, used as a building condition standard, that identifies the works required for an asset based upon the component currently in a poorer condition and any component that have a remaining life of less than 5 years.
Gross Replacement Cost (GRC)	The identified cost of the assessed assets and components that are to be replaced within the lifespan of the building structure. Cost value does not include the Residual Structural Value (RSV). Cost is expressed in today's (2020) dollar value.
Key Performance Indicators (KPI)	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Level of Service	The defined service quality for a particular activity or service area against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Lifecycle	The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal costs. Cost is expressed in today's (2020) dollar value.
Lifecycle Cost Analysis	Any technique which allows assessment of a given solution, or choice from among alternative solutions, on the basis of all relevant economic consequences over the service life of the asset. Cost is expressed in today's (2020) dollar value.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition but excluding rehabilitation or renewal.
Operation	The active process of using an asset or service that consumes resources such as manpower, energy, chemicals and materials.

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Operational Expenditure	Operational expenditure refers to day-to-day operational costs associated with the site itself to deliver the general services. This specifically refers to the; gas, water, sewerage, and electricity services.
Planned Maintenance	Planned maintenance activities fall into three categories: i) Periodic – necessary to ensure the reliability or to sustain the design life of an asset. ii) Predictive – condition monitoring activities used to predict failure. iii) Preventative – maintenance that can be initiated without routine or continuous checking and is not condition based.
Planned Scheduled Maintenance	Scheduled maintenance tasks are established to prolong the useful life of their associated assets. These related tasks can be daily, weekly, and monthly in occurrence to keep assets operational and at the required standard.
Property Quality Standard (PQS)	A desired level of performance, measured by pre-defined factors, relating to an overall characteristic of a property portfolio.
Reactive Maintenance	Reactive maintenance tasks focus solely on the unknown maintenance that is required for the building and related infrastructure assets which are generally due to unforeseen breakages, damage, and vandalism.
Remaining Life (Assessed)	The remaining life (measured in number of years) of a building component as assessed by a property surveyor, e.g. carpet has an assessed remaining life of 10 years.
Remaining Life (Calculated)	The remaining life (measured in number of years) of a building component as calculated by an analysis considering deterioration, functionality and utilisation.
Renewal	Works to upgrade, refurbish or replace existing assets with assets of equivalent capacity or performance capability using Capex.
Repairs & Maintenance Budget	The repairs and maintenance budget refers to the allocated expenditure that has been set aside for the unexpected/unforeseen maintenance and renewal works that may arise.
Replacement	The complete replacement of an asset that has reached the end of its life.
Residual Structural Value (RSV)	The difference between the CRC and the replacement cost sum of the assessed components (GRC). Refers to components that are not able to be replaced through lifespan of asset, i.e. concrete foundation slab, concrete support columns, etc. Cost is expressed in today's (2020) dollar value.
Risk Management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Service	For building assets, Council divides its assets into three service groups: Community Facilities Corporate and City Growth

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	Infrastructure
Useful Life	Either:
	(a) the period over which an asset is expected to be available for use by an entity, or
	(b) the number of production or similar units expected to be obtained from the asset by the entity.
	It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the hospital. It is the same as the economic life.

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APPENDIX B   Property Quality Standards Results

The following table lists the PQS statements for the Corporate & City Growth buildings by category and result.

PQS Assessment Results						
PQS Category 1	**PQS Category 2**	**PQS Statement**	**Fail**	**Pass**	**Total**	**Pass %**
Risk	Injury/Illness	Are there any conditions that would impede an emergency evacuation?	2	95	97	97.9%
Risk	Injury/Illness	Are there any conditions/hazards that could cause a slip, trip or fall?	6	91	97	93.8%
Risk	Injury/Illness	Is there any evidence of inappropriate items being manually handled?	0	97	97	100.0%
Risk	Injury/Illness	Is there evidence of inadequate ventilation and/or lighting?	2	95	97	97.9%
Risk	Injury/Illness	Is there evidence of inappropriate storage or use of hazardous materials or dangerous goods?	3	94	97	96.9%
Risk	Risk Exposures	Are there any exposures to fire or arson present?	0	97	97	100.0%
Risk	Risk Exposures	Are there any exposures to security, theft or vandalism present?	1	96	97	99.0%
Risk	Risk Exposures	Are there any exposures to water and/or storm water damage?	0	97	97	100.0%
Services	Accessible	Does disability access to and through the premises appear adequate?	35	62	97	63.9%
Services	Accessible	Does there appear to be sufficient accessible carparks available?	1	96	97	99.0%
Services	Accessible	Is there at least one unisex accessible toilet per occupied building level?	5	92	97	94.8%
Services	Accessible	What percentage of carparks are accessible?	1	96	97	99.0%
Services	Functional	Are Baby Changing & Nappy disposal facilities available?	8	89	97	91.8%
Services	Functional	Are there sharps disposal units provided?	10	87	97	89.7%
Services	Functional	Does the facility have mirrors?	2	95	97	97.9%
Services	Functional	Does the premises have appropriate directional signage?	4	93	97	95.9%
Services	Functional	Does there appear to be adequate power and data points?	0	97	97	100.0%
Services	Functional	Is there a sanitary disposal unit available?	4	93	97	95.9%
Services	Healthy	Are the toilets and bathrooms adequately ventilated?	1	96	97	99.0%

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PQS Assessment Results						
PQS Category 1	**PQS Category 2**	**PQS Statement**	**Fail**	**Pass**	**Total**	**Pass %**
Services	Healthy	Are the toilets/bathrooms free of nasty odours?	0	97	97	100.0%
Services	Healthy	Are walls, ceilings, curtains and cupboards free from dampness or mould/mildew?	1	96	97	99.0%
Services	Healthy	Can you wash and dry hands with soap in toilets and kitchen?	1	96	97	99.0%
Services	Healthy	Is the building clear of graffiti, inside and out?	0	96	96	100.0%
Services	Healthy	Is the building free of evidence of pests/birds that may affect health?	1	96	97	99.0%
Services	Healthy	Is there a secure designated rubbish storage area?	2	95	97	97.9%
Services	Quality	Do change areas and/or showers appear adequate?	1	96	97	99.0%
Services	Quality	Does the storage appear adequate?	2	95	97	97.9%
Services	Quality	Is the building being used for its intended purpose?	13	84	97	86.6%
Services	Quality	Is the interior aesthetically suited to purpose?	8	89	97	91.8%
Services	Quality	Is the structure purpose built or collection of add-ons?	1	96	97	99.0%
Services	Quality	What percentage of the interior requires refurbishment?	22	54	76	71.1%
Services	Safety	Does the building have adequate lighting to all external access points?	9	88	97	90.7%
Services	Sustainable	Are there facilities for recycling? (wheelie bin)	4	93	97	95.9%
Services	Sustainable	Are toilet cisterns dual flush?	4	93	97	95.9%
Services	Sustainable	Are urinals water efficient?	5	92	97	94.8%
Services	Sustainable	Are water saving taps installed?	9	88	97	90.7%
Services	Sustainable	Is the hot water system energy efficient?	1	96	97	99.0%
Services	Sustainable	Is there modern efficient lighting?	2	95	97	97.9%
Services	Sustainable	Main switchboard is a modern style with RCD?	1	96	97	99.0%
Total			**172**	**3589**	**3761**	**95.4%**

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APPENDIX C   Building Quality Standard Results

As outlined in Section 3.4.1 an indicative building quality standard has been applied to Council's Corporate & City Growth buildings. The table below indicates which buildings meet the CGI target of the building quality standard.

Subcategory	Building Name	Standard	CGI	Result
Commercial Property	Main Beach Kiosk	C	1.44	Pass
	McGennans Toilet Block (Near Kiosk)	C	1.78	Pass
	Myrtle Bar on Timor	B	1.02	Pass
	Proudfoots Boathouse	C	1.37	Pass
	R.S.L. Clubrooms	B	1.48	Pass
Holiday Parks	Shipwreck Bay Holiday Park - Amenities Block 1	C	1.28	Pass
	Shipwreck Bay Holiday Park - Amenities Block 2	C	1.45	Pass
	Shipwreck Bay Holiday Park - Amenities Block 4	C	1.33	Pass
	Shipwreck Bay Holiday Park - Amenities Block 5	C	1.09	Pass
	Shipwreck Bay Holiday Park - Amenities Block 6	C	1.52	Pass
	Shipwreck Bay Holiday Park - BBQ Shelter (Opp. Workshop)	C	1.28	Pass
	Shipwreck Bay Holiday Park - Kiosk/Flat (Now BLDG0003)	C	1.63	Pass
	Shipwreck Bay Holiday Park - Laundry (Store & Workshop)	D	1.76	Pass
	Shipwreck Bay Holiday Park - Managers Residence & Office	B	1.38	Pass
	Shipwreck Caravan Park Playground	C	4.96	Fail
	Surfside Holiday Park - Amenities Block 2	C	1.99	Pass
	Surfside Holiday Park - Amenities Block 3	C	1.46	Pass
	Surfside Holiday Park - Amenities Block 5 (Snapper)	C	1.90	Pass
	Surfside Holiday Park - Amenities Block 6 (Bream)	C	1.75	Pass
	Surfside Holiday Park - Amenities Block 7 (Flathead)	C	1.27	Pass
	Surfside Holiday Park - BBQ Shelter (Opp. Kiosk)	C	2.00	Pass
	Surfside Holiday Park - BBQ Shelter 3 (Opp. Surfside Holiday Park	C	1.78	Pass
	Surfside Holiday Park - Beach Chalet 1	C	1.00	Pass
	Surfside Holiday Park - Beach Chalet 2	C	1.00	Pass
	Surfside Holiday Park - Beach Chalet 3	C	1.00	Pass
	Surfside Holiday Park - Beach Chalet 4	C	1.00	Pass
	Surfside Holiday Park - Beach Chalet 5	C	1.00	Pass
	Surfside Holiday Park - Camp Kitchen	C	1.17	Pass
	Surfside Holiday Park - Former Amenities Block 1 (Storage Building)	C	2.41	Fail
	Surfside Holiday Park - Former Amenities Block 4 (Garage/Workshop/Store)	C	1.54	Pass
	Surfside Holiday Park - Kiosk	C	1.55	Pass

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Subcategory	Building Name	Standard	CGI	Result
	Surfside Holiday Park - Managers Office Reception	B	1.69	Pass
	Surfside Holiday Park - Mariners Cottage 1	C	1.76	Pass
	Surfside Holiday Park - Mariners Cottage 2	C	1.64	Pass
	Surfside Holiday Park - Mariners Cottage 3	C	1.63	Pass
	Surfside Holiday Park - Mariners Cottage 4	C	1.66	Pass
	Surfside Holiday Park - Mariners Cottage 5	C	1.95	Pass
	Surfside Holiday Park - Mariners Cottage 6	C	1.69	Pass
	Surfside Holiday Park - Red Cedar Cabin 1	C	1.64	Pass
	Surfside Holiday Park - Red Cedar Cabin 10	C	1.43	Pass
	Surfside Holiday Park - Red Cedar Cabin 11	C	1.42	Pass
	Surfside Holiday Park - Red Cedar Cabin 12	C	1.42	Pass
	Surfside Holiday Park - Red Cedar Cabin 2	C	1.57	Pass
	Surfside Holiday Park - Red Cedar Cabin 3	C	1.53	Pass
	Surfside Holiday Park - Red Cedar Cabin 4	C	1.54	Pass
	Surfside Holiday Park - Red Cedar Cabin 5	C	1.52	Pass
	Surfside Holiday Park - Red Cedar Cabin 6	C	1.52	Pass
	Surfside Holiday Park - Red Cedar Cabin 7	C	1.56	Pass
	Surfside Holiday Park - Red Cedar Cabin 8	C	1.54	Pass
	Surfside Holiday Park - Red Cedar Cabin 9	C	1.52	Pass
	Surfside Holiday Park - Residence	B	1.56	Pass
	Surfside Holiday Park: BBQ Shelter 2 (Opp. Workshop)-	C	3.54	Fail
	Surfside Holiday Park: Main Switchboard Building	D	2.07	Pass
Municipal Buildings	Municipal Offices	B	1.43	Pass
	Old Post Office	B	1.18	Pass
Saleyards	Saleyards - Agent Offices/Canteen	B	1.46	Pass
	Saleyards - Bar	B	1.79	Pass
	Saleyards - Livestock Market Centre	C	1.06	Pass
	Warrnambool Livestock Exchange: Pump Shed	D	3.19	Fail
Tourist Facility	Flagstaff Hill - Bank of Australasia	C	1.64	Pass
	Flagstaff Hill - Barracks Workshop	C	1.70	Pass
	Flagstaff Hill - Blacksmith Shipsmith & Undertaker	C	2.11	Pass
	Flagstaff Hill - Bond Store	C	1.07	Pass
	Flagstaff Hill - Chart Room	C	1.44	Pass
	Flagstaff Hill - Chicken Coop & Stone Privy Lighthouse Cottage	C	1.36	Pass
	Flagstaff Hill - Common School	C	1.28	Pass

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Subcategory	Building Name	Standard	CGI	Result
	Flagstaff Hill - Coopers Shop	C	2.18	Pass
	Flagstaff Hill - Craft Shops	C	1.50	Pass
	Flagstaff Hill - Craft Shops - Instrument repairer external	C	2.24	Fail
	Flagstaff Hill - Craft Shops - Leadlight	C	1.56	Pass
	Flagstaff Hill - Entrance Building	C	1.35	Pass
	Flagstaff Hill - Entrance Building Cannon Cover	C	1.00	Pass
	Flagstaff Hill - Examiners Office	C	1.07	Pass
	Flagstaff Hill - Fire Station	C	1.10	Pass
	Flagstaff Hill - Gaol (near barracks)	C	2.34	Fail
	Flagstaff Hill - Gaol/Lock Up	C	1.37	Pass
	Flagstaff Hill - Garrison Communal Mess Hall	C	2.25	Fail
	Flagstaff Hill - Garrison Huts (Old Armoury 1)	C	2.13	Pass
	Flagstaff Hill - Garrison Huts (Old Armoury 2)	C	1.57	Pass
	Flagstaff Hill - Garrison Huts (Old Armoury 3)	C	1.12	Pass
	Flagstaff Hill - Garrison Huts (Old Armoury 4)	C	1.33	Pass
	Flagstaff Hill - Garrison Huts (Old Armoury 5)	C	3.32	Fail
	Flagstaff Hill - Lighthouse (Lower)	C	1.54	Pass
	Flagstaff Hill - Lighthouse (Upper)	C	1.25	Pass
	Flagstaff Hill - Lighthouse Keepers Cottage	C	1.41	Pass
	Flagstaff Hill - Lighthouse Lodge	C	1.14	Pass
	Flagstaff Hill - Medical Officers Cottage	C	1.56	Pass
	Flagstaff Hill - Rocket House	C	1.86	Pass
	Flagstaff Hill - Sailmakers Building/Loft	C	1.09	Pass
	Flagstaff Hill - Ship Chandlers Shop	C	1.39	Pass
	Flagstaff Hill - Shipping Agents Office	C	1.32	Pass
	Flagstaff Hill - Shipwrecked Light Show Complex	C	1.47	Pass
	Flagstaff Hill - Shipwright Boat Builder	C	1.27	Pass
	Flagstaff Hill - St Nicholas Mission to Seaman Church & Recreation Room	C	1.07	Pass
	Flagstaff Hill - Steam Packet Inn	C	1.27	Pass
	Flagstaff Hill - Steam Workshop	C	2.86	Fail
	Flagstaff Hill - Stella Marris Tearooms	C	1.48	Pass
	Flagstaff Hill - Store Shed (Bottom of Lower Lighthouse)	C	2.42	Fail
	Flagstaff Hill - The Barn	C	2.57	Fail
	Flagstaff Hill - Toilet Block	C	1.16	Pass
	Flagstaff Hill - Toilets	C	1.40	Pass
	Flagstaff Hill - Wharf Theatre	C	1.46	Pass
	Restoration/Boat Builder Workshop	C	1.42	Pass

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APPENDIX D   Critical Components in a Poor or Very Poor Condition

There are three component criticality criteria established within the SPM Assets Reference library which provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level.

- ➤ **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
- ➤ **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the building or asset
- ➤ **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

- ➤ Consequence of Failure of **medium-high** to **high criticality**
- ➤ Occupational Health and Safety of **medium-high** to **high criticality**
- ➤ Appearance of **high criticality**

The condition of a component is the assessed state of a component at a particular time. Condition grades range from C1 (very good) to C5 (very poor).

The table below shows the complete list of properties, number of critical components, the number of critical components in a poor (C4) or very poor condition (C5) and the Gross Replacement Cost (GRC) reported against the standards applied in Section 3.5.

Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
Commercial Property	Main Beach Kiosk	66	3	7,789
	McGennans Toilet Block (Near Kiosk)	36	7	5,956
	Myrtle Bar on Timor	153	-	-
	Proudfoots Boathouse	161	5	5,397
	R.S.L. Clubrooms	230	15	47,735

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Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
Holiday Parks	Shipwreck Bay Holiday Park - Amenities Block 1	55	-	-
	Shipwreck Bay Holiday Park - Amenities Block 2	38	-	-
	Shipwreck Bay Holiday Park - Amenities Block 4	45	3	8,004
	Shipwreck Bay Holiday Park - Amenities Block 5	53	-	-
	Shipwreck Bay Holiday Park - Amenities Block 6	48	1	5,580
	Shipwreck Bay Holiday Park - BBQ Shelter (Opp. Workshop)	5	-	-
	Shipwreck Bay Holiday Park - Grounds	206	3	7,729
	Shipwreck Bay Holiday Park - Kiosk/Flat (Now BLDG0003)	115	8	11,160
	Shipwreck Bay Holiday Park - Laundry (Store & Workshop)	29	1	1,620
	Shipwreck Bay Holiday Park - Managers Residence & Office	96	1	768
	Surfside Holiday Park - Amenities Block 2	34	-	-
	Surfside Holiday Park - Amenities Block 3	75	2	1,348
	Surfside Holiday Park - Amenities Block 5 (Snapper)	51	2	1,132
	Surfside Holiday Park - Amenities Block 6 (Bream)	41	1	822
	Surfside Holiday Park - Amenities Block 7 (Flathead)	49	-	-
	Surfside Holiday Park - BBQ Shelter (Opp. Kiosk)	8	-	-
	Surfside Holiday Park - BBQ Shelter 3 (Opp. Surfside Holiday Park	2	-	-
	Surfside Holiday Park - Beach Chalet 1	46	-	-
	Surfside Holiday Park - Beach Chalet 2	47	-	-
	Surfside Holiday Park - Beach Chalet 3	45	-	-
	Surfside Holiday Park - Beach Chalet 4	46	-	-
	Surfside Holiday Park - Beach Chalet 5	46	1	86
	Surfside Holiday Park - Camp Kitchen	42	-	-

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Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Surfside Holiday Park - Former Amenities Block 1 (Storage Building)	23	5	16,835
	Surfside Holiday Park - Former Amenities Block 4 (Garage/Workshop/Store)	34	-	-
	Surfside Holiday Park - Grounds	214	3	6,996
	Surfside Holiday Park - Kiosk	59	2	600
	Surfside Holiday Park - Managers Office Reception	50	-	-
	Surfside Holiday Park - Mariners Cottage 1	22	1	392
	Surfside Holiday Park - Mariners Cottage 2	22	2	760
	Surfside Holiday Park - Mariners Cottage 3	23	2	760
	Surfside Holiday Park - Mariners Cottage 4	22	2	760
	Surfside Holiday Park - Mariners Cottage 5	23	2	1,637
	Surfside Holiday Park - Mariners Cottage 6	22	2	1,127
	Surfside Holiday Park - Red Cedar Cabin 1	35	1	546
	Surfside Holiday Park - Red Cedar Cabin 10	36	1	546
	Surfside Holiday Park - Red Cedar Cabin 11	35	1	546
	Surfside Holiday Park - Red Cedar Cabin 12	35	1	546
	Surfside Holiday Park - Red Cedar Cabin 2	35	-	-
	Surfside Holiday Park - Red Cedar Cabin 3	34	1	672
	Surfside Holiday Park - Red Cedar Cabin 4	36	1	476
	Surfside Holiday Park - Red Cedar Cabin 5	35	1	546
	Surfside Holiday Park - Red Cedar Cabin 6	35	1	476
	Surfside Holiday Park - Red Cedar Cabin 7	34	1	546
	Surfside Holiday Park - Red Cedar Cabin 8	35	1	546

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Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Surfside Holiday Park - Red Cedar Cabin 9	35	1	546
	Surfside Holiday Park - Residence	98	1	13,581
	Surfside Holiday Park: Main Switchboard Building	5	1	1,692
Municipal Buildings	Municipal Offices	603	17	12,433
	Old Post Office	277	14	17,966
Saleyards	Saleyards - Agent Offices/Canteen	137	10	13,600
	Saleyards - Bar	18	3	3,599
	Saleyards - Grounds	1	1	513
	Saleyards - Livestock Market Centre	21	-	-
	Warrnambool Livestock Exchange: Pump Shed	4	2	993
Tourist Facility	Flagstaff Hill - Bank of Australasia	9	1	411
	Flagstaff Hill - Barracks Workshop	15	1	11,760
	Flagstaff Hill - Blacksmith Shipsmith & Undertaker	18	4	4,973
	Flagstaff Hill - Bond Store	8	-	-
	Flagstaff Hill - Chart Room	20	4	636
	Flagstaff Hill - Chicken Coop & Stone Privy Lighthouse Cottage	9	2	44
	Flagstaff Hill - Common School	13	2	533
	Flagstaff Hill - Coopers Shop	6	2	3,651
	Flagstaff Hill - Craft Shops	48	3	3,337
	Flagstaff Hill - Craft Shops - Instrument repairer external	8	2	1,397
	Flagstaff Hill - Craft Shops - Leadlight	16	2	852
	Flagstaff Hill - Entrance Building	397	9	2,466
	Flagstaff Hill - Entrance Building Cannon Cover	1	-	-

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Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Flagstaff Hill - Examiners Office	24	-	-
	Flagstaff Hill - Fire Station	16	-	-
	Flagstaff Hill - Gaol (near barracks)	9	3	1,424
	Flagstaff Hill - Gaol/Lock Up	11	3	669
	Flagstaff Hill - Garrison Communal Mess Hall	10	2	2,820
	Flagstaff Hill - Garrison Huts (Old Armoury 1)	6	2	1,280
	Flagstaff Hill - Garrison Huts (Old Armoury 2)	8	2	269
	Flagstaff Hill - Garrison Huts (Old Armoury 3)	9	1	588
	Flagstaff Hill - Garrison Huts (Old Armoury 4)	7	1	294
	Flagstaff Hill - Garrison Huts (Old Armoury 5)	4	1	5,880
	Flagstaff Hill - Grounds	47	20	54,838
	Flagstaff Hill - Lighthouse (Lower)	5	-	-
	Flagstaff Hill - Lighthouse (Upper)	7	2	642
	Flagstaff Hill - Lighthouse Keepers Cottage	53	4	1,836
	Flagstaff Hill - Lighthouse Lodge	111	-	-
	Flagstaff Hill - Lighthouse Lodge Room 1	1	-	-
	Flagstaff Hill - Medical Officers Cottage	38	6	2,440
	Flagstaff Hill - Rocket House	6	1	1,514
	Flagstaff Hill - Sailmakers Building/Loft	5	-	-
	Flagstaff Hill - Ship Chandlers Shop	38	2	368
	Flagstaff Hill - Shipping Agents Office	53	4	775
	Flagstaff Hill - Shipwrecked Light Show Complex	11	1	82
	Flagstaff Hill - Shipwright Boat Builder	22	-	-

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Building Subcategory	Building Name	No. Critical Components	No. Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Flagstaff Hill - St Nicholas Mission to Seaman Church & Recreation Room	21	2	82
	Flagstaff Hill - Steam Packet Inn	49	5	7,020
	Flagstaff Hill - Steam Workshop	4	-	-
	Flagstaff Hill - Stella Marris Tearooms	57	4	1,279
	Flagstaff Hill - Store Shed (Bottom of Lower Lighthouse)	5	3	1,891
	Flagstaff Hill - The Barn	5	-	-
	Flagstaff Hill - Toilet Block	20	1	548
	Flagstaff Hill - Toilets	28	-	-
	Flagstaff Hill - Wharf Theatre	72	7	3,072
	Restoration/Boat Builder Workshop	19	1	1,970
Total		**5,315**	**244**	**$326,999**

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APPENDIX E   Risk Matrix - Likelihood and Consequence

The risk matrix included in Section 5.4 has been taken directly from the SPM Assets software which displays the total replacement cost of the components by the risk rating. Replacement cost figures within the matrix correspond to components that are flagged for replacement within the lifecycle expenditure forecast. Therefore, any component due to be replaced within the period of the forecast will be included within the 5 x 5 risk matrix.

The risk rating considers the likelihood of failure and the consequence of failure to produce an overall generic risk rating for each component.

Calculation of Risk

Risk = Likelihood X Consequence

The risk rating is calculated simply by multiplying the likelihood and consequence ratings.

The table below details the resulting risk scores.

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Major (4)	Medium (4)	Medium (8)	High (12)	High (16)	Extreme (20)
Moderate (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Minor (2)	Low (2)	Medium (4)	Medium (6)	Medium (8)	High (10)
Insignificant (1)	Low (1)	Low (2)	Low (3)	Medium (4)	Medium (5)

Calculation of Likelihood

Likelihood of failure is calculated on the proportion of a component's expected life remaining. The parameters used to determine the likelihood of failure are:

- Base life
- Base life upper
- Base life lower
- Assessed remaining life
- Assessed condition
- Construction year
- Survey year
- Consequence of failure criticality
- Health and Safety criticality
- Appearance criticality
- Property importance rating

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> ➢   Lifecycle analysis method

The likelihood of failure result is translated into a quantitative score using the table below.

Likelihood of Failure	Quantitative Score	Likelihood
> 95%	5	Almost Certain
80 - 95%	4	Probably
55 - 80%	3	Likely
35 - 55%	2	Possible
< 35%	1	Unlikely

Calculation of Consequence

The consequence rating is determined by the component criticality factors and the property importance factor. The consequence rating is a number from 1 to 25 which is translated into a qualitative score between 1 and 5 as shown in the table below.

Consequence Rating	Qualitative Score	Consequence
1 - 1.99	5	Catastrophic
2 - 4.99	4	Major
5 - 11.99	3	Moderate
12 - 19.99	2	Minor
20 - 25	1	Insignificant

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APPENDIX F   Disclaimer

All figures and values within this AMP are only accurate at the time of creating the plan. The existing condition data and renewal requirements are based on the information included within the SPM Assets software (including Programs). All renewal projects are revised annually to cater for any changes in budget, risk and service requirements.

WARRNAMBOOL CITY COUNCIL

Asset Management Plan – Infrastructure Buildings

June 2020

Asset Management Plan
Warrnambool City Council

Executive Summary

The Purpose of this Asset Management Plan

The purpose of this Infrastructure Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Council's Infrastructure building assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the building portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

Objectives of the Building Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

Alignment with ISO 55000

Council is considering the following as part of the ISO 55000 alignment:

➢ To effectively govern an organisation, the governing body needs assurance that their assets are well managed
➢ Leadership and commitment from all managerial levels is essential to successful asset management
➢ "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
➢ Your organisation determines which assets are to be included
➢ It is good business practice and always think about continuous improvement

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
   - Operational planning and control
   - Supporting activities
   - Control activities
   - Other related processes

SPM Assets' 7 Point Asset Planning Framework – How to be Aligned

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The below figure illustrates a framework on how to achieve alignment and manage assets efficiently and effectively. In summary:

1. Know your services
2. Know the assets and costs needed to deliver those services
3. Know what you need (both now and into the future)
4. Know what's possible – asset and non-asset solutions
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
7. Make decisions and deliver outcomes

Asset Management Objectives

It is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

➢ **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.

➢ **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.

➢ **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

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The longer-term value of this solution would be:

➢ Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works
➢ Having a more robust planned approach to your works-programme – evidence based using scientific methods
➢ Better knowing and managing current and future risk
➢ Having a well-maintained component level asset register with good confidence

Overall Condition

A total of 6,073 components for the Infrastructure buildings were visually identified and assessed with a Gross Replacement Cost (GRC) of $11.2 million. The overall condition of these components is very good, in which 71% of components in very good condition (by value - $8.0 million) and 22% of components in good condition (by value - $2.4 million) as illustrated in the figure below. A further 5% are in moderate condition (by value - $525K) while 2% of components are in a poor or very poor condition (by value - $225K). The "residual structure" has been excluded from the data model and analysis.
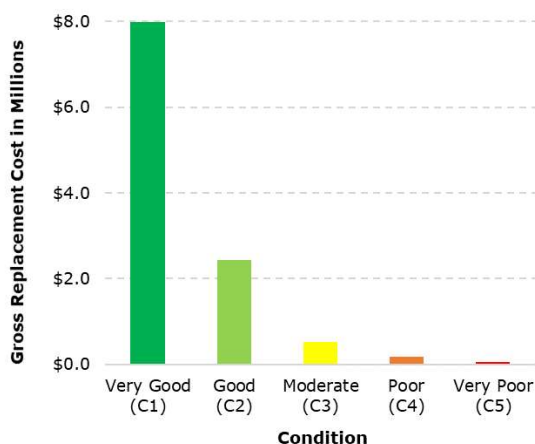
The $225K worth of components in poor or very poor condition largely relates to the following component groups:

➢ Interior Finishes at $101K
➢ External Fabric at $68K
➢ Exterior & Sundries at $26K
➢ Services at $15K
➢ Open Space at $15K

Renewals and Replacements

The figure below shows the forecast 15-year renewals expenditure required for all Infrastructure building subcategories, including the possible backlog. It shows that over the next 15 years $4.8 million is required (an annual average of $318K) to address both the backlog (a total value of $384K)

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and annual lifecycle expenditure. The three highest peaks of expenditure are the backlog, 2023 and 2033.

Planned Upgrade Projects

The table below summarises the planned upgrade projects with an estimated expenditure of $694K over the next five years (2020 – 2024) by source. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan (LTFP) and Council's renewal planning documents.

Project Information		Expenditure ($ Millions)					
Program Name	Source	2020	2021	2022	2023	2024	Total
Housing - Community & Residential	Renewal Planning	25,000	-	-	-	-	25,000
	Workshop	-	50,000	50,000	-	-	100,000
Other Buildings	LTFP	125,000	125,000	-	-	-	250,000
	Renewal Planning	23,980	-	-	-	-	23,980
	Workshop	-	10,000	10,000	10,000	10,000	40,000
Public Toilets	Renewal Planning	10,000	-	-	-	-	10,000
	Workshop	-	50,000	-	-	-	50,000
Strategic Property	LTFP	28,729	29,375	30,110	30,863	31,634	150,711
	Renewal Planning	24,482	-	-	-	-	24,482
	Workshop	-	20,000	-	-	-	20,000
Total		**$237,191**	**$284,375**	**$90,110**	**$40,863**	**$41,634**	**$694,173**

Growth Projects

In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in February 2020. These projects are solely for new buildings or extensions that have been identified as 'wish list' items as part of Council's strategic planning. The

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table below lists the projects by project name and the estimated annual expenditure. The total estimated expenditure for the growth projects is $1.7 million.

Project Information		Expenditure				
Project Name	Source	2020	2021	2022	2023	Total
Extension Lake Pertobe Public Toilet	Workshop	220,000	-	-	-	220,000
Future McGennans Public Toilet	Workshop	-	-	-	600,000	600,000
New Woodford Public Toilet	Workshop	200,000	-	-	-	200,000
Refurb Albert Park/Crammer St Public Toilet	Workshop	-	350,000	-	-	350,000
Airport Aeroclub Room Upgrade	Workshop	-	-	350,000	-	350,000
Airport - Main Hanger Renewal	Workshop	TBC	TBC	TBC	TBC	TBC
Total		**$420,000**	**$350,000**	**$350,000**	**$600,000**	**$1,720,000**

Condition Forecasting – Assessed Component

Although knowing the current condition is important, a component is likely to remain in a good to very good condition for the next 10 years. While critical components will be proactively maintained to ensure the condition is kept within a defined standard. The following figure shows the forecasted condition (if the 'deferred' is addressed) over the next 15 years assuming that the components are replaced/renewed when required – the black line indicates the weighted average of condition and replacement cost.

Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. The table below shows the proportion of the Infrastructure components by their GRC and risk score in a risk matrix. It shows that approximately $4K of components are at extreme risk and $301K are at high risk.

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Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5) -	High (10) -	High (15) -	Extreme (20) -	Extreme (25) -
Major (4)	Medium (4) $1,581,278	Medium (8) $192,380	High (12) $30,727	High (16) $36,689	Extreme (20) $3,606
Moderate (3)	Low (3) $6,837,180	Medium (6) $403,475	Medium (9) $259,392	High (12) $175,872	High (15) $57,561
Minor (2)	Low (2) $1,450,643	Medium (4) $46,205	Medium (6) $41,022	Medium (8) $53,177	High (10) -
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Investment Scenario

As seen within the figure below, over the next 15-year period (between 2020 and 2034) an estimated $20.8 million is required ($1.4 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 15 years is $36.0 million, if Council addresses all condition-based shortfalls and completes the upgrade projects there will be a surplus of $15.2 million.

Improvement Actions

The key actions resulting from this Infrastructure Asset Management Plan are:

Data

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1. Review and update the current component references and components. In particular:
    a. Review criticalities of component references – appearance, consequence and safety
2. Review the list of components that are included within future iterations of the AMP
3. Review the list of components that have been identified as 'extreme risk'
4. Review the property hierarchy and structure in the SPM Assets database to ensure the correct property type has been assigned
5. Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended:
    a. Update data form with completed works
    b. Regular staff inspections
    c. Three-year rolling condition surveys – targeting high importance areas
6. Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance
7. Complete valuations for the 2 buildings that currently do not have any valuation information
8. Review the assumptions adopted for determining the operational and maintenance budgets or in future iterations of this AMP include Council's operational and maintenance budgets.

People

10. Identify who is responsible for managing and maintaining the Asset Management Plan
11. Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers

Processes

12. Agreeing on a list of primary Level of Service statements will ensure Council focuses on immediate and important needs. The list should consist of approximately 5 statements and up to 10 measures. The process in determining which statements are more important should consider strategic objectives, statutory requirements and public expectations.
13. Establishment of Quality Standard
14. Review the list of components that have been identified as extreme risk
15. Implement the 80/80/20 asset management objective over the next three years
    a. 80% of the work completed is planned
    b. 80% of the works program is driven from the planning process
    c. 20% of the asset register is updated, maintained, improved and changed every year

Systems
16. Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions

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1   Introduction

1.1 Purpose

Warrnambool City Council (Council) engaged SPM Assets Pty Ltd (SPM Assets) in December 2019 to work in a collaborative approach to improve the supporting documentation associated with sound asset management, which includes the preparation of Building Asset Management Plans (AMP) for each of its building categories – Community Facilities, Corporate & City Growth and Infrastructure. This AMP specifically focuses on the buildings managed and owned by Council that are included within the Infrastructure category.

The purpose of this Asset Management Plan is to provide a robust planning process to facilitate the delivery of services through effective provision and management of Infrastructure building assets. The AMP is based on evidence, service requirements, risk management principles and has been aligned with ISO 55000. It documents asset management practices and procedures that are being implemented by Council in managing the building portfolio and records how assets are being managed effectively from a whole of life perspective to deliver the best outcomes to all stakeholders in the most cost effective manner.

This AMP demonstrates proactive management of assets, records the current and future quality shortfalls and lists the projects and initiatives required to address the shortfalls in a way that is affordable and delivers the services required by Council. The AMP is used as a tool to provide information that decisions can be based on – this is an evidence-based asset plan. It also addresses compliance with regulatory requirements and communicates forecast shortfalls or surplus in funding used to provide the required levels of service.

Objectives of the Building Asset Management Plan are to:

1. Analyse the existing asset data
2. Provide recommendations for any data cleansing opportunities identified
3. Provide recommendations on best practice asset management practice to manage Council's current assets
4. Alignment of assets to Service Needs, which was completed as part of the workshops in February 2020, to identify service planning gaps
5. Address functionality needs, compliance requirements for current users and potential future use, asset criticality and alignment with service delivery
6. Address changes to future demand
7. Provide a lifecycle management plan
8. Address the risk management and criticality of assets
9. Articulate all tasks and responsibilities associated with managing and maintaining the building asset portfolio
10. Provide a long-term financial forecast integrated into a Long Term Financial Plan

1.2 Background

Council first licenced the SPM Assets software application in April 2014. Council undertakes cyclic visual condition assessments and manages all building assets using the SPM Assets software application. Since then SPM Assets has been engaged by Council for several projects including completing condition assessments and the development of maintenance plans and 5 year works programmes.

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On 6 February 2020, two workshops were held between SPM Assets and Council representatives from the Community Development and Recreation & Culture teams to discuss the current and future service specific building requirements. The attendees included:

- ➢ Manager Infrastructure Services
- ➢ Manager Facilities and Projects
- ➢ Coordinator Building Strategy & Services
- ➢ Director Corporate Strategies

1.3 Alignment with ISO 55000

ISO 55000 is a series of international standards that have been created by the International Standard Organisation (ISO) for the ongoing management of physical assets. These standards have been developed from the previously published PAS 55 standards which were developed in 2002-2004 and edited in 2008.

The ISO 55000 suite includes three standards:

- ➢ ISO 55000 – overview, principles and terminology
- ➢ ISO 55001 – management system & requirements
- ➢ ISO 55002 – guidelines on the application of ISO 55001

Important considerations:

- ➢ To effectively govern an organisation, the governing body needs assurance that their assets are well managed
- ➢ Leadership and commitment from all managerial levels is essential to successful asset management
- ➢ "What to do" rather than "How to do it" (IIMM, IPWEA/NAMS Practice Note 3 and NAMS Property manual provide the guidance on how to effectively manage the assets)
- ➢ Your organisation determines which assets are to be included
- ➢ It is good business practice and always think about continuous improvement

Figure 1-1 lists some of the elements of an ISO 55000 Asset Management System. Understanding the hierarchy of plans and processes is essential – remembering that the ISO is more about implementing a process rather than writing an AMP – the AMP is the output of the process:

- ➢ Know your reason why – what are the services being delivered through the assets
- ➢ Policies and objectives signed off by the governing body will make the process work
- ➢ Strategic AMP – looking long term and considering capital concepts through to disposal
- ➢ AMPs – can also be longer term and more aligned with a specific service being delivered and can focus more on maintenance and renewal

An asset management system includes:

1. The asset mgt policy
2. The asset mgt objectives
3. The Strategic Asset Mgt Plan (SAMP)
4. The Asset Mgt Plans implemented in:
   - Operational planning and control
   - Supporting activities
   - Control activities
   - Other related processes

Figure 1-1 Elements of an ISO 55000 Asset Management System

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- ➢ Implementation of the AMP and works-programmes – all roads lead to the works programme as this is what you do to make a difference
- ➢ Evaluate performance and improve processes, systems and data

Furthermore, section 2.5.3.1 of ISO 55000 states:

"An asset management system impacts the whole organisation, including its stakeholders and external service providers, and can use, link or integrate many of the organisation's activities and functions that would otherwise be managed or operated in isolation. The process of establishing an asset management system requires a thorough understanding of each of its elements and the policies, plans and procedures that integrate them. The asset management system requirements described in ISO 55001 are grouped in a way that is consistent with the fundamentals of asset management:

1. Context of the organisation (ISO 55001:2014, Clause 4)
2. Leadership (ISO 55001:2014, Clause 5)
3. Planning (ISO 55001:2014, Clause 6)
4. Support (ISO 55001:2014, Clause 7)
5. Operation (ISO 55001:2014, Clause 8)
6. Performance evaluation (ISO 55001:2014, Clause 9)
7. Improvement (ISO 55001:2014, Clause 10)

Council follows the 'asset management system' that the ISO 55000 describes. Therefore, this Asset Management Plan (AMP) summarises the outputs resulting from the process and describes the associated key inputs, assumptions, practices and systems.

1.4   Asset Management Framework

1.4.1   Overview

Warrnambool City Council has stated the following vision as outlined in their Council Plan (2017-2021):

A cosmopolitan city by the sea

The following five objectives support Council's vision:

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

1.4.2   Asset Management Objectives

On 2 December 2019, Council adopted the following goals and commitments as part of their Asset Management Policy:

- ➢ Asset management will be service driven and will align with the strategic priorities and directions of the Council
- ➢ To achieve and sustain a high level of asset management maturity

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➢ To achieve certification with ISO 55000, International Standards for Asset Management
➢ Asset management will be integrated into corporate governance including enterprise planning, reporting and risk management frameworks and practices
➢ Maximise the value of Council's capital, operations and maintenance expenditures within current revenues, to optimise agreed levels of service, service delivery potential and manage related risks and costs over the entire life of infrastructure assets
➢ Decommission and dispose of assets that are under-utilised and no longer economically, socially or sustainably viable
➢ Involve and consult with the community and key stakeholders on determining service standards
➢ Service delivery assets will be created, acquired, maintained and rehabilitated to enable the organisation to meet its strategic service delivery goals efficiently and effectively
➢ Service/Asset Management Strategies and Plans will include processes which provide accountability to the community
➢ Allocate appropriate resources to ensure Asset Management practices can be undertaken and the timely maintenance and renewal of those assets so that 'life cycle' costs are optimised
➢ Accurately report on all aspects of Councils assets in terms of Operations, Maintenance, Renewal, Upgrade, Expansion and New
➢ Ensure that the roles and responsibilities of all asset owners, managers and users are well defined and understood. Reinforce and support asset management roles and responsibilities across the organisation at a functional level. The various key roles, responsibilities and delegations associated with service delivery and asset management is documented in the Asst Management Strategy
➢ Invest in appropriate and timely asset management training and development program for staff and Councillors as required
➢ Council will support the implementation of the Asset Management Strategy and foster a strong asset management culture across Council through a cross functional Asset Management Steering Committee

In addition to the above objectives, it is recommended that Council implements the following asset management objectives that are aligned with ongoing best-practice over the next three (3) years:

➢ **80% of work done is planned** - If you only react to symptoms, the problems will build up over time to a level that could be too costly to address. The expenditure will be more controllable when you plan and think long term. Recognising there will always be a level of 'reactive works' or ad-hoc works that just can't be planned.
➢ **80% of the works programme** is driven from the planning process. Making good decisions on evidence that's scientifically based rather than making ad-hoc decisions that may only consider part of the organisation's strategies – getting this right will provide a greater level of success when competing for annual budgets. Again, recognising that there will always be a level of projects identified outside of the planning process.
➢ **20% of your asset register is updated**, maintained, improved and changed every year. Good decisions require good data - manage the information strategically by targeting efforts in areas that provide key information that feeds into the planning process.

The longer-term value of this solution would be:

➢ Reduction in the premium paid for reactive maintenance – leading to re-allocation of funds to planned works

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> ➢ Having a more robust planned approach to your works-programme – evidence based using scientific methods
> ➢ Better knowing and managing current and future risk
> ➢ Having a well-maintained component level asset register with good confidence

1.4.3   SPM Assets' 7 Point Asset Planning Framework

SPM Assets' 7 Point Asset Management Planning Framework involves all areas of business and planning processes and is aligned with ISO55000 and the International Infrastructure Management Manual (IIMM).

Figure 1-2 below illustrates the Framework, which is a service-led planning approach, i.e. it is the service needs that define the quality standards required now and into the future. The framework is founded on the IIMM principles and is structured to proactively minimise shortfalls by implementing appropriate well thought out asset management strategies. The framework is founded on a culture of continual improvement which focuses on determining the degree of criticality of the assets, to minimise the risk of failure and is based on the following:

1. Know your services
   A mixture of community and residential housing, public toilets and storage facilities.
2. Know the assets and costs needed to deliver those services
   Having a good knowledge of the existing assets provides the planning platform. Realising that the data can have 80% confidence and still be useful, i.e. target the high-quality information management to critical and/or high value assets.
3. Know what you need (both now and into the future)
   Recognising the difference between the Levels of Service and building related Quality Standards. It's about knowing the current standards and what they could be in the future and defining and measuring the lowest level.
4. Know what's possible – asset and non-asset solutions
   Comparing the current situation with the desired levels of service and quality standards will identify the current and future shortfalls that need to be addressed. Creating a range of 'possible projects' to address the shortfalls moves the process from asset planning to project planning and eventual Capital Asset Management.
5. Know what to do now (budgets, risks and prioritisation) and what's sustainable over the longer term
   Knowing which 'possible project' is more important than another, needs to consider its outcomes after completion, its affordability, and the risks it's managing.
6. Know your funding options – recognising that the first step is to determine the investment needed to address the current and future shortfalls
   Allocation of budgets to funded programmes ensures projects are being funded appropriately and that the renewals funding is specifically used to address replacements and renewals, thus avoiding fiscal surprises.
7. Make decisions and deliver outcomes
   Decisions are made every day and the right people should be making the right decisions based on information that they can rely on. This is where the real value of capital asset management is realised, i.e. the organisation has the confidence that it is making the right decisions.

Asset Management Plan
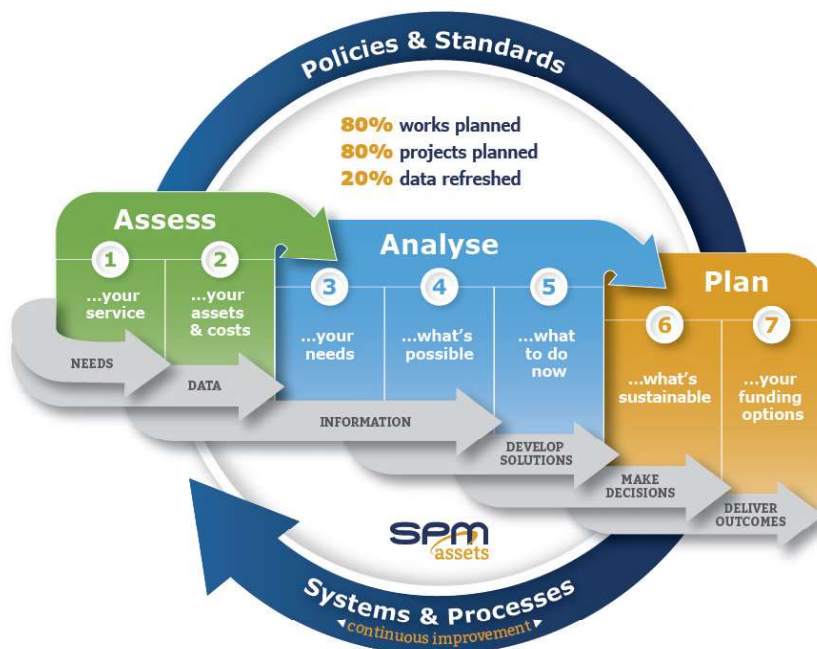**Warrnambool City Council**

Figure 1-2 SPM Assets' 7 Point Asset Planning Framework

1.5 Relationship with Other Planning Documents

The AMP considers the following documents:

- ➢ Council Plan 2017-2021 (2019 revision)
- ➢ Asset Management Policy 2019
- ➢ Risk Management Policy 2015
- ➢ Community Services and Infrastructure Plan 2013 (CSIP)

1.6 AMP Structure

The AMP is the output of the asset management planning process. It documents the associated procedures, objectives, policies, standards, drivers, future renewal projects, lifecycle replacement projections and improvement tasks.

The AMP has been written so that any reader can understand how the assets are being considered and managed. Commentaries on renewal theories and the reasoning of renewal and maintenance policies provide the reader with the context or reason why certain practices have been implemented.

The AMP is a communication document first and foremost. It summarises the vast information held in the supporting computer systems and provides the reasoning of why maintenance and lifecycle expenditure is needed in the future. The 'nuts and bolts' detail is available directly from the management systems if the reader needs further detail of a specific asset or asset group.

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Council's objectives and policies are the primary driver for the asset management process and dictate all aspects of the asset management approach. This document recognises these requirements and uses SPM Assets' 7 Point Planning Framework and software applications as the primary implementation tools. In its simplest form, the asset register is populated, it is analysed, and a program of works is produced based on providing a defined 'level of service'.

Key sections of the AMP are based on the International Infrastructure Management Manual (IIMM) and are summarised as follows:

> ➢ Asset Description – summary of assets and current condition
> ➢ Levels of Service – specifies the services and levels of service to be provided by Council
> ➢ Lifecycle Management – how Council will manage its existing and future assets to provide the required services
> ➢ Risk Management – applying a risk-based analysis to the lifecycle results
> ➢ Financial Summary – what funds are required to provide the required services
> ➢ Asset Management Practices – documenting the practices that are required to maintain best practice in asset management going forward
> ➢ Asset Management Improvement Plan – what are the next steps?

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2   Asset Description

2.1   Overview

A total of 6,073 visually assessed building components have been picked up during the onsite building condition assessments of the 48 Infrastructure buildings. The Gross Replacement Cost (GRC) of the assessed components has been identified as $11.2 million. Table 2-1 summarises the number of sites, properties and components for the Infrastructure category.

Table 2-1 Infrastructure – Overview					
	Building Subcategory				**Total**
	Housing – Community & Residential	**Other Buildings**	**Public Toilets**	**Strategic Property**	
No. Sites	16	10	7	1	34
No. Buildings	16	17	7	8	48
No. Property Records	177	157	38	41	413
No. Components	2,747	2,242	464	620	6,073
Gross Replacement Cost (GRC)	3,149,732	5,924,515	850,626	1,244,334	$11,169,207
Capital Replacement Value (CRV)	6,141,282	10,831,512	1,730,200	2,182,026	$20,885,020

Improvement Action: The total number of buildings (48) includes both buildings and properties. As part of the Improvement Plan, the property type of the Infrastructure buildings may need to be reviewed to distinguish the difference between a 'block' (building) and a property, e.g. some sheds are classified as 'blocks' (buildings) and others are a 'property'.

2.2   Survey Methodology

2.2.1   Site Assessment

A total of 48 Infrastructure building assets have been assessed between 2012 and 2019. The majority of onsite building condition assessments have been completed by experienced SPM Assets surveyors and updated and maintained by Council staff using the Mobile application of the SPM Assets software on a tablet PC device. The assessment approach that was implemented, and the SPM Assets software, have been directly aligned with ISO 55000, IIMM, NAMS Property Manual and IPWEA/NAMS Practice Note 3. The building condition assessments were conducted to identify the current condition of components, update property level information including capturing any space changes and refurbishments and answering Property Quality Standards (PQS).

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2.2.2   Data Model

The data model for Council's Infrastructure building assets has been broken down into grounds, buildings, floors and room locations (ground, block, floor, and unit) so that components can be assigned to a level that work can be carried out e.g. the refurbishment of the offices on level 1.

It should be noted that the following components have been excluded from this AMP:

➢   Loose furniture

Improvement Action: These assets will be reviewed and may be included in future iterations of this AMP. Any projects associated with these assets will be included within the relevant board in the SPM Assets Programs application.

2.3   Property Level Information

2.3.1   Building Valuations

Table 2-2 below summarises the valuation figures for the Infrastructure building assets. The Capital Replacement Value (CRV), which is based on the rate per square metres as recommended in the Rawlinsons Australian Construction Handbook, has been calculated as $20.9 million.

Table 2-2 Capital Replacement Values		
Building Subcategory	**No. Buildings**	**CRV**
Housing – Community & Residential	16	6,141,282
Other Buildings	15	10,831,512
Public Toilets	7	1,730,200
Strategic Property	8	2,182,026
Total	**46**	**$20,885,020**

Improvement Action: A total of two buildings have no valuation data. As an improvement activity, a valuation for these buildings should be calculated or completed by an experienced building valuer.

2.3.2   Condition Grade Index by Building

Definition

The Condition Grade Index (CGI) is the average condition grade of assessed components weighted by their Gross Replacement Cost (GRC). A low CGI e.g. 1.5 means that the components have been assessed to be in good to very good condition whereas a high grade such as 2.3 means that the components are mainly in a poor to very poor condition. The overall CGI for Infrastructure buildings is 1.38 which indicates that most of the buildings are in a good or very good condition.

Result

Table 2-3 lists the number of Infrastructure building assets by building subcategory for each of the CGI ranges and suggests that 86% of the building assets are considered to be in either a good or very good condition and there are no Infrastructure building assets with a CGI greater than 2.6.

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Table 2-3 CGI of Infrastructure Buildings						
Building Subcategory	**CGI Ranges**					**Total**
	<- Very Good		**Very Poor ->**			
	1.0-1.4	**1.4-1.7**	**1.7-2.2**	**2.2-2.6**	**>2.6**	
Housing – Commercial & Residential	7	5	2	2	0	16
Other Buildings	11	3	1	0	0	15
Public Toilets	4	1	1	0	0	6
Strategic Property	7	1	0	0	0	8
Total	**29**	**10**	**4**	**2**	**0**	**45**
Proportion	*64%*	*22%*	*9%*	*4%*	*0%*	*100%*

Improvement Action: The total number of buildings where a CGI has been calculated is 45. While there are 48 buildings included in the Infrastructure, three buildings have been excluded from the CGI calculations as they have no components. It is recommended that these buildings are reassessed to ensure that all relevant components have been captured.

2.4   Description of Components

2.4.1   Component Groups and Types

Table 2-4 provides a breakdown of the number of components by building subcategory for the Infrastructure buildings. A total of 285 unique components have been assessed that identify 6,073 assets, i.e. a component can have multiple assets within a building.

Table 2-4 Building Subcategory Component Breakdown		
Building Subcategory	**No. Components**	**Proportion (%)**
Housing – Community & Residential	2,747	45%
Other Buildings	2,242	37%
Public Toilets	464	8%
Strategic Property	620	10%
Total	**6,073**	**100%**

The Gross Replacement Cost (GRC) of the assessed components has been identified as $11.2 million. Table 2-5 and Table 2-6 summarises the GRC by component group and component type respectively. The Interior Finishes and External Fabric components have the highest GRC of $4.5 million and $3.8 million respectively while the Clinical Equipment components have the lowest GRC of $2K.

Table 2-5 GRC by Component Group		
Component Group	**No. Components**	**GRC**
Exterior & Sundries	165	464,083

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Table 2-5 GRC by Component Group		
Component Group	**No. Components**	**GRC**
External Fabric	1,196	3,819,583
Interior Finishes	2,815	4,530,228
Open Space	123	424,175
Services	1,768	1,922,463
Structure	1	7,075
Clinical Equipment	5	1,600
Total	**6,073**	**$11,169,207**

Table 2-6 GRC By Component Group and Type			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	55	141,215
	Paving	62	194,116
	Sundries	40	77,392
	Tanks	8	51,360
External Fabric	External Stairs	23	168,048
	External Walls	253	1,597,138
	Louvers	1	834
	Roof	523	1,217,160
	Windows & Doors	396	836,403
Interior Finishes	Ceiling Finishes	580	477,130
	Fixtures & Fittings	530	922,706
	Floor Finishes	329	542,418
	Interior Doors	535	436,780
	Interior Walls	137	1,217,334
	Wall Finishes	704	933,860
Open Space	Access	9	35,596
	Electrical	1	19,236
	Exterior Fabric	1	2,280
	Fences & Walls	79	299,346
	Furniture	1	642
	Gates	29	57,702
	Shelters	1	8,014
	Signs	2	1,359
Services	Electrical	1,003	770,914

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Table 2-6 GRC By Component Group and Type			
Component Group	**Component Type**	**No. Components**	**GRC**
	Fire Services	95	62,351
	Lifts / Hoist	1	16,032
	Mechanical	253	574,977
	Sanitary Plumbing	395	478,668
	Special Services	21	19,521
Structure	Structure	1	7,075
Clinical Equipment	First Aid	5	1,600
Total		**6,073**	**$11,169,207**

2.4.2 Condition

Overall the assessed building components of the Infrastructure buildings are in a very good condition, in which 71% of components in very good condition (by value - $8.0 million) and 22% of components in good condition (by value - $2.4 million) as illustrated in Figure 2-1. A further 5% are in moderate condition (by value - $525K) while 2% of components are in a poor or very poor condition (by value - $225K).

The $225K of components in poor or very poor condition largely relates to the following component groups:

- ➢ Interior Finishes at $101K
- ➢ External Fabric at $68K
- ➢ Exterior & Sundries at $26K
- ➢ Services at $15K
- ➢ Open Space at $15K
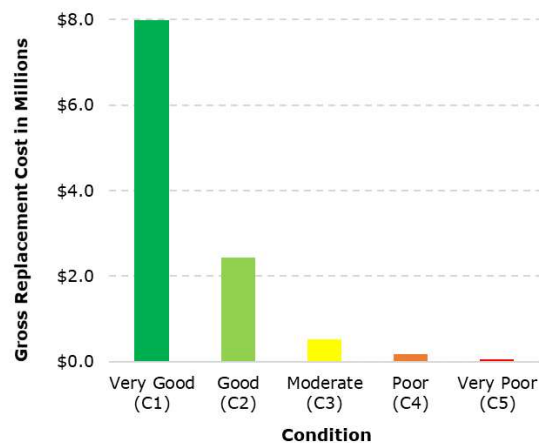
Figure 2-1 Condition Profile of Infrastructure Buildings

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2.4.3   Critical Assets

The component criticality criteria established within the SPM Assets Reference library provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level. It is based on the following criteria:

> ➢ **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
> ➢ **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the building or asset
> ➢ **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

> ➢ Consequence of Failure of **medium-high** to **high criticality**
> ➢ Occupational Health and Safety of **medium-high** to **high criticality**
> ➢ Appearance of **high criticality**

In total there are 2,668 components that fit the above criteria with a total GRC of $6.2 million. Table 2-7 lists the critical assets by component group and type, the number of components and GRC.

Table 2-7 List of Critical Components			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	4	10,807
	Paving	56	174,000
	Sundries	8	32,158
	Tanks	7	47,160
External Fabric	External Stairs	22	167,460
	External Walls	148	1,245,847
	Roof	166	897,557
	Windows & Doors	298	803,457
Interior Finishes	Ceiling Finishes	290	339,394
	Fixtures & Fittings	189	389,111
	Floor Finishes	306	398,103
	Interior Doors	21	54,984
	Interior Walls	7	18,684
	Wall Finishes	6	4,558
Open Space	Access	8	34,496
	Electrical	1	19,236
	Exterior Fabric	1	2,280
	Fences & Walls	14	102,354
	Gates	29	57,702

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Table 2-7 List of Critical Components			
Component Group	**Component Type**	**No. Components**	**GRC**
Services	Electrical	564	527,807
	Fire Services	94	61,343
	Lifts / Hoist	1	16,032
	Mechanical	207	475,550
	Sanitary Plumbing	206	326,260
	Special Services	9	4,063
Structure	Structure	1	7,075
Clinical Equipment	First Aid	5	1,600
Total		**2,668**	**$6,219,078**

2.4.4 Housing – Community & Residential

There are 142 unique components that describe the 2,747 assets associated with the Housing – Community & Residential subcategory. The Gross Replacement Cost (GRC) of the assessed components is $3.1 million. Table 2-8 details the replacement cost of assets by component group and type.

Table 2-8 GRC By Component Group and Type – Housing – Community & Residential			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	38	93,762
	Paving	37	87,808
	Sundries	23	32,804
	Tanks	1	6,300
External Fabric	External Stairs	7	31,650
	External Walls	99	259,200
	Roof	252	385,252
	Windows & Doors	203	279,495
Interior Finishes	Ceiling Finishes	290	163,326
	Fixtures & Fittings	218	351,599
	Floor Finishes	157	140,873
	Interior Doors	280	235,089
	Interior Walls	6	12,961
	Wall Finishes	341	354,812
Open Space	Access	1	530
	Fences & Walls	49	105,913
	Gates	12	12,145
Services	Electrical	441	237,047
	Fire Services	13	5,577

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Table 2-8 GRC By Component Group and Type – Housing – Community & Residential			
Component Group	**Component Type**	**No. Components**	**GRC**
	Mechanical	99	166,243
	Sanitary Plumbing	175	186,278
	Special Services	5	1,068
Total		**2,747**	**$3,149,732**

Overall the components are in a very good condition with 59% of components in very good condition (by value - $1.9 million) and 28% of components in good condition (by value - $879K) as illustrated in Figure 2-2. A further 9% are in moderate condition (by value - $297K) and 4% in poor or very poor condition (by value - $116K).
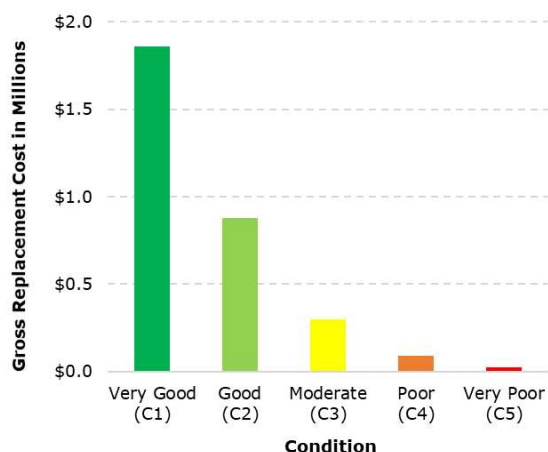
Figure 2-2 Condition Profile of Housing – Community & Residential

The $116K of components in poor or very poor condition largely relate to the following component groups.

➢ Interior Finishes - $48K
  o Comm House Residence – Unit 2/14 Henry St - $28K

➢ Exterior & Sundries - $26K
  o Comm House Residence – Unit 2/14 Henry St - $8K
  o Comm House Residence – 84 Landmann St - $7K

➢ External Fabric - $23K
  o Residence – 36 Koroit St - $7K

2.4.5   Other Buildings

There are 226 unique components that describe the 2,242 assets associated with the Other Buildings subcategory. The Gross Replacement Cost (GRC) of the assessed components is $5.9 million. Table 2-9 details the replacement cost of assets by component group and type.

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Table 2-9 GRC By Component Group and Type – Other Buildings			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	8	33,560
	Paving	15	70,808
	Sundries	13	41,687
	Tanks	2	6,300
External Fabric	External Stairs	15	134,718
	External Walls	87	944,192
	Louvers	1	834
	Roof	139	535,941
	Windows & Doors	120	397,101
Interior Finishes	Ceiling Finishes	210	230,759
	Fixtures & Fittings	190	426,420
	Floor Finishes	119	299,464
	Interior Doors	181	151,782
	Interior Walls	108	1,089,041
	Wall Finishes	262	404,111
Open Space	Access	5	31,806
	Exterior Fabric	1	2,280
	Fences & Walls	21	132,271
	Furniture	1	642
	Gates	13	41,768
	Signs	1	510
Services	Electrical	412	402,880
	Fire Services	70	51,620
	Lifts / Hoist	1	16,032
	Mechanical	108	330,194
	Sanitary Plumbing	121	121,698
	Special Services	14	18,061
Structure	Structure	1	7,075
Clinical Equipment	First Aid	3	960
Total		**2,242**	**$5,924,515**

Overall the components are in a very good condition with 76% of components in very good condition (by value - $4.5 million) and 20% of components in good condition (by value - $1.2 million) as illustrated in Figure 2-3. A further 3% are in moderate condition (by value - $166K) and less than 1% in poor or very poor condition (by value - $46K).
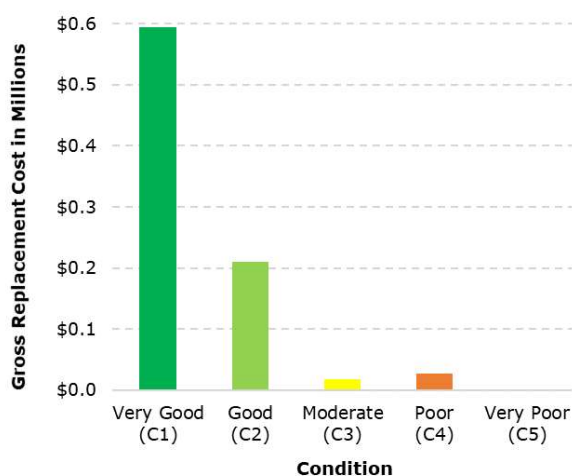
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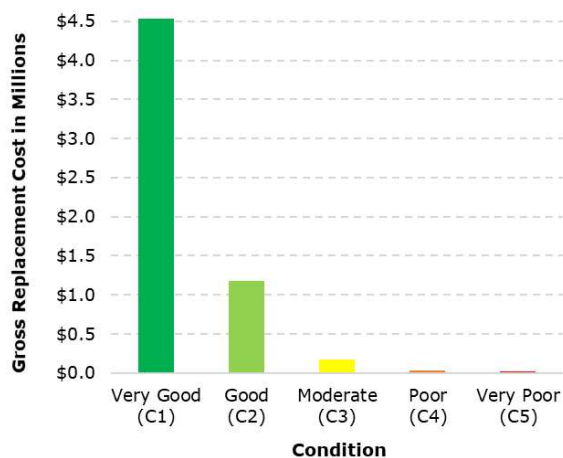
Figure 2-3 Condition Profile of Other Buildings

The $46K of components in poor or very poor condition largely relate to the following component groups.

➢ Interior Finishes - $34K
  o RSPCA – Dog/Cat Runs - $11K

2.4.6 Public Toilets

There are 109 unique components that describe the 464 assets associated with the Public Toilets subcategory. The Gross Replacement Cost (GRC) of the assessed components is $851K. Table 2-10 details the replacement cost of assets by component group and type.

Table 2-10 GRC By Component Group and Type – Public Toilets			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	8	13,093
	Paving	3	19,400
	Sundries	4	2,901
	Tanks	3	19,140
External Fabric	External Stairs	1	1,680
	External Walls	29	117,036
	Roof	47	99,374
	Windows & Doors	22	31,316
Interior Finishes	Ceiling Finishes	32	26,198
	Fixtures & Fittings	69	49,543
	Floor Finishes	22	39,296
	Interior Doors	29	23,000

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Table 2-10 GRC By Component Group and Type – Public Toilets			
Component Group	**Component Type**	**No. Components**	**GRC**
	Interior Walls	14	104,510
	Wall Finishes	35	92,279
Open Space	Fences & Walls	1	1,460
	Gates	1	942
	Signs	1	849
Services	Electrical	48	41,051
	Mechanical	20	21,478
	Sanitary Plumbing	75	146,080
Total		**464**	**$850,626**

Overall the components are in a very good condition with 70% of components in very good condition (by value - $594K) and 25% of components in good condition (by value - $211K) as illustrated in Figure 2-4. A further 2% are in moderate condition (by value - $18K) and 1% in a poor or very poor condition (by value - $28K).
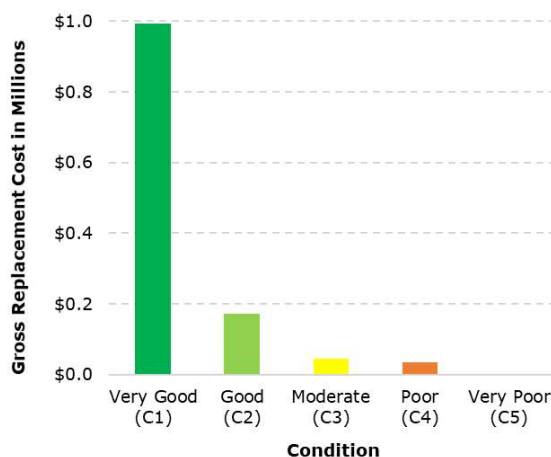

Figure 2-4 Condition Profile of Public Toilets

The $28K of components in poor or very poor condition largely relate to the following component groups.

➢ External Fabric - $23K
   o $23K – Stingray Bay – Toilet Block

2.4.7   Strategic Property

There are 123 unique components that describe the 620 assets associated with the Strategic Property subcategory. The Gross Replacement Cost (GRC) of the assessed components is $1.2

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million. Table 2-11 includes a breakdown of the replacement cost of assets by component group and type.

Table 2-11 GRC By Component Group and Type – Strategic Property			
Component Group	**Component Type**	**No. Components**	**GRC**
Exterior & Sundries	Misc.	1	800
	Paving	7	16,100
	Tanks	2	19,620
External Fabric	External Walls	38	276,710
	Roof	85	196,593
	Windows & Doors	51	128,491
Interior Finishes	Ceiling Finishes	48	56,847
	Fixtures & Fittings	53	95,144
	Floor Finishes	31	62,785
	Interior Doors	45	26,909
	Interior Walls	9	10,822
	Wall Finishes	66	82,658
Open Space	Access	3	3,260
	Electrical	1	19,236
	Fences & Walls	8	59,702
	Gates	3	2,847
	Shelters	1	8,014
Services	Electrical	102	89,936
	Fire Services	12	5,154
	Mechanical	26	57,062
	Sanitary Plumbing	24	24,612
	Special Services	2	392
Clinical Equipment	First Aid	2	640
Total		**620**	**$1,244,334**

Overall the components are in a very good condition with 80% of components in very good condition (by value - $994K) and 14% of components in good condition ($172K) as illustrated in Figure 2-5. A further 4% are in moderate condition (by value - $44K) and 3% in a poor or very poor condition (by value - $35K).

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Figure 2-5 Condition Profile of Strategic Property

The $35K of components in poor or very poor condition largely relate to the following component groups.

- ➢ External Fabric – $19K
  - ○ Airport – Hanger (Leased to Airapply) - $18K

- ➢ Interior Finishes - $14K
  - ○ Airport – Residence (Rate Payer Warrnambool Aerodrome Committee) - $13K

2.5   PQS Assessment Results

The functionality and performance of each building asset within Council's Infrastructure portfolio has been reviewed and measured using the Property Quality Standard (PQS) process, described in IPWEA/NAMS Practice Note #3. Adopting the PQS mechanism enables the measurement of 'level of service' statements and identification of backlogs. Future scoped projects would address these backlogs and as such, the PQS mechanism will provide a way to prioritise works.

Each PQS question has an 'answer definition' that allows the surveyor to determine the level of service, which will in turn produce a cost if the question fails the standard. This means that the Council can vary the standards so that the cost to achieve a desired standard can easily be modelled. Refer to APPENDIX B for the full list of PQS questions.

Applying PQS to buildings and keeping the data up to date will identify quality shortfalls that will need to be addressed through asset and non-asset initiatives.

For Council's building assets, the following set list of categories of PQS statements were used to identify potential shortfalls associated with the following categories:

- ➢ Risk
  - ○ Injury/Illness
  - ○ Risk Exposures
- ➢ Services

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- o   Accessible
- o   Functional
- o   Healthy
- o   Quality
- o   Safety
- o   Sustainability

Note: All PQS statements are aligned to today's standards. Any failures of PQS statements needs to take into consideration that building assets would have been built in accordance with standards at that time.

2.5.1   PQS Assessment Results

A total of 45 Infrastructure buildings underwent the PQS assessment. Table 2-12 summarises the results of by statement category. Overall, the buildings comply with 96.6% of the PQS statements.

Table 2-12 PQS Results by Category					
PQS Category 1	PQS Category 2	Fail	Pass	Total	Pass %
Risk	Injury/Illness	1	209	210	99.5%
	Risk Exposures	1	125	126	99.2%
Services	Accessible	10	158	168	94.0%
	Functional	13	239	252	94.8%
	Healthy	7	287	294	97.6%
	Quality	8	244	252	96.8%
	Safety	1	41	42	97.6%
	Sustainable	14	280	294	95.2%
Total		55	1,583	1,638	96.6%

Improvement Action: It is recommended that PQS assessments are carried out on all Infrastructure buildings to identify potential functionality and performance shortfalls. It also recommended that costs are calculated to rectify any issues identified by the PQS assessments.

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3   Levels of Service

3.1   Overview

Understanding the desired levels of service of a building within a fixed asset portfolio is fundamental in order to match assets to service delivery objectives. These asset related requirements are documented in a 'Level of Service Statement' which should align with the organisation's objectives.

The factors affecting levels of service of any organisation can be broken into three broad categories.

1. **Customer requirements**: The expectations of the customer served by the organisation through the utilisation of the asset.
2. **Legislative requirements**: The mandatory provisions or standards set by local, national or international bodies that govern asset utilisation, particularly in terms of various issues affecting the general public.
3. **Strategic goals**: Broad framework-based management directives consistent with the organisation goals and values stated in policies, objectives, and the user asset management plans

The Level of Service statement is the basis for the assessment of the portfolio and the long-term financial planning of operational and capital expenditure. According to this statement, the asset plan targets expenditure to address immediate shortfalls (deferred renewals/backlog) and future requirements as planned expenditure.

Figure 3-1 Level of Service Process Flow

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The key principles are:

➢   Clearly defined strategic objectives
➢   In support of the strategic objectives, an understanding of the difference between technical and customer related objectives
➢   Defined targets
➢   Statement of how the performance will be measured against the targets
➢   Current performance measurement against the level of service to identify the shortfalls

3.2   Alignment with Council's Level of Service Measures

In the 'service-led asset planning' context, the assets are in place to provide for the people that deliver the service. For example, to deliver services to the community, a local government needs operational buildings. This section defines the services being provided by the organisation.

Establishing both customer and technical level of service standards is a challenging process that often takes several years to complete. Council will need to undertake customer surveys to identify the community's expectations and use this information to establish the 'customer' level of service standards for the provision of community services associated with buildings.

The customer level of service standard identifies the type and number of buildings required to deliver community services and achieve strategic objectives, whereas the technical level of service standards identify the quality of the individual buildings considering function, condition and energy efficiency as examples.

3.3   Customer Levels of Service

3.3.1   Current Strategic Levels of Service

Council has not established customer strategic levels of service for its building assets.

Improvement Action: It is recommended that Council develops customer strategic levels of service which includes items such as service level agreements, response timeframes for rectifying issues, cleaning agreements etc.

3.3.2   Future Strategic Levels of Service

As the population of Warrnambool City is expected to grow over the next 16 years, from a forecast of 36,575 in 2020 to 46,210 in 2036 (Source: .id the population experts), there will be greater demand for access to Council's Infrastructure building assets. Figure 3-2 below illustrates the expected population growth of Warrnambool City over a 20-year period (2016-2036).

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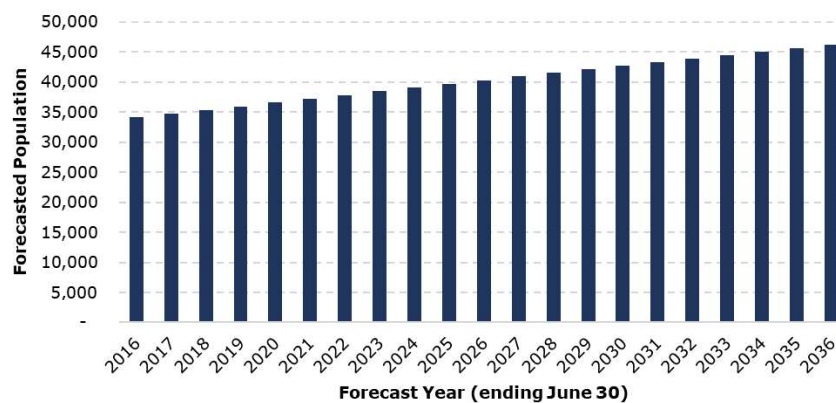### Warrnambool City Council

Figure 3-2 Forecasted Population for Warrnambool City (2016- 2036)

As stated in the Community Services and Infrastructure Plan 2013 (CSIP), there is expected to be a 35% increase in the number of people across all age groups. Table 3-1 lists the expected changes in the age groups of Warrnambool City between 2016 and 2036.

Table 3-1 Warrnambool City - Total Persons[1] between 2016 and 2036							
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
0 to 4	2,085	6.1	2,679	6.6	3,053	6.6	968	46.4
5 to 9	2,196	6.4	2,696	6.7	3,084	6.7	888	40.4
10 to 14	2,080	6.1	2,587	6.4	3,063	6.6	983	47.3
15 to 19	2,286	6.7	2,579	6.4	2,993	6.5	707	30.9
20 to 24	2,355	6.9	2,504	6.2	2,879	6.2	524	22.3
25 to 29	2,315	6.8	2,426	6.0	2,688	5.8	373	16.1
30 to 34	1,984	5.8	2,456	6.1	2,724	5.9	740	37.3
35 to 39	1,939	5.7	2,522	6.3	2,825	6.1	886	45.7
40 to 44	2,069	6.0	2,445	6.1	2,849	6.2	779	37.7
45 to 49	2,251	6.6	2,361	5.9	2,807	6.1	556	24.7
50 to 54	2,207	6.4	2,343	5.8	2,687	5.8	480	21.7
55 to 59	2,182	6.4	2,382	5.9	2,571	5.6	389	17.8
60 to 64	2,032	5.9	2,259	5.6	2,454	5.3	422	20.8
65 to 69	1,893	5.5	2,147	5.3	2,384	5.2	491	25.9
70 to 74	1,451	4.2	1,920	4.8	2,176	4.7	725	50.0
75 to 79	1,098	3.2	1,660	4.1	1,915	4.1	817	74.4
80 to 84	857	2.5	1,181	2.9	1,521	3.3	663	77.4

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[1] Source: .id, the population experts

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Table 3-1 Warrnambool City - Total Persons[1] between 2016 and 2036								
Age group (years)	2016		2026		2036		Change between 2016 and 2036	
	Number	%	Number	%	Number	%	Number	%
85 and over	964	2.8	1,175	2.9	1,537	3.3	573	59.4
Total	**34,243**	**100%**	**40,323**	**100%**	**46,209**	**100%**	**11,966**	**34.9%**

In order to meet the increased demand for Infrastructure building assets and access to their related services, Council will need to adopt a customer level of service to increase the number of housing, public toilets and strategic property buildings or update the current buildings to be multi-purpose.

3.4   Technical Levels of Service

3.4.1   Setting a Building Quality Standard

In Table 3-2 below, an indicative building quality standard for Council's 48 Infrastructure building assets has been established. This indicative standard includes both a CGI target and a maintenance target, measured in an annual percentage spend against the Capital Replacement Value (CRV).

Improvement Action: The building standard assigned to the buildings is for the purpose of the analysis of this report. The actual quality standard needs to be reviewed and assigned to each buildings based on Council's policies and standards and the level of service for each of the buildings.

Table 3-2 Building Quality Standard Definition		
Standard	**Building Type**	**Definitions**
A	Heritage/Local Significance	CGI < 1.7, Maintenance > 0.5%
		No backlog. Noncritical assets can be in a moderate condition. Regular preventative maintenance.
B	Administration Aquatic Centres Childcare Commercial Community Centres Libraries Public Halls	CGI < 2.0, Maintenance > 0.4%
		No backlog. Noncritical assets can be in a moderate to poor condition. Regular preventative maintenance.
C	Recreational Toilet Blocks	CGI < 2.2, Maintenance > 0.3%
		Some backlog allowed for non-critical assets. Selected assets will undergo reactive maintenance, preventative planned maintenance to be utilised otherwise.
D	Depot Storage Utilities	CGI < 2.5, Maintenance > 0.25
		High backlog allowed for non-critical assets. The majority of assets will undergo reactive maintenance, preventative planned maintenance to be limited.

Table 3-3 lists the two Infrastructure buildings which have not met the building quality standards as outlined in Table 3-2. The results for all Infrastructure buildings have been included in APPENDIX C.

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Table 3-3 Condition of Community Facility Buildings				
Subcategory	**Building Name**	**Standard**	**CGI**	**Result**
Housing - Community & Residential	Comm House Residence - Unit 2/14 Henry St	B	2.50	Fail
	Residence - 26 Garden St	B	2.45	Fail

3.4.2   Critical Assets in a Poorer Condition

For the purpose of this AMP a further generic quality standard has been applied to all Infrastructure buildings that relates to the condition of critical components. In order to meet the quality standard a building is required to have all critical components in a moderate condition or better. No functional or compliance targets have been included in this AMP. Each building considered has had this Quality Standard applied so that the level of works required to achieve the standard can be determined.

Table 3-4 summarises the results of applying the Quality Standard based on the definition described above. See APPENDIX D for detailed results relating to each Infrastructure building.

All building subcategories have critical components in a poor and very poor condition as shown in Table 3-4 below. A total of 83 critical components have been assessed to be in a poor or very poor condition with a replacement cost of $135K. The most significant subcategories in terms of critical components identified to be in a poor or very poor condition by replacement cost are the Housing – Community & Residential at $61K and the Strategic Property at $31K.

Table 3-4 Result of Quality Standard for Critical Components			
Building Subcategory	**No. Critical Components**	**Critical Components in Poor or Very Poor Condition**	
		No.	**GRC**
Housing – Community & Residential	1,138	55	60,640
Other Buildings	1,021	20	17,510
Public Toilets	218	4	26,112
Strategic Property	291	4	30,673
Total	**2,668**	**83**	**$134,936**

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4   Lifecycle Management

4.1   Overview

The strategy of lifecycle management is to maintain the assets to a level that meets the quality standards and asset management objectives in a way that minimises risk. Council achieves this through the following traditional lifecycle management process:

➢ **Renewal and replacements** – informed by the lifecycle analysis reports from the SPM Assets software. The Project-Planning module would be used to apply levels of service standards at each site resulting in planned-projects. Moving from a component level analysis to a project level decision making process. This includes resulting risk ratings to prioritise the timing of future projects.

➢ **Upgrades** – the resulting projects that have been included within the 'Building Renewal/Replacement Board – 2020' board in the SPM Assets Program application. These projects are based on Council's policies and budgets.

➢ **Growth** – these are likely to be driven by the 'future demand' analysis and at this stage, and simply list any new buildings or extensions that are identified in current Council planning documents. These projects are included in the 'Building Growth and Improvement Board – 2020 AMP' board within the SPM Assets Program application.

➢ **Operations** – servicing and inspections of essential services driven by the Building Code of Australia, and annual cost components such as power usage and cleaning.

➢ **Maintenance** - Council developed preventative maintenance regimes plus reactive maintenance budgets – both balanced with lifecycle renewals to optimise the overall cost of caring for the building.

➢ **Disposals** – consider implementing a business rule for building disposals plus current Council strategy documents that may identify future strategic disposals. The business rule could be for example – if the calculated renewal costs plus maintenance and operational costs (over 10 years) are more than 30% of the Capital Replacement Value of the building, then consider the building for disposal or major refurbishment.

Section 4.2.1 details the methods in which an asset's lifecycle is calculated within the SPM Assets database.

4.2   Renewal and Replacements

4.2.1   Predictive Deterioration Models Applied

The data collected through the condition survey process has been analysed using 'age', 'condition' and 'condition-age' based analysis to determine the likely remaining life of each component. The analysis considers the parameters illustrated in Figure 4-1 and is largely influenced by the base life range, the KPI score, age and the assessed condition grade. It is important that the analysis theory as detailed below is understood.

➢ **Age Based**: - Determines the remaining life considering the base life range, criticality and component age. Condition or the assessed remaining life is not considered. This can be the most effective algorithm for plant and equipment style components. The likely replacement year equals the construction year plus calculated base life. For example, a component that was installed in 1998 with a 15-year calculated base life would most likely require replacement in 2013. As it is currently 2020, it would be 7 years overdue

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for replacement. However, if the component is non-critical, this could be acceptable, and it could be allowed to run to failure.

➢ **Condition Based**: - An asset has a base life range, i.e. it's expected to be fully renewed or totally replaced at some point within this range. The calculated base life is determined by applying the resulting KPI score to the base life range, i.e. if the asset is critical then the calculated base life is likely to be closer to the lower end of the range whereas if it is non-critical, then it will be closer to the upper end of the range.

➢ **Condition-Age Based**: – the remaining life generated by the Condition-Age algorithm is influenced by the age of the component, i.e. if an asset has been assessed to be in a very good condition and is old then the remaining life is calculated from the end of the condition grade 1 band. This significantly influences the remaining life of assets assessed to be in a very good and good condition. This algorithm has been applied to various structural and mechanical services assets.

Of the 6,073 components for the Infrastructure building assets in the SPM Assets database, the following breakdown of deterioration models has been applied:

➢ 5,972 components use the Condition based model
➢ 63 components use the Condition-Age based model
➢ 38 components use the Age based model
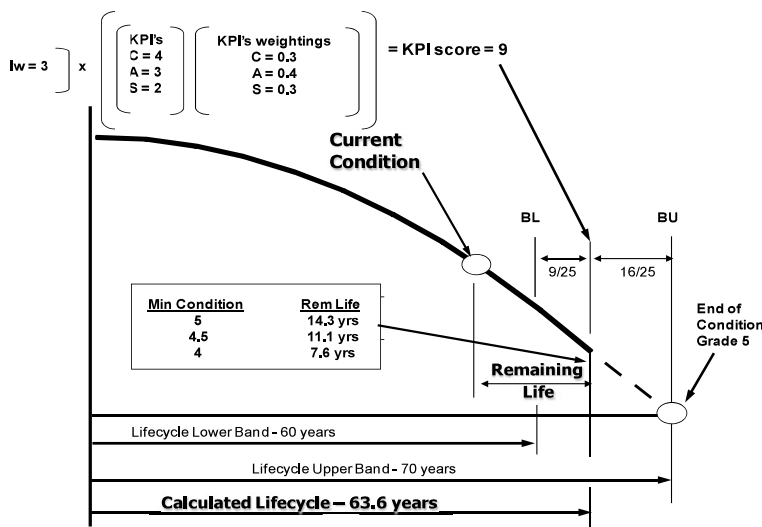
Figure 4-1 Principles of the predictive model

4.2.2 Determining Backlog Renewals

The backlog renewal position has been determined based on any component that has a calculated year of replacement prior to 2020. There are a large number and value of assets that are in a backlog position based on this rule, which is summarised in Table 4-1 by component group and component type. The total calculated backlog for the Infrastructure buildings is $384K, with the majority being associated with Interior Finishes ($187K), External Fabric ($92K) and Services ($42K).
The majority of the assets with a calculated year of replacement prior to 2020 are those that were

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assessed as being in a poor or very poor condition, while some are in good or moderate condition but have a short overall base life.

Table 4–1 Potential Backlog by Component Group and Type			
Component Group	**Component Type**	**No. of Instances**	**Calculated Backlog**
Exterior & Sundries	Misc.	5	13,784
	Paving	2	4,500
	Sundries	6	13,860
External Fabric	External Stairs	1	1,152
	External Walls	19	49,814
	Roof	20	34,522
	Windows & Doors	15	6,814
Interior Finishes	Ceiling Finishes	14	3,536
	Fixtures & Fittings	15	42,365
	Floor Finishes	32	53,113
	Interior Doors	28	6,790
	Interior Walls	1	16,826
	Wall Finishes	66	64,294
Open Space	Access	1	106
	Fences & Walls	6	21,930
	Gates	2	8,007
Services	Electrical	4	918
	Fire Services	3	1,287
	Mechanical	19	24,073
	Sanitary Plumbing	27	15,827
	Special Services	2	356
Total		**288**	**$383,874**

4.2.3 Portfolio Renewal Forecast

Figure 4-2 shows the forecast 15-year renewals expenditure required for all Infrastructure building subcategories, including the possible backlog. It shows that over the next 15 years $4.8 million is required (an annual average of $318K) to address both the backlog (a total value of $384K as detailed in Section 4.5.2), and annual lifecycle expenditure. The three highest peaks of expenditure are the backlog, 2023 and 2033.

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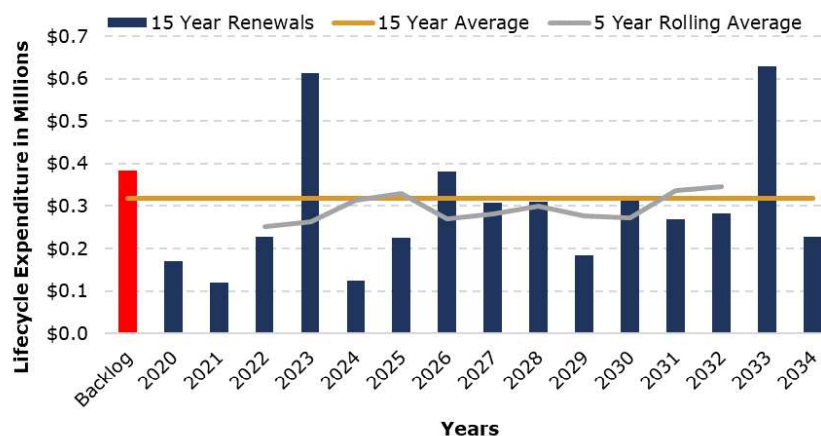
Figure 4-2 Renewal Forecasts over 15 years for all Infrastructure Buildings

It is important to recognise that the lifecycle projections are the raw results from the predictive model in the SPM Assets software and will need to be further modelled to determine pragmatic projects that align with the available funding.

4.2.4   Renewal Forecasts by Building Subcategory

Housing – Community & Residential

Figure 4-3 shows the forecast 15-year renewals expenditure required for the Housing – Community & Residential subcategory, including possible backlog. The forecast renewal expenditure is $1.7 million over the next 15 years, with an average annual expenditure of $113K. The backlog for this building subcategory is $134K. The three highest years of expenditure are 2023, 2026 and 2033.
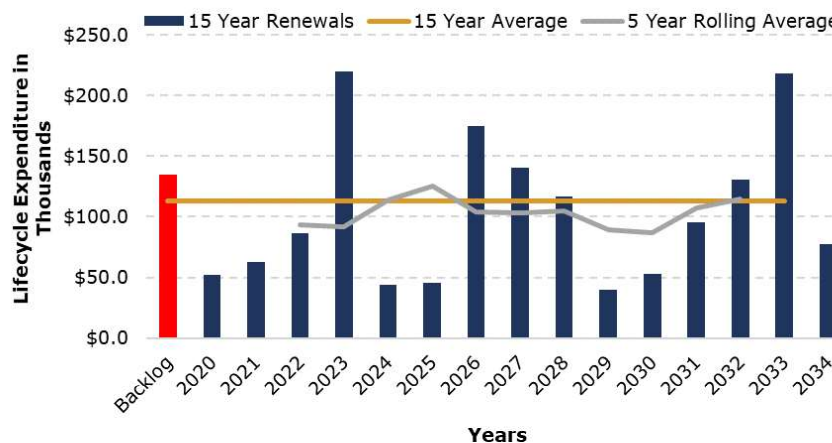
Figure 4-3 Renewal Forecasts for Housing – Community & Residential

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The main contributors to the top three annual peaks in lifecycle expenditure are the following:

➤ Year 2023:

  o   Comm House Residence – Unit 1/14 Henry St
      ▪   The replacement of the ceiling paint - $6K
      ▪   The replacement of the internal wall paint - $6K
  o   Comm House Residence – 45 Merrivale Dr
      ▪   The replacement of the ceiling paint - $8K
      ▪   The replacement of the internal wall paint - $7K

➤ Year 2026:

  o   Residential Property – 36 Koroit St
      ▪   The replacement of the garden/tool shed - $11K
  o   Comm House Residence – 2 Vickers Dr
      ▪   The replacement of the kitchen joinery - $11K
  o   Comm Residence – 8 Henry St
      ▪   The replacement of the sliding wardrobe doors - $9K
  o   Comm House Residence – Unit 1/14 Henry St
      ▪   The replacement of the kitchen joinery - $10K
  o   Comm House Residence – 82 Landmann St
      ▪   The replacement of the kitchen joinery - $11K
  o   Comm House Residence – 137 Morriss Rd
      ▪   The replacement of the kitchen joinery - $10K

➤ Year 2033:

  o   Comm House Residence – 12 Henry St
      ▪   The replacement of the concrete tile roofing - $10K
  o   Comm House Residence – 15 McKiernan Rd
      ▪   The replacement of the concrete tile roofing - $11K
  o   Comm House Residence – 41 Merrivale Dr
      ▪   The replacement of the concrete tile roofing - $10K

Other Buildings

Figure 4-4 shows the forecast 15-year renewals expenditure required for the Other Buildings subcategory, including possible backlog. The forecast renewal expenditure is $2.2 million over the next 15 years, with an average annual expenditure of $148K. The backlog for this building subcategory is $195K which is the largest peak of expenditure. The three highest peaks of expenditure occur in 2023, 2030 and 2033.

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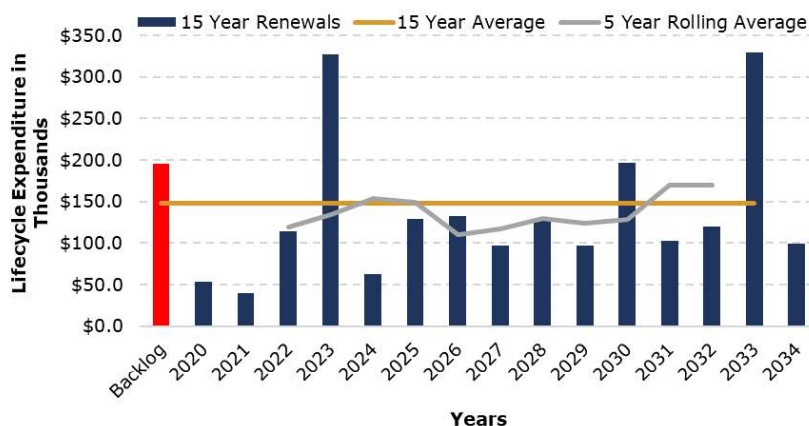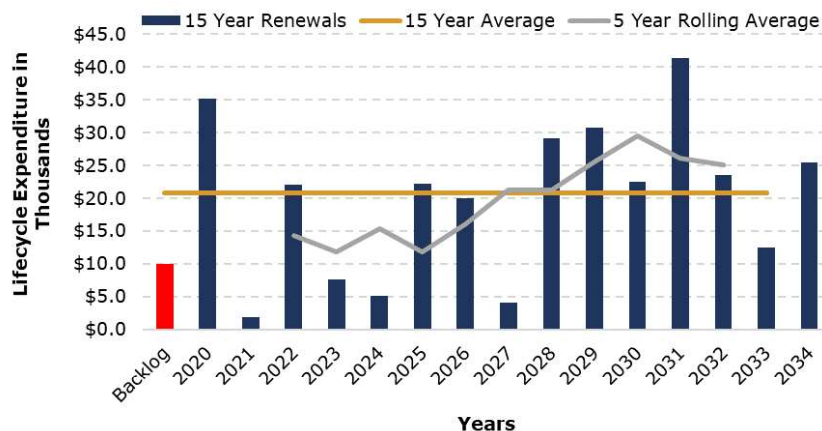### Warrnambool City Council

Figure 4-4 Renewal Forecasts for Other Buildings

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

➢ Year 2023:

  o Alveston
    ▪ The replacement of the boilers - $117K
    ▪ The replacement of the internal wall paint - $54K
    ▪ The replacement of the ceiling paint - $35K
    ▪ The replacement of the vinyl flooring - $27K
  o RSPCA
    ▪ The replacement of the vinyl flooring - $9K
  o SES Building
    ▪ The replacement of the internal wall paint - $15K

➢ Year 2030:

  o Alveston
    ▪ The replacement of the Colorbond roofing - $45K
  o SES Building
    ▪ The replacement of the Colorbond roofing - $45K
  o RSPCA
    ▪ The replacement of the Colorbond roofing - $13K
    ▪ The replacement of the shelving - $11K
  o Scott St Depot – Workshop Store Building
    ▪ The replacement of the hoist - $16K
    ▪ The replacement of the metal roller doors - $10K
  o Mozart Hall
    ▪ The replacement of the bench seating - $19K

➢ Year 2033:

  o Alveston

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- The replacement of the internal wall paint - $54K
- The replacement of the ceiling paint - $35K
- o RSPCA
  - The replacement of the ducted split air conditioning unit - $26K
  - The replacement of the chain wire fence - $22K
  - The replacement of the asphalt/sealed areas - $15K
- o Scott St Depot – Amenities Building
  - The replacement of the vinyl flooring - $28K
  - The replacement of the card readers - $14K
- o Scott St Depot Parks & Gardens Shed
  - The replacement of the Colorbond Roofing - $35K
- o Lyndoch Jetty Shed
  - The replacement of the balustrade - $24K
- o SES Building
  - The replacement of the internal wall paint - $15K

Public Toilets

Figure 4-5 shows the forecast 15-year renewals expenditure required for the Public Toilets subcategory, including possible backlog. The forecast renewal expenditure is $313K over the next 15 years, with an average annual expenditure of $21K. The backlog for this building subcategory is $10K. The largest annual peaks for this subcategory are in 2020, 2029 and 2031.
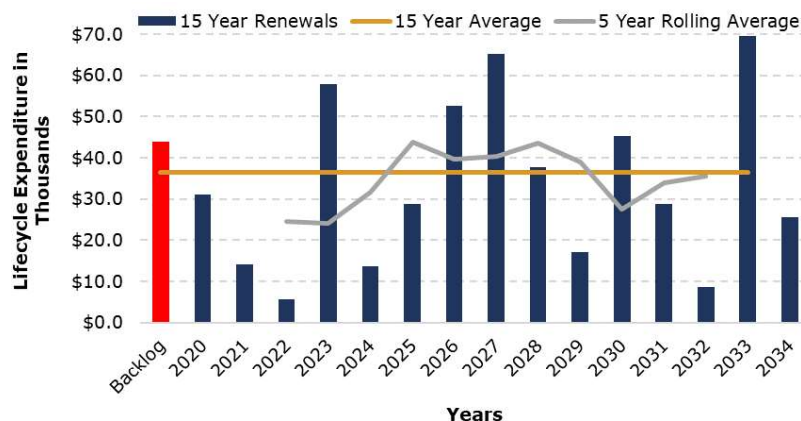

Figure 4-5 Renewal Forecasts for Public Toilets

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

➤ Year 2020:

- o Toilet Block – Stingray Bay
  - The replacement of the Colorbond roofing - $22K

➤ Year 2029:

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- o Toilet Block – Stingray Bay
  - ▪ The replacement of the stainless steel urinal - $8K

- ➢ Year 2031:

  - o Toilet Block – Albert Park
    - ▪ The replacement of the stainless steel toilet – $20K

Strategic Property

Figure 4-6 shows the forecast 15-year renewals expenditure required for the Strategic Property subcategory, including possible backlog. The forecast renewal expenditure is $546K over the next 15 years, with an average annual expenditure of $36K. The backlog for this building subcategory is $44K. The largest annual peaks for this subcategory are in 2023, 2027 and 2033.

Figure 4-6 Renewal Forecasts for Strategic Property

The main contributors to the top three annual peaks in lifecycle expenditure are the following:

- ➢ Year 2023:

  - o Airport – Hanger (Leased to Airapply)
    - ▪ The replacement of the metal cladding - $18K

- ➢ Year 2027:

  - o Airport - Grounds
    - ▪ The replacement of the light pole - $19K
    - ▪ The replacement of the automatic opening doors - $16K

- ➢ Year 2033:

  - o Airport – Residence (Rate Payer Warrnambool Aerodrome Committee)
    - ▪ The replacement of the concrete tile roofing - $13K
    - ▪ The replacement of the block wall - $10K

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4.2.5   Condition Forecasting

Although the Condition Grade Index (CGI) provides a good measure at the time of survey, the condition grades will change over time as components deteriorate further and are replaced. While critical components will be proactively maintained to ensure the condition is kept within the defined standards, other components have a reactive maintenance requirement meaning that they will be repaired or replaced when they fail.

Figure 4-7 shows the forecasted condition over the next 15 years for the Infrastructure buildings assuming that the components are replaced/renewed when required. It shows that replacing all components at their forecasted renewal date is required to maintain the CGI at the current levels. Figure 4-8 shows a 'worst-case scenario'; the forecasted condition assuming no renewals or replacements of components for the same period of 15 years.

The black line indicates the overall CGI of the assets at that point in time based on the condition, assigned base life, criticality factors and the unit rate of the individual component. The coloured sections from green to red represent the proportion of components in the five condition grades.
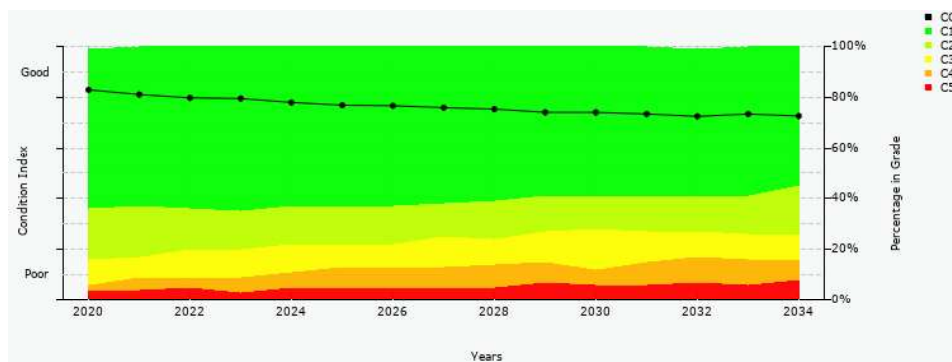
Figure 4-7 Forecasted Condition over the next 15 years assuming components are renewed
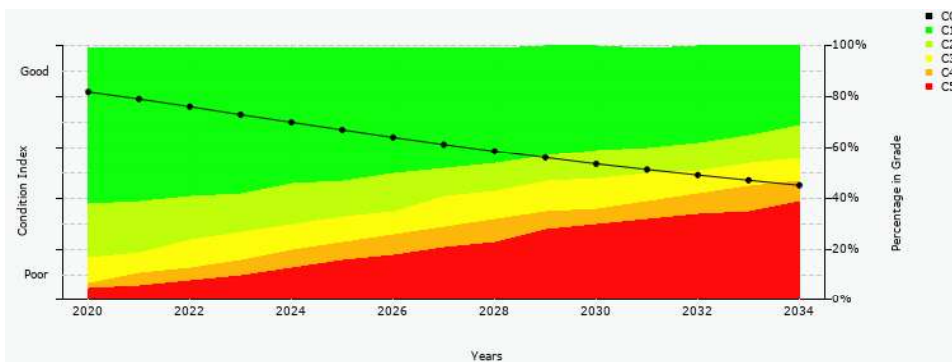

Figure 4-8 Forecasted Condition over the next 15 years assuming no renewal of components

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4.3 Upgrades

Table 4-2 below lists a total of 15 planned upgrade projects with an estimated expenditure of $694K over the next five years. These projects have been compiled from the workshops held between Council and SPM Assets in February 2020, the Long Term Financial Plan (LTFP) and Council's renewal planning documents. Further details about the projects compiled during the workshops can be found within the 'Building Renewal/Replacement Board – 2020 AMP' in the SPM Assets Programs application.

Table 4-2 List of Upgrade Projects

Project Information				Expenditure					
Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
Housing - Community & Residential	15 McKiernan Rd - Renovations	Complete internal and external renovations.	Renewal Planning	25,000	-	-	-	-	25,000
	Housing Renewal and Replacement Allowance	Derived from the Lifecycle analysis of assessed components - an annual allowance. Currently $90k deferred and about $50k pa lifecycle. Therefore, the $20k per year allowance would address the critical assets.	Workshop	-	50,000	50,000	-	-	100,000
Other Buildings	Alveston House - Courtyard	Replacement of roof sheeting and painting of courtyard walls.	Renewal Planning	8,000	-	-	-	-	8,000
	Alveston House - Exhaust Fans	Inspect for replacement.	Renewal Planning	9,000	-	-	-	-	9,000
	Other Buildings - Address Backlog	Consider a $100k budget to address the poorer at risk components within RSCPA, Alveston and Depot sites.	Workshop	-	10,000	10,000	10,000	10,000	40,000

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Table 4-2 List of Upgrade Projects

Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
						Expenditure			
	RSPCA - Cat Adoption - Internal Walls	Repaint internal walls.	Renewal Planning	6,980	-	-	-	-	6,980
	Scott St Depot Redevelopment		LTFP	125,000	125,000	-	-	-	250,000
	McGennens Public Toilet	Replacement of the roofing.	Renewal Planning	10,000	-	-	-	-	10,000
Public Toilets	Toilet Block - Replacement Allowance	The toilet block renewal programme is with the Growth & Improvement Planning Board. Replacements through the lifecycle model is minimal with the $10k pa allowing for the more minor works.	Workshop	-	50,000	-	-	-	50,000
	Aerodrome - Capital Works	Budget for capital works.	LTFP	28,729	29,375	30,110	30,863	31,634	150,711
	Airport – Demolish Hangar 16	Demolish Hangar 16.	Workshop	TBC	TBC	TBC	TBC	TBC	TBC
Strategic Property	Airport - Residence - Bedroom/Kitchen/ Dining	Replacement of kitchen joinery.	Renewal Planning	10,000	-	-	-	-	10,000
	Airport Buildings - Backlog Allowance	Using the asset lifecycle information to address the more at risk components of poorer condition - first	Workshop	-	20,000	-	-	-	20,000

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Table 4-2 List of Upgrade Projects

Subcategory	Project Name	Project Description	Source	Expenditure 2020	2021	2022	2023	2024	Total
	Airport Hangar (Leased to Airapply) - Room 1	reassess the more important buildings. Replacement of worn floor paint finish.	Renewal Planning	14,482	-	-	-	-	14,482
Total				$237,191	$284,375	$90,110	$40,863	$41,634	$694,173

4.4 Growth

As outlined in Section 3.3.1, there is expected to be an increase in the future demand for Infrastructure buildings. In order to meet the increased demand, a list of projects were developed during the workshops held between Council and SPM Assets in February 2020. These projects are solely for new buildings or extensions that have been identified as 'wish list' items as part of Council's strategic long term planning. Table 4-3 lists the projects by project name and the estimated annual expenditure. The total estimated expenditure for the growth projects is $1.7 million. Further details of these projects can be found within the 'Building Growth and Improvement Board – 2020 AMP' board in the SPM Assets Programs application.

Table 4-3 List of Growth Projects

Subcategory	Project Name	Project Description	Source	Expenditure 2020	2021	2022	2023	2024	Total
Public Toilets	Extension Lake Pertobe Public Toilet	Underway. $220K this FY. Grant/Disability Fund	Workshop	220,000	-	-	-	-	220,000
	Future McGennans Public Toilet	Construction of public toilet block.	Workshop	-	-	-	600,000	-	600,000
	New Woodford Public Toilet	$200K this FY. Grant fund and Small Infrastructure Fund	Workshop	200,000	-	-	-	-	200,000

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Table 4-3 List of Growth Projects

Subcategory	Project Name	Project Description	Source	2020	2021	2022	2023	2024	Total
				Project Information		**Expenditure**			
	Refurb Albert Park/Crammer St Public Toilet	$350K major work. Design this FY. Build 20-21.	Workshop	-	350,000	-	-	-	350,000
Strategic Property	Airport Aeroclub Room Upgrade	Year to be confirmed.	Workshop	-	-	350,000	-	-	350,000
	Airport - Main Hanger Renewal	Cost and year to be confirmed.	Workshop	TBC	TBC	TBC	TBC	TBC	TBC
Total				$420,000	$350,000	$350,000	$600,000	$0	$1,720,000

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4.5   Operations Plan

The operational expenditure budget allows for costs associated with the use of the building such as salaries and wages, cleaning, security, property management, insurance, council rates, water usage and power usage. Council's existing operations budget has not been provided for the purposes of this report. As such, a generic percentage of the total building valuation will be used in the Financial Summary in Section 6.

4.6   Maintenance Plan

The current maintenance policy is mainly reactive alongside the routine maintenance of selected services. Council's existing maintenance budget has not been provided for the purposes of this report. As such, a generic percentage of the total building valuation will be used for both cyclical and reactive maintenance in the Financial Summary in Section 6.

4.7   Disposals

There are currently no plans for any Infrastructure buildings to be disposed.

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5   Risk Management

5.1   Principles

The Standard AS/NZS ISO 31000: 2009 has been referred to in establishing a Risk Matrix to determine the risk associated with the building portfolio. Risks can include financial, environmental, social, operational and health and safety considerations. Typical risks relevant to Council buildings are:

- Asset Management
- Environmental Hazards
- Financial, Funding Fraud
- Customer Services
- Contracting Performance
- Environmental Hazards
- Governance

- Human Resources
- Information Management
- Legislative Compliance
- Planning, Strategy, Growth
- Project / Programme Management
- Public Health & Safety

The following options are available for mitigating risks to reduce the cause, probability or impact of failure:

1. Do nothing - Accept the risk
2. Management Strategies - Implement enhanced strategies for demand management, contingency planning, quality processes, staff training, data analysis and reporting, reduce the desired level of service, etc.
3. Operational Strategies - Actions to reduce peak demand or stresses on the asset, operator training, documentation of operational procedures, etc.
4. Maintenance Strategies - Modify the maintenance regime to make the asset more reliable or to extend its life
5. Asset Renewal Strategies - Rehabilitation or replace assets to maintain service levels
6. Development Strategies - Investment to create a new asset or augment an existing asset
7. Asset Disposal/Rationalisation - Divestment of assets surplus to needs due to a service being determined as a non-core activity or assets can be reconfigured to better meet needs

5.2   Predictive Deterioration Model

The lifecycle replacement model is inherently risk based and therefore can be used as the risk analysis platform. The following factors are considered at a component level:

- Asset naming convention – related to the failure event
- Criticality criteria and building importance (functional weighting) – the consequence of failure
- Base life range – the statistical model that provides a 90% likelihood that the asset will need to be renewed or replaced within the range
- The predictive model – the likelihood of failure
- The unit replacement rate – the cost to mitigate the risk and best aggregated into a project or a procurement

These parameters are used in the following way:

1. To reduce the risk of failures to service delivery

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2. Influences the predicted time of replacement or renewal
3. Smooths the longer-term projections, i.e. with limited budgets, the result will ensure assets that have higher criticality will be considered first
4. Prioritisation of projects, i.e. the aggregation of criticality factors combined with building importance will ensure the more important projects are implemented first

5.3   Council's Risk Management Framework

Council's Risk Management Framework is outlined within the Risk Management Policy 2015. Council's policy is to identify and manage risk in accordance with approved standards and continually improving practices.

Council commits to the following risk management objectives/statements:

➢ We will apply a coordinated and integrated approach to risk management across Council. Consistent with the principles of AS/NZS ISO Standards
➢ Council through its Audit and Risk committee shall ensure the establishment, implementation and ongoing review of the Council's risk management framework, internal compliance and control systems
➢ Risk management will be an integral part of planning and decision-making processes
➢ We will adopt risk management strategies which promote confidence in the achievement of optimal business & community outcomes
➢ We will establish a culture of risk consciousness within our organisation and promote risk awareness with our stakeholders
➢ Communication within the stakeholder community in relation to the identification and management of risk is encouraged
➢ We will develop and continually improve risk management practices based on established standards and industry practice
➢ We will apply a coordinated and integrated approach to risk management
➢ There is accountability assigned to all those with risk management responsibilities
➢ Council staff will be provided with the necessary training to allow them to undertake their risk management duties

5.4   Current Component Risk Matrix

A component risk score is a measure of the consequence of failure against and the likelihood of failure. An explanation of how the risk ratings have been calculated can be found in APPENDIX E. Table 5-1 shows the proportion of the Infrastructure building components by their GRC and risk score in a risk matrix. The likelihood is shown in the columns of the table with consequence being shown in the rows. The risk matrix, developed by SPM Assets, uses the raw outputs of the SPM Assets database at a component level. It shows that approximately $4K of components are at extreme risk and $301K are at high risk.

Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	**Unlikely (1)**	**Possible (2)**	**Likely (3)**	**Probable (4)**	**Almost Certain (5)**
Catastrophic (5)	Medium (5) –	High (10) –	High (15) –	Extreme (20) –	Extreme (25) –

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Table 5-1 Component Risk Matrix and GRC					
Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Major (4)	Medium (4) $1,581,278	Medium (8) $192,380	High (12) $30,727	High (16) $36,689	Extreme (20) $3,606
Moderate (3)	Low (3) $6,837,180	Medium (6) $403,475	Medium (9) $259,392	High (12) $175,872	High (15) $57,561
Minor (2)	Low (2) $1,450,643	Medium (4) $46,205	Medium (6) $41,022	Medium (8) $53,177	High (10) -
Insignificant (1)	Low (1) -	Low (2) -	Low (3) -	Medium (4) -	Medium (5) -

Improvement Action: As part of the Improvement Plan, the components that have been identified as extreme risk may need to be further verified by Council prior to any planning of works as well as a review of the component criticalities.

5.5   Project Prioritisation Based on Risk

The list of priority projects will be considered annually to ensure that decisions are made based on evidence from the AMP rather than judgement.

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6   Financial Summary

6.1   Overview

Where Section 4: Lifecycle Management identified the range of possible expenditure that needs consideration to achieve the Quality Standards and performance shortfall, the Financial Summary section provides the recommended total expenditure budgets for the next 15 years, including both capital expenditure (capex) and operational expenditure (opex).

6.2   Assumptions

As neither the actual nor historical operational expenditure have been received from Council, estimates have been applied using the assumptions stated within Table 6-1. This has been applied to the total Capital Replacement Value of $20.9 million to provide an estimated annual cost to include in the financial forecast in Section 6.3.

Table 6-1 Operational Expenditure Estimates		
Expenditure Category	**Estimated Annual % of CRV**	**Estimated Annual Expenditure**
Operations	3.00%	626,551
Cyclical Maintenance	0.40%	83,540
Reactive Maintenance	1.50%	313,275
Total	**4.90%**	**$1,023,366**

Improvement Action: The stated assumptions have been included within the following sections of the AMP. Considering this, Council should carefully review these assumptions and resulting forecasts and update accordingly with a more accurate set of data as required.

It is recommended that these forecasts should be reviewed prior to the adoption of the final 10-year budgets.

6.3   Estimated Forecast

Table 6-2 and Figure 6-1 summarise the total 15 year expenditure for the building portfolio considering the renewal expenditure based on lifecycle, planned upgrade projects and the estimated operational and maintenance costs. The growth projects have been excluded from these figures as there is no budget set aside to implement the projects. A total of $20.8 million is estimated to be required over the next 15 years, of which $5.5 million is related to capital expenditure and $15.3 million to operational expenditure.

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Table 6-2 Financial Forecast for the Assessed Buildings

Expenditure by Category	Expenditure ($ Millions)															
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Capital Expenditure (Capex)																
Lifecycle Expenditure	0.2	0.1	0.2	0.6	0.1	0.2	0.4	0.3	0.3	0.2	0.3	0.3	0.3	0.6	0.2	**4.4**
Calculated Backlog	0.4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**0.4**
Upgrade Projects	0.2	0.3	0.1	0.1	0.1	-	-	-	-	-	-	-	-	-	-	**0.7**
Sub-Total Capex	**0.8**	**0.4**	**0.3**	**0.7**	**0.2**	**0.2**	**0.4**	**0.3**	**0.3**	**0.2**	**0.3**	**0.3**	**0.3**	**0.6**	**0.2**	**5.5**
Operational Expenditure (Opex)																
Estimated Operations	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	**9.4**
Estimated Cyclical Maintenance	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	**1.3**
Estimated Reactive Maintenance	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	**4.7**
Sub-Total Opex	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**15.3**
Total Expenditure	**1.8**	**1.4**	**1.3**	**1.7**	**1.2**	**1.2**	**1.4**	**1.3**	**1.3**	**1.2**	**1.3**	**1.3**	**1.3**	**1.7**	**1.3**	**20.8**

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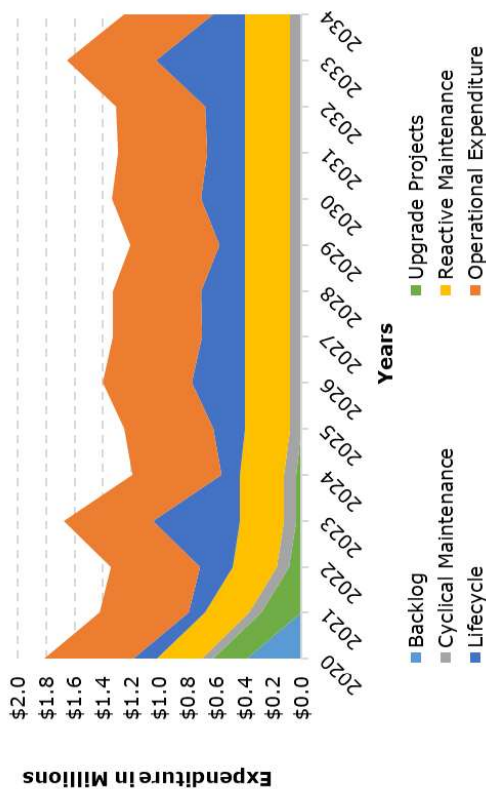
Figure 6-1 Estimated 15 Year Financial Forecast for all Infrastructure Buildings

6.4 Funding Required for Maintaining Current Assets

Table 6-3 shows the results of applying the current budgets to maintain and operate the current buildings while only considering addressing the condition-based shortfalls and the planned upgrade projects. As seen within Table 6-3 and Figure 6-2, over the next 15-year period (between 2020 and 2034) an estimated $20.8 million is required ($1.4 million on average per year) to address all expenditure requirements. As the total allocated budget for the next 15 years is $36.0 million, if Council addresses all condition-based shortfalls and completes the upgrade projects there will be a surplus of $15.2 million.

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Table 6-3 Current Financial Summary

Category	Expenditure Year ($ Millions)															Total
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Expenditure																
Lifecycle Expenditure	0.2	0.1	0.2	0.6	0.1	0.2	0.4	0.3	0.3	0.2	0.3	0.3	0.3	0.6	0.2	**4.4**
Backlog	0.4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**0.4**
Upgrade Projects	0.2	0.3	0.1	0.1	0.1	-	-	-	-	-	-	-	-	-	-	**0.7**
Operational Expenditure	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	**9.4**
Cyclical Maintenance	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	**1.3**
Reactive Maintenance	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	**4.7**
Total Expenditure	**1.8**	**1.4**	**1.3**	**1.7**	**1.2**	**1.2**	**1.4**	**1.3**	**1.3**	**1.2**	**1.3**	**1.3**	**1.3**	**1.7**	**1.3**	**20.8**
Budget																
Renewals	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	**12.8**
Toilets	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	**5.3**
Maintenance	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	**18.0**
Total Budget	**2.4**	**2.4**	**2.4**	**2.4**	**2.4**	**2.4**	**2.4**	**2.4**	**2.4**	**2.4**	**2.4**	**2.4**	**2.4**	**2.4**	**2.4**	**36.0**
Annual Surplus/Deficit	**0.6**	**1.0**	**1.1**	**0.7**	**1.2**	**1.2**	**1.0**	**1.1**	**1.1**	**1.2**	**1.1**	**1.1**	**1.1**	**0.7**	**1.1**	**15.2**

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Figure 6-2 Current Financial Summary

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7   Asset Management Practices

7.1   Overview

This section summarises the Asset Management Processes, Systems, Data and People. Figure 7-1, a "Hierarchy of Care" of Asset Management practices, should be considered when developing them:

➢ **Operating** – Energy and Water Use, Waste Disposal, Insurance and Rates
➢ **Maintaining Safety** – Compliance, Maintenance and Servicing Schedules
➢ **Maintaining a Healthy Environment** – Cleaning, Security, Pest Control and Waste Removal
➢ **Expectations** – Reactive Maintenance
➢ **Extending the Life** – Planning the Preventative Maintenance
➢ **Sustainability** – Renewals, Refurbishments and Replacements
➢ **Adapting to its Environment** – Planning for the Extensions, Upgrades and Reconfigurations

Figure 7-1 Asset Management Hierarchy of Care

7.2   Processes

Warrnambool City Council establishes the roles and responsibilities for all corporate assets (including building assets) as Asset Owner, Asset Maintainer and Service Manager, with the respective responsibilities listed in Table 7-1 below.

Consistent with this model the Community Development & Recreation Culture department is both Asset Owner and Maintainer for all buildings owned and/or managed by Council, with Service Manager's responsibility distributed throughout the organisation based on the building category.

Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	**Service Manager**	**Maintainer**	**Asset Owner**
Plan for the acquisition, creation, modification and disposal of assets	Support	Support	Lead role
Establish the Level of Service delivery	Lead role	Support	Support
Determine asset utilisation	Lead role	Support	Support
Record/supply the data pertaining to asset use	Lead role	-	-
Maintain the asset to the agreed standard	Support	Lead role	Support

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Table 7-1 Responsibility for Asset Management Processes			
Specific Responsibility	**Service Manager**	**Maintainer**	**Asset Owner**
Advise of any issues relating to the performance of the asset and any opportunities to improve the efficiency of the asset	Lead role	Support	Support
Record/supply the data pertaining to asset maintenance	Support	Lead role	Support
Develop and implement the Asset Management Plan	Lead role	Support	Support
Establish the Level of Service for the asset	Lead role	Support	Support
Record/supply the data for inventory, valuation & condition	Support	Support	Lead role
Responsible for monitoring and reporting on their specific assets	Support	Support	Lead role
Establish the level of maintenance required to keep the asset at an acceptable standard and availability	Support	Lead role	Support

7.3 Systems

Council uses the following system for long term capital planning and operational management purposes.

- ➢ SPM Assets software

The SPM Assets software application has been used to undertake condition assessments of the building portfolio, analyse the resulting data, lifecycle modelling and to produce various reports. The resulting data remains the property of Council.

7.4 Data

Asset management practices associated with the collection, maintenance and use of data will be documented as part of an improvement activity. Council should aim to update 20% of the asset register each year as documented in Section 1.4.2.

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8 Improvement Plan

This AMP is, put simply, a snapshot of asset planning practices and capabilities and a status of current assets at a point in time. An improvement plan is a mechanism used to enhance and develop planning capabilities and processes between editions of AMPs. Often covering a 12-month period between annual AMP updates an effective improvement plan is prioritised with responsibilities for each task specified.

This Improvement Plan primarily addresses issues identified during the development of this AMP.

8.1 Improvement Programme

The improvement tasks detailed in Table 9-1 have been developed throughout the process of documenting this initial AMP. This Improvement Plan and overall AMP document is to be treated as a live document - continuously amended and updated when improvements in asset management planning practices and capabilities are developed. Fundamentally, this Improvement Plan should be reviewed on a quarterly basis and revised annually. All high priority tasks should be completed in the short term if not immediately.

Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
Data				
2.1	Review the property hierarchy and structure in the SPM Assets database to ensure the correct property type has been assigned	Medium	Coordinator Building Services & Strategy	Medium term
2.2.2	Determine which components to include within future iterations of this AMP. Currently the following components have been excluded: ➢ Loose furniture	Medium	Coordinator Strategic Asset Management	Ongoing
2.3.1	Complete valuations for the two buildings that currently do not have any valuation information	Medium	Coordinator Strategic Asset Management	Short term
2.3.2 4.2.1	Review and update the current component references and components. In particular: ➢ Review criticalities of component references – appearance, consequence and safety	High	Coordinator Strategic Asset Management	Immediate
2.5.1	Review the current PQS statements and determine if they meet Council's requirements in terms of functionality, performance and compliance	Medium	Coordinator Strategic Asset Management, Service Managers	Medium term
5.4	Review the list of components that have been identified as 'extreme risk'	High	Coordinator Building Services & Strategy	Short term

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Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
7.4	Data needs to be continuously updated to provide confidence in the long-term planning. The following tasks are recommended: ➢ Update data form with completed works ➢ Regular staff inspections	High	Coordinator Building Services & Strategy	Ongoing
7.4	Continuously update data to provide confidence in long-term planning: ➢ Three-year rolling condition surveys – targeting high importance areas	High	Coordinator Strategic Asset Management	Ongoing
7.4	➢ Complete new condition assessments of all buildings to identify the current condition. Buildings could be prioritised based on importance or value to the community.	High	Coordinator Strategic Asset Management	Ongoing
People				
7.2	Identify who is responsible for managing and maintaining the Asset Management Plan	Medium	Manager Facilities & Projects	Short term
7.2	Confirmation of roles and responsibilities for Asset Owners, Asset Maintainers and Service Managers	Medium	Manager Infrastructure Services	Short term
Processes				
3.3.1	Agreeing on a list of primary Level of Service statements will ensure Council focuses on immediate and important needs. The list should consist of approximately 5 statements and up to 10 measures. The process in determining which statements are more important should consider strategic objectives, statutory requirements and public expectations.	High	Manager Facilities & Projects	Short term
3.4	Establishment of Quality Standard	High	Manager Facilities & Projects	Medium term
4.6	Review maintenance planning activities and schedules	Medium	Coordinator Building Services & Strategy	Medium Term
5.4	Review the list of components that have been identified as extreme risk in Section 5.4	High	Coordinator Building Services & Strategy	Short term

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Table 8-1 Improvement Plan				
Section	**Improvement Activity**	**Priority**	**Responsible Officer**	**Review and Timing for Completion**
1.4.2	Implement the 80/80/20 asset management objective over the next three (3) years: ➢ 80% of work done is planned – moving from a reactive to proactive approach by planning and thinking long term. This recognises that some works may be ad-hoc or reactive. ➢ 80% of the works program is driven from the planning process – projects should be based on Council's annual business plan and other planning documents. Projects should be included in the Building Growth and Improvement board in Programs ➢ 20% of the asset register is updated, maintained, improved and changed every year – train Council staff on how to update data in the SPM Assets database. SPM Assets will also provide Council with a half yearly report which summarises the number of properties surveyed, number of new components and number of updated components	High	Coordinator Strategic Asset Management	Ongoing
Systems				
7.3	Consider further implementation and potential integrations e.g. uploading works history data into the SPM Assets database to better inform future decisions based on historical data and decisions	Low	Coordinator Strategic Asset Management	Long term

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Report Prepared by   _____

Minae Williams
SPM Assets

Report Reviewed by   _____

Steve Lyons
SPM Assets

Version	Date	Details	Authorised	
			Name	**Position**
Draft 1.0	13 May 2020	Version 1.0	Minae Williams	Asset Management Specialist
Draft 1.1	16 June 2020	Version 1.1		
Final 1.2	22 June 2020	Version 1.2		

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Appendices

APPENDIX A   Glossary

Asset Management Plan	An AMP is a report that summarises the end outcomes of the asset planning process. It documents the current and projected asset status and considers options to achieve strategic objectives through using asset solutions.
Asset Register	A record of asset information including some or all of; inventory, historical, service, financial, condition, construction, technical and financial information about each asset.
Base Life	The physical life of a building component expected considering its local environment. The life is measured from time of installation to time of its anticipated replacement, renewal or disposal.
Building	A permanent structure with walls and a roof. Examples of buildings include shelters, clubrooms, community centres, kiosks, grandstands, residential houses, offices, pavilions, storage facilities. Buildings do not include open spaces such as parks, reserves, playgrounds.
Capital Expenditure (Capex)	Expenditure used to create new assets (through addition or renewal) or to increase the capacity of existing assets beyond their original design capacity or potential. Capex increases the value of asset stock.
Component	The specific asset at the lowest level of detail, i.e. solid door, aluminium window, etc.
Component Group	High level categorisation of a component, i.e. roof, floor coverings, etc.
Component Type	Mid-level categorisation of components that fit under Component Group, i.e. roof drainage, lights, extinguishers, etc.
Component Criticality	This is the measure of the relative importance of a building component by identifying which components are more critical to the building. Criticality factors include likelihood of failure, risk to service delivery, appearance, health and safety impacts.
Condition	The state of an asset or component at a particular time.
Condition Assessment	Periodic inspection, measurement and interpretation of the resultant data of a specific component so as to determine the need for some preventative or remedial action. Condition is graded from condition grades of 1 (excellent) to 6 (end of life).
Condition Grade Index (CGI)	An overall condition rating of an asset that take into account each individual components assessed condition against its identified Gross Replacement Cost (GRC). A CGI figure that is close to 1.0 represents an asset to be in a very good condition overall whilst a CGI of 2.3 means that some of the components have been assessed to be in a poor to very poor condition.

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Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
Capital Replacement Value (CRV)	The cost to replace the structure, which is a combination of the Gross Replacement Cost and the Residual Structural Value. Cost is expressed in today's (2020) dollar value.
Depreciated Replacement Cost (DRC)	The replacement cost of an existing asset less an allowance for wear or consumption having regard for the economic life of the existing asset. Cost is expressed in today's (2020) dollar value.
Economic Life	The total useful life of a building component based on its Level of Service. The life is measured from time of installation to time of its expected replacement, renewal or disposal.
Facility Condition Index (FCI)	Facility Condition Index (FCI) is a percentage figure, used as a building condition standard, that identifies the works required for an asset based upon the component currently in a poorer condition and any component that have a remaining life of less than 5 years.
Gross Replacement Cost (GRC)	The identified cost of the assessed assets and components that are to be replaced within the lifespan of the building structure. Cost value does not include the Residual Structural Value (RSV). Cost is expressed in today's (2020) dollar value.
Key Performance Indicators (KPI)	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Level of Service	The defined service quality for a particular activity or service area against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Lifecycle	The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal costs. Cost is expressed in today's (2020) dollar value.
Lifecycle Cost Analysis	Any technique which allows assessment of a given solution, or choice from among alternative solutions, on the basis of all relevant economic consequences over the service life of the asset. Cost is expressed in today's (2020) dollar value.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition but excluding rehabilitation or renewal.
Operation	The active process of using an asset or service that consumes resources such as manpower, energy, chemicals and materials.

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Operational Expenditure	Operational expenditure refers to day-to-day operational costs associated with the site itself to deliver the general services. This specifically refers to the; gas, water, sewerage, and electricity services.
Planned Maintenance	Planned maintenance activities fall into three categories: i) Periodic – necessary to ensure the reliability or to sustain the design life of an asset. ii) Predictive – condition monitoring activities used to predict failure. iii) Preventative – maintenance that can be initiated without routine or continuous checking and is not condition based.
Planned Scheduled Maintenance	Scheduled maintenance tasks are established to prolong the useful life of their associated assets. These related tasks can be daily, weekly, and monthly in occurrence to keep assets operational and at the required standard.
Property Quality Standard (PQS)	A desired level of performance, measured by pre-defined factors, relating to an overall characteristic of a property portfolio.
Reactive Maintenance	Reactive maintenance tasks focus solely on the unknown maintenance that is required for the building and related infrastructure assets which are generally due to unforeseen breakages, damage, and vandalism.
Remaining Life (Assessed)	The remaining life (measured in number of years) of a building component as assessed by a property surveyor, e.g. carpet has an assessed remaining life of 10 years.
Remaining Life (Calculated)	The remaining life (measured in number of years) of a building component as calculated by an analysis considering deterioration, functionality and utilisation.
Renewal	Works to upgrade, refurbish or replace existing assets with assets of equivalent capacity or performance capability using Capex.
Repairs & Maintenance Budget	The repairs and maintenance budget refers to the allocated expenditure that has been set aside for the unexpected/unforeseen maintenance and renewal works that may arise.
Replacement	The complete replacement of an asset that has reached the end of its life.
Residual Structural Value (RSV)	The difference between the CRC and the replacement cost sum of the assessed components (GRC). Refers to components that are not able to be replaced through lifespan of asset, i.e. concrete foundation slab, concrete support columns, etc. Cost is expressed in today's (2020) dollar value.
Risk Management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Service	For building assets, Council divides its assets within three service groups: Community Facilities Corporate and City Growth

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	Infrastructure
Useful Life	Either:
	(a) the period over which an asset is expected to be available for use by an entity, or
	(b) the number of production or similar units expected to be obtained from the asset by the entity.
	It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the hospital. It is the same as the economic life.

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APPENDIX B   **Property Quality Standards Results**

The following table lists the PQS statements for the Infrastructure buildings by category and result.

PQS Assessment Results

PQS Category 1	PQS Category 2	PQS Statement	Fail	Pass	Total	Pass %
Risk	Injury/Illness	Are there any conditions that would impede an emergency evacuation?	1	41	42	97.6%
		Are there any conditions/hazards that could cause a slip, trip or fall?	0	42	42	100.0%
		Is there any evidence of inappropriate items being manually handled?	0	42	42	100.0%
		Is there evidence of inadequate ventilation and/or lighting?	0	42	42	100.0%
		Is there evidence of inappropriate storage or use of hazardous materials or dangerous goods?	0	42	42	100.0%
	Risk Exposures	Are there any exposures to fire or arson present?	0	42	42	100.0%
		Are there any exposures to security, theft or vandalism present?	1	41	42	97.6%
		Are there any exposures to water and/or storm water damage?	0	42	42	100.0%
	Accessible	Does disability access to and through the premises appear adequate?	6	36	42	85.7%
		Does there appear to be sufficient accessible carparks available?	1	41	42	97.6%
		Is there at least one unisex accessible toilet per occupied building level?	2	40	42	95.2%
		What percentage of carparks are accessible?	1	41	42	97.6%
Services		Are Baby Changing & Nappy disposal facilities available?	3	39	42	92.9%
		Are there sharps disposal units provided?	4	38	42	90.5%
	Functional	Does the facility have mirrors?	1	41	42	97.6%
		Does the premises have appropriate directional signage?	1	41	42	97.6%
		Does there appear to be adequate power and data points?	0	42	42	100.0%
		Is there a sanitary disposal unit available?	4	38	42	90.5%
	Healthy	Are the toilets and bathrooms adequately ventilated?	0	42	42	100.0%

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PQS Assessment Results

PQS Category 1	PQS Category 2	PQS Statement	Fail	Pass	Total	Pass %
		Are the toilets/bathrooms free of nasty odours?	0	42	42	100.0%
		Are walls, ceilings, curtains and cupboards free from dampness or mould/mildew?	1	41	42	97.6%
		Can you wash and dry hands with soap in toilets and kitchen?	2	40	42	95.2%
		Is the building clear of graffiti, inside and out?	1	41	42	97.6%
		Is the building free of evidence of pests/birds that may affect health?	0	42	42	100.0%
		Is there a secure designated rubbish storage area?	3	39	42	92.9%
		Do change areas and/or showers appear adequate?	1	41	42	97.6%
		Does the storage appear adequate?	0	42	42	100.0%
	Quality	Is the building being used for its intended purpose?	0	42	42	100.0%
		Is the interior aesthetically suited to purpose?	1	41	42	97.6%
		Is the structure purpose built or collection of add-ons?	0	42	42	100.0%
		What percentage of the interior requires refurbishment?	6	36	42	85.7%
	Safety	Does the building have adequate lighting to all external access points?	1	41	42	97.6%
		Are there facilities for recycling? (wheelie bin)	3	39	42	92.9%
		Are toilet cisterns dual flush?	2	40	42	95.2%
		Are urinals water efficient?	2	40	42	95.2%
	Sustainable	Are water saving taps installed?	6	36	42	85.7%
		Is the hot water system energy efficient?	0	42	42	100.0%
		Is there modern efficient lighting?	0	42	42	100.0%
		Main switchboard is a modern style with RCD?	1	41	42	97.6%
Total			**55**	**1583**	**1638**	**96.6%**

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APPENDIX C   Building Quality Standard

As outlined in Section 3.4.1 an indicative building quality standard has been applied to Council's Infrastructure buildings. The table below indicates which buildings meet the CGI target of the building quality standard.

Subcategory	Building Name	Standard	CGI	Result
Housing - Community & Residential	Comm House Residence - 8 Henry St	B	1.25	Pass
	Comm House Residence - 2 Granter St	B	1.25	Pass
	Comm House Residence - 82 Landmann St	B	1.28	Pass
	Comm House Residence - 84 Landmann St	B	1.33	Pass
	Comm House Residence - 15 McKiernan Rd	B	1.37	Pass
	Comm House Residence - 41 Merrivale Dr	B	1.39	Pass
	Comm House Residence - 12 Henry St	B	1.41	Pass
	Comm House Residence - 45 Merrivale Dr	B	1.43	Pass
	Comm House Residence - 137 Morriss Rd	B	1.44	Pass
	Comm House Residence - 2 Vickers Dr	B	1.49	Pass
	Comm House Residence - Unit 1/14 Henry St	B	1.49	Pass
	Comm House Residence - 23 McKiernan Rd	B	1.57	Pass
	Residence - 38 Koroit St	B	1.89	Pass
	Residence - 36 Koroit St	B	1.95	Pass
	Residence - 26 Garden St	B	2.45	Fail
	Comm House Residence - Unit 2/14 Henry St	B	2.50	Fail
Other Buildings	SES Building	B	1.03	Pass
	Alveston	B	1.21	Pass
	RSPCA	B	1.33	Pass
	RSPCA - Outside Runs	B	1.35	Pass
	RSPCA - Dog/Cat Runs	B	1.57	Pass
	Mozart Hall	B	1.59	Pass
	Scott St Depot - Amenities Building	C	1.12	Pass
	C.W.A. Club Rooms	C	1.37	Pass
	Alveston: Garden Shed 1	D	1.00	Pass
	Morriss Rd Storm Water Pump Station	D	1.01	Pass
	Scott St Depot Parks & Gardens Shed	D	1.02	Pass
	Ozone Square Carpark - Storage Shed	D	1.17	Pass
	Scott St Depot - Bus Garage	D	1.23	Pass
	Scott St Depot - Workshop Store Building	D	1.59	Pass
	Lyndoch Jetty Shed	D	1.82	Pass

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Subcategory	Building Name	Standard	CGI	Result
Public Toilets	Blue Hole - Toilet Block	C	1.00	Pass
	Koroit St - Toilets Block	C	1.02	Pass
	Albert Park - Toilet Block (Cramer St)	C	1.33	Pass
	Point Ritchie - Toilet Block	C	1.35	Pass
	Coles Carpark - Toilet Block	C	1.42	Pass
	Stingray Bay - Toilet Block	C	1.89	Pass
Strategic Property	Airport - Office (Rate Payer AIR Warrnambool Office) BUILDING	B	1.27	Pass
	Airport - Residence (Rate Payer Warrnambool Aerodrome Committee)	B	1.57	Pass
	Airport - Aero Club Clubroom	C	1.33	Pass
	Sewer Treatment Plant: Airport Hangers	D	1.00	Pass
	Airport - Terminal Building	D	1.06	Pass
	Airport - Airfield Maintenance Shed	D	1.24	Pass
	Airport - Shed (North East of Residence)	D	1.29	Pass
	Airport - Hanger (Leased to Airapply)	D	1.40	Pass

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APPENDIX D   **Critical Components in a Poor or Very Poor Condition**

There are three component criticality criteria established within the SPM Assets Reference library which provides a consistent framework to prioritise works at a component level and aggregate up to a component group and project level.

➢ **Consequence of Failure** – the impact failure of a component will have on the asset overall and business continuity
➢ **Occupational Health and Safety** – the importance of a component in relation to the health and safety of users and occupants of the building or asset
➢ **Appearance** – the importance of a component appearance

A component is classified as critical by considering the following criteria:

➢ Consequence of Failure of **medium–high** to **high criticality**
➢ Occupational Health and Safety of **medium–high** to **high criticality**
➢ Appearance of **high criticality**

The condition of a component is the assessed state of a component at a particular time. Condition grades range from C1 (very good) to C5 (very poor).

The table below shows the complete list of properties, number of critical components, the number of critical components in a poor (C4) or very poor condition (C5) and the Gross Replacement Cost (GRC) reported against the standards applied in Section 3.5.

Building Subcategory	Building Name	No. Critical Components	Critical Components in Poor or Very Poor Condition	
			No.	GRC
Housing – Community & Residential	Comm House Residence – 12 Henry St	59	4	1,653
	Comm House Residence – 137 Morriss Rd	64	2	969
	Comm House Residence – 15 McKiernan Rd	75	4	3,842
	Comm House Residence – 2 Granter St	71	1	1,700
	Comm House Residence – 2 Vickers Dr	63	4	3,009
	Comm House Residence – 23 McKiernan Rd	76	5	4,100

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Building Subcategory	Building Name	No. Critical Components	Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Comm House Residence - 41 Merrivale Dr	76	2	1,932
	Comm House Residence - 45 Merrivale Dr	72	-	-
	Comm House Residence - 8 Henry St	69	-	-
	Comm House Residence - 82 Landmann St	71	-	-
	Comm House Residence - 84 Landmann St	69	3	1,984
	Comm House Residence - Unit 1/14 Henry St	81	3	3,606
	Comm House Residence - Unit 2/14 Henry St	79	10	22,869
	Residence - 26 Garden St	42	8	2,350
	Residence - 36 Koroit St	98	3	6,769
	Residence - 38 Koroit St	73	6	5,858
	Alveston	336	3	5,028
	C.W.A. Club Rooms	72	1	24
	Lyndoch Jetty Shed	9	-	-
	Morriss Rd Storm Water Pump Station	12	-	-
	Mozart Hall	68	9	4,439
	Ozone Square Carpark - Storage Shed	9	-	-
Other Buildings	RSPCA	105	2	1,024
	RSPCA - Dog/Cat Runs	31	-	-
	RSPCA - Grounds	14	-	-
	RSPCA - Outside Runs	5	1	2,826
	Scott St Depot - Amenities Building	125	-	-
	Scott St Depot - Bus Garage	18	2	1,514
	Scott St Depot - Grounds	1	-	-

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Building Subcategory	Building Name	No. Critical Components	Critical Components in Poor or Very Poor Condition	
			No.	GRC
	Scott St Depot - Workshop Store Building	81	1	1,176
	Scott St Depot Parks & Gardens Shed	25	-	-
	SES Building	110	1	1,479
	Albert Park – Toilet Block (Cramer St)	13	-	-
	Blue Hole – Toilet Block	73	-	-
Public Toilets	Coles Carpark – Toilet Block	46	1	2,461
	Koroit St – Toilets Block	39	-	-
	Point Ritchie – Toilet Block	18	-	-
	Stingray Bay – Toilet Block	29	3	23,651
	Airport - Aero Club Clubroom	31	1	888
	Airport - Airfield Maintenance Shed	7	-	-
	Airport - Grounds	16	-	-
	Airport - Hanger (Leased to Airapply)	15	1	18,163
Strategic Property	Airport - Office (Rate Payer AIR Warrnambool Office) BUILDING	47	-	-
	Airport - Residence (Rate Payer Warrnambool Aerodrome Committee)	89	1	10,800
	Airport - Shed (North East of Residence)	14	1	822
	Airport - Terminal Building	72	-	-
Total		**2,668**	**83**	**$134,936**

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APPENDIX E   Risk Matrix - Likelihood and Consequence

The risk matrix included in Section 5.4 has been taken directly from the SPM Assets software which displays the total replacement cost of the components by the risk rating. Replacement cost figures within the matrix correspond to components that are flagged for replacement within the lifecycle expenditure forecast. Therefore, any component due to be replaced within the period of the forecast will be included within the 5 x 5 risk matrix.

The risk rating considers the likelihood of failure and the consequence of failure to produce an overall generic risk rating for each component.

Calculation of Risk

Risk = Likelihood X Consequence

The risk rating is calculated simply by multiplying the likelihood and consequence ratings.

The table below details the resulting risk scores.

Risk Consequence / Likelihood	Unlikely (1)	Possible (2)	Likely (3)	Probable (4)	Almost Certain (5)
Catastrophic (5)	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Major (4)	Medium (4)	Medium (8)	High (12)	High (16)	Extreme (20)
Moderate (3)	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Minor (2)	Low (2)	Medium (4)	Medium (6)	Medium (8)	High (10)
Insignificant (1)	Low (1)	Low (2)	Low (3)	Medium (4)	Medium (5)

Calculation of Likelihood

Likelihood of failure is calculated on the proportion of a component's expected life remaining. The parameters used to determine the likelihood of failure are:

- ➢ Base life
- ➢ Base life upper
- ➢ Base life lower
- ➢ Assessed remaining life
- ➢ Assessed condition
- ➢ Construction year
- ➢ Survey year
- ➢ Consequence of failure criticality
- ➢ Health and Safety criticality
- ➢ Appearance criticality
- ➢ Property importance rating

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> Lifecycle analysis method

The likelihood of failure result is translated into a quantitative score using the table below.

Likelihood of Failure	Quantitative Score	Likelihood
> 95%	5	Almost Certain
80 - 95%	4	Probably
55 - 80%	3	Likely
35 - 55%	2	Possible
< 35%	1	Unlikely

Calculation of Consequence

The consequence rating is determined by the component criticality factors and the property importance factor. The consequence rating is a number from 1 to 25 which is translated into a qualitative score between 1 and 5 as shown in the table below.

Consequence Rating	Qualitative Score	Consequence
1 - 1.99	5	Catastrophic
2 - 4.99	4	Major
5 - 11.99	3	Moderate
12 - 19.99	2	Minor
20 - 25	1	Insignificant

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APPENDIX F   Disclaimer

All figures and values within this AMP are only accurate at the time of creating the plan. The existing condition data and renewal requirements are based on the information included within the SPM Assets software (including Programs). All renewal projects are revised annually to cater for any changes in budget, risk and service requirements.

Comment or feedback	Council Response
Trees in Morriss Rd would be good and are long overdue	Request has been referred to annual planting program.
Request to remove Norfolk Island Hibiscus (Lagunaria) at corner of Lava/Kelp	Trees assessed to be important to the existing avenue. The policy doesn't support removing healthy trees.
Focus on benefits to People - prioritise plantings: disadvantaged, equity, health/wellbeing - supported by w2040	It was considered that the documents sufficiently cover the health benefits. A policy principle regarding prioritisation of largely vacant streets and walkability has been included.
Refer to "CPTED Principles Victoria" - element 4 & 5, review PPRZ that abut residences. Other weed management issues raised.	This Policy is regarding the management of Street Trees. Maintenance frequencies of open spaces are prescribed by documented service levels, resource availability, and location. Environmental weeds fall outside the scope of this Policy, however are resourced within Council's limited maintenance budget
Only Australian Natives on naturestrips* (no ornamental pears)	Naturestrip plantings are discussed street-by-street for existing areas involving property owners to come to a preferred species selection. New developments are approved through the Planning & Design process.
Include further reference to trees of Significance (including heritage, cultural, educational and tourist interest). Clarification around management of WBG.	Significant trees will be identified and protected under a proposed 'Significant Tree Policy'. This Policy and Guidelines are applicable to the WBG as this Council managed land, however the WBG is also subject to other management plans.
I do not support the planting of palms in new areas	Palms were planted as a directive from Council and they are listed as a recommended species in Tree Management Policy. Palms have been planted previously within WCC including bottom end of Mortlake Rd. Diversity of plantings is encouraged to avoid a monoculture. Due to HV powerlines along Mortlake Rd limited species could be chosen and palms were considered suitable.
Provided suggested actions to follow principles of Urban Forestry, climate change, flood mitigation, foodsystems and produce, no more chemicals, use of tree waste	Principles of Urban Forestry and biodiversity are addressed through the species selection to ensure species match the site conditions. Foodsystems are considered under the Naturestrip Planting policy & guidelines. Tree wastes are reused for mulching, substrates, and nature play elements. Naturestrip plantings are discussed street-by-street for existing areas involving property owners to come to a preferred species selection. New developments are approved through the Planning & Design process. Council has an approved list of chemicals and safe operating procedures for their use.

*2 submissions to this effect

Street Tree Planting and Management Guidelines
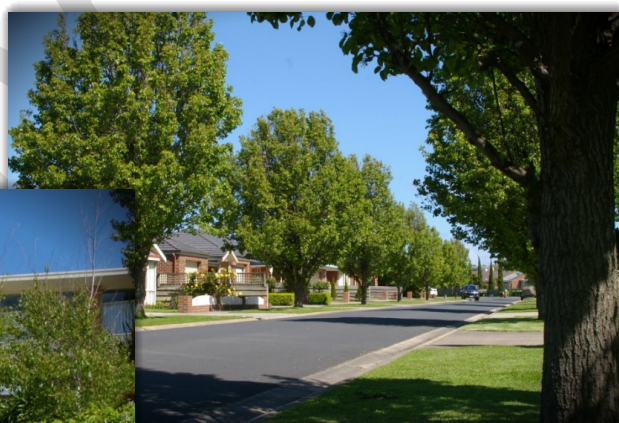
DOCUMENT CONTROL

Document Title:	Street Tree Planting and Management Guidelines
Responsible Branch:	City Infrastructure
Responsible Officer:	Manager Infrastructure Services
Document Status:	Draft
Approved By:	
Approved Date:	
Review Date:	

Table of Contents

1. INTRODUCTION

1.1.   Purpose

The aim of these Guidelines is to provide a framework for making structured, consistent and environmentally sound management decisions for all trees on land owned by Council or under Council's control in accordance with the Street Tree Policy that will provide aesthetic, material, environmental and ecological benefits to the community.

It will also ensure that all trees are contributing to the function and amenity of the city whilst also ensuring that any risks associated with them are managed or controlled in accordance with industry best practice and available resources.

1.2.   Scope

These guidelines provide the framework around managing trees over their life, it ranges from species selection, ongoing pruning and maintenance and removal. This applies to all street, roadside, park and reserve trees.

These guidelines may be used by Council Officers, developers, consultants and the broader community to provide information and direction in relation to Council owned trees.

1.3.   Vision

The aim is to plant, preserve and maintain, in a safe and healthy condition, those trees which are currently or which will become visually, historically, horticulturally or environmentally valuable to the Community of Warrnambool. Trees help to create greening and visual interest in otherwise harsh urban streetscapes. Trees also have roles in ecology, microclimate modification and traffic calming. As such, they add significantly to the enjoyment of our City and to the value of properties.

By applying appropriate levels of resources and best practice management, Council will develop streetscapes of attractive, healthy trees for the benefit of the entire community, both now and in the future.

These Guidelines:
- Guide new street tree planting, species and themes;
- Ensure consistency in tree management across the organisation and across the Council;
- Define Councils responsibilities and requirements with respect to the protection, retention and replacement of trees;
- Ensure that proper consideration is given to trees in development planning, designand construction;
- Facilitate the removal and replacement of undesirable species, noxious weeds, dangerous trees and any other inappropriate plantings, with well selected new trees that will positively contribute to visual and environmental amenity; and
- Retain healthy individual trees of local amenity and aesthetic value

1.4.   Benefits

The social, environmental and economic benefits of street trees are wide and varied. Tree-lined streets contribute to aesthetic improvements, climatic modifications, a healthy environment and social wellbeing. Research indicates there are the following benefits to street trees:

HEALTH

- Views of nature can relate to feelings of satisfaction, wellbeing, coping, personal effectiveness and optimism.
- Green surroundings reduce mental tiredness while enhancing concentration and attention, leading to an improved ability to cope and make positive decisions.
- Green surroundings create positive psychological benefits, including lower rates of anxiety, violence and crime.
- Trees reduce exposure to ultraviolet light, lessening risk of associated health problems such as skin cancer and cataracts.

SOCIAL

- Residents walk more on streets that are lined with trees.
- Greenery helps people to relax and renew, reducing aggression leading to less violence.
- The proximity of trees to dwellings has an effect on residents' use of outdoor space - the closer the trees, the higher the usage.
- Many more people are involved in social activities in green environs than in areas that have few or no trees and shrubs.
- Gardens and other plantings contribute to residents feeling safer, more supported and satisfied with their surroundings.
- Green spaces bring residents together more often, promoting chance meetings and encounters.
- Residents get to know one another, producing stronger, more cohesive neighbourhoods.
- Areas with higher levels of planting experience lower levels of crime because it creates pride and care of place which results in ownership.
- Tree-lined streets are perceived as narrower, resulting in reduced speeds. Trees along streets provide a buffer between pedestrians and vehicles.
- Surveys of landscaped and non-landscaped community areas have shown that the incidence of crime, vandalism and graffiti is many times lower in areas planted out with greenery.

AESTHETIC

- The appearance and general environment of many streets is improved considerably by the presence of trees, beautifying and softening streetscapes.
- Trees soften harsh lines of paving, kerbs and other assorted infrastructure
- Trees frame good views and vistas.
- Trees provide seasonal interest and natural beauty through foliage and their interesting leaf patterns, flowers, bark, fruit and canopy.
- Trees provide a welcome contrast and relief to the appearance of long stretches of asphalt road.
- Trees play a significant role in determining the urban character of the townships and a sense of

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place.
- Trees enhance architecture; there are few buildings which do not look better in the company of suitable trees.

ECONOMIC
- An increase in property values from high amenity, well treed areas. A garden adds to the aesthetic appeal of your home and neighbourhood, and adds real monetary value to your home. It is estimated that property value can increase between 5% and 20%.
- Roads and footpaths with good tree canopy cover are protected from the sun and last longer.
- Attractive tree lined areas are popular with visitors who spend money during their stay.

ENVIRONMENTAL
- Provide wildlife habitat and food sources and preserve biodiversity.
- Trees are critical in the maintenance of a healthy environment as they produce oxygen, trap airborne pollutants in their leaves (such as nitrous oxide and ozone) and absorb carbon dioxide.
- Large trees have a greater benefit in terms of reducing pollution than small trees.
- Trees have a positive effect on the environment by the transpiration of water and the emission of oxygen by photosynthesis.
- Tree roots keep the soil porous which allows the stormwater to be absorbed rather than flow into the drain and sea.
- Trees around buildings are a proven method of reducing the demand for artificial heating and cooling with a resultant, and important, lower use of fossil fuels.
- Trees provide shade in summer. Trees can reduce asphalt temperatures of carparks by as much as 13°C, and vehicle cabin temperatures by 17°C.
- Trees provide buffers/wind breaks from strong winds.

1.5. Definitions

Term	Definition
Tree	A woody plant that can be expected to exceed five (5) meters in height under normal growth conditions, typically with a single, dominant stem (trunk).
Shrub	A woody plant that would not be expected to exceed five (5) meters in height under normal growth conditions.
Pruning	The intentional removal of parts of a plant to improve its form or function.
Street tree	A tree or shrub growing within the road reserve, including nature strips, separators and medians.
Environmental weed	Plants that invade native vegetation, usually adversely affecting regeneration and survival of the indigenous flora and fauna. They can be exotic plants, or plants that do not naturally grow in the area.

1.6.   References

- Street Tree Planting & Management Policy
- Road Management Plan
- Warrnambool Planning Scheme
- Electricity Safety (Electric Line Clearance) Regulations 2015
- Councils Electric Line Clearance Management Plan
- Warrnambool Local Plant Guide
- Plants of the Great South West Indigenous Plant Guide for Warrnambool
- Botanica's Trees and Shrubs
- Indigenous plants Moyne Shire
- Environmental weeds of Warrnambool

2.   GUIDELINES

Trees have a finite life. Their genetic potential and the external factors that impact on them determine how well they perform. In the case of street trees, the growing conditions are usually significantly altered from those encountered in their natural growing environment.

Street trees also grow amongst people and property and as such pose management challenges as a result of community expectations for amenity, functionality and safety. The impact of the artificial growing environment and the community requirements of street trees is that street trees require ongoing management

2.1.   Areas of Responsibility

Council is responsible for the trees on land owned by Council or under Council's control with the following exceptions:

2.1.1.   Electric Line Clearance

In accordance with Electricity Safety (Electric Line Clearance) Regulations 2020, line clearance is the responsibility of the local electrical power distribution company in some isolated areas within the City. Energy Safe Victoria is responsible for ensuring electrical safety and Council must comply with these regulations.

2.1.2.   Declared Areas

Under the Electricity Safety (Electric Line Clearance) Regulations Council is responsible for Declared Areas within the municipality. Authorities and contractors should check with Council before starting work verify if trimming works are in a declared area.

2.1.3.   Speed Restricted Zones

Trees on declared VicRoads, roads and highways, outside of speed restricted zones tree maintenance is the responsibility of VicRoads.

2.2.   Staff

Council officers and parks and gardens staff shall carry out all assessments of trees under these Guidelines. Services of an arborist may be required in these assessments.

All planning for new planting, tree replacement programs and other tree related programs or works which impact on Council trees shall be carried out in consultation with Infrastructure Services.

2.3.   Town planning approvals, capital and other works

The street tree is considered by Council as a permanent fixture and a valued asset, consequently the tree will not be considered for removal until all options have been explored by an architect/developer and Council. Planning approval may be required where trees are heritage listed.

2.4.   Liability

All claims for damages against Council trees shall be referred to Councils Risk Management Branch.

2.5.   Pest and Disease Management

Council will intervene in pest and disease outbreaks where the immediate or long term survival of the tree or trees is compromised or property is substantially affected. In these circumstances the efficiency and cost effectiveness of available treatments will be assessed and, if justified, the appropriate integrated pest management techniques may be applied as required.

2.6.   Infectious Material

Chipped material, logwood, stump grinding and other debris from trees infected with or potentially infected with a pathogenic organism shall be disposed of in a manner to prevent spreading the infection. The most suitable course of action will be determined by value for money and risk assessments on a case-by-case basis. All equipment, vehicles and personal items that come in contact with infected or potentially infected material must be disinfected by approved methods before being returned to service.

2.7.   Tree Valuation

Council adopts the Revised Burnley Method (Moore) as a basis for determining economic values for Council's tree assets. Council will use this method for accurate tree evaluation assessment to achieve an average figure. Valuations will be carried out by Council staff or consultants as required or determined by vandalism, vehicle damage, building development, road construction or other works which would require compensation for replacement damage and tree maintenance or tree removal.

2.8.   Unauthorized Actions

Pruning or removal of Council owned or managed trees by anyone other than Council staff or contractors engaged by Council shall not be permitted. Affixing of signage or other infrastructure on Council owned or managed trees shall not be permitted.

Council will prosecute persons who prune, disfigure, damage, kill or remove Council trees without explicit authorisation from the Council's relevant manager or delegated officer, under the *Summary*

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Offences Act 1966 or other appropriate Local Laws. Council may also recover costs and compensation from the perpetrator for replacement, loss of amenity value and remedial works required as a result of unauthorised actions. Council may recover costs and compensation for replacement, loss of amenity value and remedial works required from authorised persons and contractors, who prune, remove or cause damage to Council trees by failing to comply with these Guidelines, contract document conditions and other relevant policies and guidelines.

2.9.   Education

A part of Council's community responsibility is to educate the community in responsible tree care and management.   Education and community awareness programs will be undertaken subject to funding and resource constraints.

2.10. Street Tree Removal

Removal of trees from nature strips and parks is potentially the greatest cause of conflict in the management of the Council's trees. Prudent tree management requires Council to assume that every tree, no matter how insignificant it may appear, has some value to someone.

It sometimes becomes necessary to remove trees, either because of a problem with the tree itself, or to facilitate development or installation of infrastructure.

The concern associated with the removal of trees can be minimised through proper consultation with the community and a demonstration of the importance of trees by Council and the communication of these views to the community. Decisions regarding tree removal become necessary in response to applications by customers, developers and external authorities or through observation of problem trees by Council staff.

Council **will not** remove a tree or undertake any formal removal consideration process based on the following reasons:

- Falling leaves, bark, twigs, fruit or flowers;
- Failure to establish grass under the tree;
- Obscuring vistas or views;
- Perceived aesthetic concerns;
- Perceived allergies; or
- To facilitate nature strip parking

2.10.1. Cost

The cost for general tree removal under this Guidelines will be borne by Council through the budget. Tree removals to facilitate Council infrastructure upgrade or repair shall be borne by Council through the budget of that infrastructure project. Tree removals to facilitate private works shall be borne by the person carrying out those private works. New subdivision will require approved street tree species to be provided by the developer.

2.10.2. Removal

Consideration for and consultation regarding removal of street, roadside and parkland trees will be in conformance with Council's Community Consultation and Engagement Guidelines.

2.11. Pruning

Trees are living mechanical structures that have evolved to cope with the conditions under which they grow. Intervening in the tree's self-management should be done as a last resort as such intervention has ramifications for the tree's ability to regulate its own systems.

Street trees grow in contrived conditions and therefore the trees own self-regulatory systems are often compromised. In these situations intervention may be required. The most common intervention is pruning. Pruning is also done to try to make trees conform to spaces around other structures. Ideally these structures should be located so that minimal pruning is required.

The extent of any pruning undertaken must take into account the condition and significance of the tree and the effect of the pruning on the tree. Pruning should also take into account the location of the tree and its potential impact on traffic and pedestrians. Pruning will not be undertaken to accommodate scenic views or to clear for commercial advertising signage.

Council will undertake the pruning of street trees to:
- A high standard of arboriculture practice in accordance with Australian Standard AS 4373/2007;
- Provide safe access to both pedestrians and vehicles.
- Ensure safe visibility to both pedestrians and vehicles;
- Ensure that suitable clearances are maintained under Powercor services and aesthetics of the tree, street and surrounding area;
- Ensure healthy tree growth by the use of skilled arboricultural methods and formative pruning to repair physical damage and maintain shape;
- Avoid pollarding trees in streets;
- Avoid intrusion of roots and branches onto public and private property;

2.12. Root Pruning

Root pruning is generally to be discouraged as the long term results cannot be fully known.

2.12.1. Root Intrusion onto Private Property

Council will take all reasonable action which resources will permit, to prevent roots from street trees from causing damage to Council assets and private property. Council will ensure that it is kept up to date with current trends in the development of root barriers and their installation.

2.12.2. Tree Roots Affecting Private Sewers or Drains

In the event of tree roots entering a sewer service line or storm water drain claims for compensation or removal of a tree due to roots in the sewer drain will be assessed on an individual basis by Council's risk

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officer in consultation with the Council Risk Management Branch.

2.13. Power Lines

Council believes that safe and reliable supply of electricity to the community is a vital service. Whilst agreeing with the necessity for safety and continuity of supply, Council believes the allocation of resources by power companies to relocating power lines underground should reflect the value of the Council's tree assets to the community. Council shall encourage underground power where ever possible.

2.13.1. Plans of Action for Non-Compliant Trees

Refer to the Electricity Safety (Electric Line Clearance) Regulations 2020 and Councils Electric Line Clearance Management Plan.

2.13.2. Electricity Distribution Company

Powercor Australia maintains the electricity supply network within the municipality.

2.13.3. Underground Electric Lines

Underground electric lines are Council's preferred method of supplying the community with electricity. Council strongly encourages electricity supply companies, telecommunication companies and other related bodies to replace overhead cables with underground cables.

2.13.4. Aerial Bundled Conductors (ABC)

Council encourages electricity supply companies to replace bare conductors with ABC where under grounding is not being considered. Installation of ABC and relocation of electric lines significantly reduces the need for intervention in the growth of Council's trees.

2.14. Tree Preservation

2.14.1. Indigenous/Remnant Native Vegetation

Where indigenous / remnant native vegetation exists on road reserves, the vegetation should be protected and any maintenance to be undertaken in accordance with the Warrnambool Planning Scheme. Clause 52.17 Native Vegetation provides guidance on planning permit requirements for the lopping, removal and destruction of native vegetation including within road reserves.

2.14.2. Habitat Trees

Council may elect to retain a tree, usually dead or dying, if it is considered to be suitable for habitat purposes. The tree may require pruning to reduce the risk that a dead and/or dying branch might otherwise present a risk to targets within its vicinity.

"Habitat Pruning" is carried out to remove any hazardous limbs, such as dead or structurally defective limbs, and retain habitat features such as hollows. The formation of decay within the limbs is necessary in order for hollows to form, thus increasing the habitat value.

Habitat trees are usually confined to reserves however Council may assess any tree as a suitable habitat tree.

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2.14.3. Heritage Trees Precinct/Significant Trees

The Warrnambool Planning Scheme includes a Heritage Overlay Schedule, Heritage Trees

Precinct 7. The objectives of Heritage Trees Precinct are to:

- Conserve and enhance significant trees, and rows of trees which are of aesthetic, historic or cultural value;
- Discourage the erection of advertising signs and other similar devices that will detract from the character of the area; and
- Protect and enhance the character and appearance which generally consists of rows of mature Norfolk Island pine trees.

The inclusion of street trees within Heritage Overlay Schedules and Planning Scheme will provide clear information to service authorities and other contractors regarding the importance of these trees and their heritage status. A planning permit must be obtained to destroy, prune or lop these trees.

Council Officers assess an individual tree as significant if the tree:

- Has significant cultural value (eg. trees in an Avenue of Honour);
- Has significant historical value (eg. planted by a dignitary);
- Is an indigenous species;
- Has significant value to the community through its contribution to the streetscape;
- Is an outstanding specimen of its species as a result of its size or another growth characteristic;
- Is an endangered species; or
- Is a habitat tree for an endangered species.

2.15. Street Tree Planning

Council and the community have the opportunity to make a real statement with the careful selection and planting of trees within its streetscapes. The character of an area can be enhanced for residents and visitors alike providing a visually pleasing and lasting impression for all to experience.

Capital works programs and streetscape refurbishment projects will take steps to protect the health of proposed and existing trees to ensure they are protected, particularly in car parking areas.

Community consultation will ensure that the individual characteristics and requirements of an area are maintained and enhanced whilst at the same time meeting Council's objectives to produce streetscapes that provide a lasting impression for residents and visitors alike, and meet Councils risk management requirements.

Council has a dedicated "Tree Management Team" made up of qualified and experienced staff who provide advice and make decisions and recommendations, in relation to street tree planting and management throughout the City.

2.16. Tree Planting

2.16.1. Programmed Planting

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Many streets and parklands contain fewer trees than they have capacity for or is desired by the community. Street and parkland tree plantings will be undertaken in a programmed and sustainable manner. It is essential to plan what tree stock will be needed to be assured of obtaining the right species and quality at the right time of year.

A landscape plan will be requested for street tree plantings in high profile areas such as the CBD, and other broad acre areas at Council's discretion. The landscape plan must be prepared by a suitably qualified practitioner and must be sufficiently detailed to show the tree species, method of planting and staking, the rationale behind why the particular species has been selected and any associated urban design treatments required to maintain and manage the trees. Plantings in these instances must not proceed until the landscape plan has been approved by Councils Infrastructure services branch.

The right mix of species and age diversity are vital components of a sustainable tree population. A generally accepted rule for achieving this is for particular genera to not make up any more than ten percent of the whole tree population. The age of tree should also be spread evenly between young and old trees to lessen the impact of, or need, to remove whole blocks of trees.

When selecting species for street, parkland and roadside tree planting the following factors apply:

- Adopted master plans, strategies and development plans;
- Preferred Landscape Character;
- Nature strip width and road reserve requirements;
- Existing services and surrounding infrastructure;
- The significance of previous history of tree planting;
- Drought tolerance/low water usage;
- Climate adaptation;
- Longevity;
- Growth habit, size and structural integrity;
- Tolerance to harsh urban environments;
- Soil type and structure;
- Root growth characteristics and tolerances;
- Pruning requirements;
- Amount and type of debris shed;
- Pest and disease susceptibility;
- Habitat value;
- Optimum time of year for planting specified species; and
- Net community benefit

Tree planting in Warrnambool has a long history. Some of our street trees are over 100 years old. New tree planting should reinforce the existing character of areas.

Through the land development process, Council must be consulted and give approval for any tree planting within the new streets and open space as Council will ultimately become responsible for the management and maintenance of the planting.

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Only high quality tree stock will be used and planted correctly (Appendix A) as substandard trees or planting can increase maintenance costs significantly and conversely quality stock and planting technique dramatically increases establishment rates, reduces future costs and increases the community's appreciation of trees. Prior to the commencement of planting, the stock must be inspected and approved by Council's Tree Management Team.

Large growing trees provide the maximum environmental benefits and create the greatest visual impact. The ability to maintain or establish large growing species is becoming limited on both private and public land. The protection of existing large trees and utilising or creating appropriate spaces to plant new large growing trees will be a priority.

Tree planting by developers in land that will become the responsibility of Council must be done in consultation with and to the satisfaction of Council to ensure compliance with the principles listed in this Guidelines.

Council prefers to collect the prescribed sum from developers or individuals as set out in the annual fees and charges register, and plant and maintain the tree.

2.16.2. Customer Planting Requests

Individual trees requested by customers shall be assessed on a case by case basis and planted during autumn and winter. Requests for block or entire street plantings shall be considered as part of the overall street tree-planting program dependent on allocation of funding.

2.16.3. Consultation

The establishment or maintenance of an avenue of trees or a consistent planting theme can sometimes require Council to plant a tree in a nature strip against the wishes of the resident immediately adjacent. This is a difficult situation that calls for Council staff to make a judgment regarding the wishes of the wider community over the individual resident. When making such a decision, it should be borne in mind that a major factor in the survival of a newly planted street tree is the cooperation of the nearest resident.

Trees may be planted to fill gaps in already established areas, despite opposition from adjacent residents.

In all other instances, the relevant Council officer overseeing the project shall make a decision regarding planting in consultation with Infrastructure Services.

Prior to significant tree planting taking place (or removal), consultation shall take place with residents and affected landowners, in accordance with Councils Communication and Consultation Guidelines.

2.16.4. VicRoads

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All tree plantings within a VicRoads' controlled road corridor are to be undertaken after consultation with VicRoads and comply with their planting procedure and the Road Management Act 2004 to their satisfaction.

2.16.5. Unauthorised Nature Strip Planting

All plantings should abide by Council's Naturestrip Planting Policy and Guidelines. Unauthorised planting of street trees/garden beds by residents shall be discouraged and potentially removed and costs associated may be charged to the landowner. Recently planted trees may be allowed to remain provided they are of a suitable species which is compatible with the surrounding streetscape, good quality specimens, in a suitable location, and planted to Council standards.

2.17. Unsuitable Street Trees and Shrubs

Tree species that have a large canopy or a vigorous root system should be thoroughly examined prior to recommending in all future plantings.

Not every species can be planted everywhere. Depending on growth habits, if planted in an inappropriate location such as narrow naturesrip or under power lines, they can cause an increase to maintenance costs and liabilities.

Too much of a mix of species selection, ages and shapes tend to detract from the amenity of the streetscape. There should be no more than two (2) different species per street.

A street tree removal program should be in place to gradually remove unsuitable species from these situations, replacing them with more appropriate plantings that tend to be in character of the existing streetscape and also to reduce long term maintenance costs.

Before planting any street trees research must be conducted to ensure the most suitable tree is planted in the most suitable location in accordance with the list of suitable species for street tree planting.

2.18. Inspections & Monitoring

Regular monitoring is required for competent management of all trees on land owned by Council or under Council's control. Inspections will be conducted to assess for defects, pests and tree health, condition, and overall risks.

Inspections may occur routinely, or from a request raised by the public or other Council employees while undertaking their normal work duties.

2.18.1. Defect Inspections

Determine if the asset has any immediate hazard or defects that are likely to create a danger or serious inconvenience to users of the areas or the wider community.

2.18.2. Condition Inspections

Identify deficiencies in the structural integrity of assets which if untreated, is likely to affect the life of

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the asset. Condition inspections take into account, but is not limited to, the trees current health, significance, stability, structure, and vigour of the tree.

2.18.3. Ad Hoc Reactive / Safety Inspections

Identify defects outside the tolerable level and likely to create danger or serious inconvenience to users of the network or the wider community.

They are ad hoc by nature and may be undertaken following notification to council by members of the community through the Customer Request System or by council employees while undertaking their normal work duties. These notifications are of defects and safety deficiencies with any subsequent inspection conducted by an appropriate Council officer.

2.18.4. Incident Inspections

An incident report should be prepared for use in potential legal proceedings and the gathering of information for the analysis of the causes of accidents relating to trees.

2.19.5. Prioritisation of Works

Works identified from a Road Management Plan inspection are carried out in accordance with the timeframes stated in the Road Management Plan. Works identified via other inspection regimes are prioritized based on a qualitative tree risk assessment, and conducted in line with Council's Customer Charter.

3. GOVERNANCE

3.1. Owner

Manager Infrastructure Services

3.2. Review

These Guidelines will be reviewed in conjunction with the Street Tree Planting and Management Policy, or as required to keep pace with changing industry practices or risk management requirements.

3.3. Charter of Human Rights Compliance

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

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

4.   APPENDIX A - TREE PLANTING DETAIL

- Excavate a sloping, shallow planting hole, 2 to 3 times the width of root the root ball
- Leave a space between mulch and trunk

- 75 mm high berm to form a watering basin
- Top of the root ball flush with finished level of the planting hole

- 75 mm depth mulch, beyond the edge of the hole, overlapping undisturbed soil

- Backfill with site soil, firming progressively

- Depth of planting hole no deeper than the height of the root ball

- Stakes: to be Hardwood 38 x 38 x 1800mm
- Hessian loops: one from each stake. Loops should be located between 1/3 and 1/2 of the height of the plant stock.

5. APPENDIX B - RECOMMENDED STREET TREE SPECIES LIST

Acacia melanoxylon (*Blackwood)*

Acacia melanoxylon is a tree up to 20 m high, with a trunk of about 150 cm in diameter. The pale yellow, cream or whitish coloured flowers are fluffy in appearance. Flowering can occur throughout the year.

Acer campestre (Field Maple)
Compact, slow growing small tree with a dense round canopy, and corky bark. Small leaves with rounded lobes, dark green in summer, which turn a beautiful clear yellow in the autumn. 15x10m

Acmena smithii *(Lilly Pilly)*
Acmena smithii is a small too tall tree that grows up to 15 meters in height. Fragrant flowers are produced in spring and grow best in full sun to light shade.

Agonis flexuosa *(Willow Myrtle)*
Agonis flexuosa is a species of tree that grows in the south west of Western Australia. They are commonly grown in parks and on road verges. Agonis flexuosa occurs mainly as a small and busty tree, usually less than 10 meters tall, it flowers between August and December.

Angophora costata (Smooth Bark Apple)
Smooth Bark Apple is a common woodland and forest tree of Eastern Australia. It grows primarily on sandstone soils, usually on headlands, plateaus or other elevated areas. Smooth Bark Apple is a large, wide, spreading tree, usually seen of a height between 15 and 25 meters.

Allocasaurina verticillata *(Drooping She Oak)*
Allocasuarina verticillata is a tree up to 10 meters tall with pendulous foliage. It grows on a wide range of habitats extending from coastal headlands and plains to rocky outcrops on inland ranges.

Araucaria cunninghamii *(Hoop Pine)*
Araucaria cunninghamii is a tall tree growing 30-50 meters in height, with a straight, rough-barked trunk with circular "hoop" markings which give rise to the common name. It is an emergent species in subtropical and tropical rainforest. The glossy green leaves are linear and about 100-150 mm long.

Araucaria heterophylla *(Norfolk Island Pine)*
Norfolk Island Pine is a distinctive conifer; it grows to a height of 50–65 meters, with straight vertical trunks and symmetrical branches. They are an integral part of beachfront landscapes as well as esplanade plantings; these trees can be used in parks and streetscapes.

Banksia ericifolia *(Heath Banksia)*
Banksia ericifolia, the Heath Banksia, is a species of woody shrub of the Proteaceae family native to Australia. It's a medium to large shrub that can reach 6 meters high and wide, usually flowering occurs

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in autumn or winter.

Banksia integrifolia *(Coastal Banksia)*

Banksia integrifolia, commonly known as Coastal Banksia, is a species of tree that grows along the east coast of Australia. It is highly variable in form, but is most often encountered as a tree up to 25 meters in height; it's a popular choice for parks and streetscapes.

Banksia marginata *(Silver Banksia)*

Banksia marginata, commonly known as the Silver Banksia, is a species of tree or woody shrub in the plant genus Banksia found throughout much of southeastern Australia. Banksia marginata usually range from a small shrub around 1 metre tall to a 12-20 metre high tree.

Banksia praemorsa (*Cut Leaf-banksia*)The Cut-leaf Banksia (*Banksia praemorsa*) is a species of shrub or tree in the plant genus Banksia growing to 4m tall. Leaves are broad with toothed margins. Win red cylindrical flower spikes up to 300mm long and 100mm wide in Spring and Summer.

Betula pendula *(Silver Birch)*

Betula pendula is a widespread European birch; it is a medium-sized deciduous tree, typically reaching 15–25 meters tall. Silver birch is often planted in parks and gardens, grown for its white bark and gracefully drooping shoots

Callistemon Citrinus *(Crimson Bottlebrush)*

Callistemon citrinus, also known as Crimson Bottlebrush are found wild only on the Australian continent and is a very hardy plant accepting of wet conditions and preferring an open sunny position. It grows between 1-3 meters in height with flowers appearing in late spring to early summer.

Callistemon 'Harkness' c.v

Tolerant of a variety of sites, 5x3m, Bottlebrush is hardy and adaptable. It has pendulous branches, with grey-green leaves, off which masses of red flower spikes form during spring and autumn. The flowers are long lasting and attract nectar loving birds

Callistemon 'Kings Park Special' *(Kings Park Special)*

Kings Park Special are wonderful plants for the garden. They are long-lived, require little maintenance; they make good screens, hedges, feature plants and street trees is a tall-growing bottlebrush to around 5 meters high.

Callistemon pallidus *(Lemon Bottlebrush)*

The Callistemon pallidus is an upright, hardy shrub growing to 3 meters high by 2 meters wide with slender spreading branches. This plant will grow in moist soils in full-sun or part-shade.

Callistemon salignus *(Willow Bottlebrush)*

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Callistemon salignus, commonly known as Willow Bottlebrush, the species usually grows to between 4 and 10 meters in height and has narrow foliage. The bottlebrush flower-spikes appear during spring, they are generally creamy white to yellow.

Callistemon viminallis *(Weeping Bottlebrush)*

Callistemon viminallis, also known as the Weeping Bottlebrush, is a shrub or small tree in the family Myrtaceae. Weeping Bottlebrushes are native in New South Wales and Queensland where they often occur along watercourses which grow quite quickly up to 8 meters in height.

Celtis australis (Hackberry)

Celtis australis is a deciduous Tree growing to 20 m by 10 m at a medium rate. Foliage colouring to yellow in Autumn.

Corymbia eximia (Yellow Bloodwood)

Corymbia eximia, commonly known as the Yellow Bloodwood, grows as an attractive gnarled tree, up to 20 meters in height. The cream flower heads grow in panicles in groups of seven and appear in spring.

Corymbia ficifolia *(Red Flowering Gum)*

Corymbia ficifolia or the red flowering gum is one of the most commonly planted ornamental trees in the broader eucalyptus family. It is an ideal street tree as it is hardy, moderately fast growing, to a height of anything between 2-8metres, and rarely grows large enough to require pruning.

Corymbia maculata *(Spotted Gum)*

Spotted Gum is a tall tree with a straight trunk, growing up to 45 meters in height (sometimes taller). Spotted Gum has smooth powdery bark which is white, grey or pink; often with characteristic patches.

Elaeocarpus reticulatus *(Blueberry Ash)*

Elaeocarpus reticulatus, the Blueberry Ash, is a large shrub or tree which can grow to a height of 15 meters. This is a hardy plant, and grows natively in eastern Australia under many conditions such as gullies, droughts and sandy coastal scrubs.

Eremophilia santalina

Large shrub up to 4m. White flowers late Winter and Spring

Eucalyptus forrestiana (*Fuchsia Gum*)

Eucalyptus forrestiana, commonly known as Fuchsia Gum, Forrest's Mallee or Forrest's Marlock, is a small tree which occurs in an area near Esperance in Western Australia. It is a Mallee Eucalyptus with smooth bark and grows to between 1.5 and to 6 meters in height. It has bright red buds and yellow flowers which appear between summer and winter.

Eucalyptus leucoxylon 'rosea' *(Yellow Gum)*

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Eucalyptus leucoxylon grows approximately 30 meters in height and is known to be found from southern NSW through Victoria into most of South Australia. They're very useful for most locations including streetscapes and parks.

Eucalyptus manniferra cv (Little Spotty)

A small and slender tree with lovely grey-green foliage, growing 5-7m high and 3-5m wide. Features a waxy white trunk with patches of red and fawn bark during Summer.

Eucalyptus pulchella *(White Peppermint)*

Eucalyptus pulchella is a medium to large evergreen tree reaching a height of 1-20 meters. Small white flowers are produced from June to October.

Eucalyptus sideroxylon 'Rosea' (*Red Ironbark*)

Red Ironbark is a highly valuable tree because of its adaptation to many sites, strong wood and ability to grow well in smog. It originates in Queensland, grows through NSW and into the north-eastern areas of Victoria. 'Rosea' Red Ironbark is a seed selection that is red flowering. Typically will grow to 20m

Eucalyptus viminalis subsp cygnetensis (*Manna Gum*) ***

Eucalyptus viminalis, Manna Gum, also known as White Gum, Ribbon Gum or Viminalis is an Australian eucalypt. It is a straight erect tree, often around 40 meters tall, with rough bark on the trunk and base of larger branches, its upper bark peels away in long "ribbons" which can collect on the branches and surrounding ground. It's widely distributed in the cooler areas of Australia where the leaves are the favoured food of Koalas.

Eucalyptus willisii West Coast (*West Coast Shining Peppermint*)

Evergreen tree. Common name Shining Peppermint with a height of 15m and a spread of 10m

Ficus macrophylla (Moreton Bay Fig) ***

Ficus macrophylla, commonly known as the Moreton Bay Fig, is a large evergreen banyan tree of the Moraceae family that is a native of most of the eastern coast of Australia. Individuals may reach 60 meters in height.

Ficus platypoda *(Rock Fig)* ***

Ficus platypoda, commonly known as the desert fig or rock fig, is a fig that is endemic to central and northern Australia, and Indonesia. Ficus platypoda is known for its growth in rocky, dry, exposed areas and normally grows to 8 meters tall.

Ficus rubiginosa (Port Jackson Fig) ***

Ficus rubiginosa is a species of flowering plant in the family Moraceae. Ficus rubiginosa forms a spreading densely shading tree when mature, and may reach 30 meters in height.

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Flindersia australis *(Australian Teak)*

Flindersia australis is a rainforest tree from New South Wales and Queensland that grows up to 40 meters high. It is an evergreen tree that is very hardy and ideal as a shade tree for uses such as a street tree, wind break or simply used as a feature specimen.

Fraxinus 'Raywood' *(Claret Ash)*

The Claret Ash or Raywood Ash is a cultivar of ash tree, a seedling variant of the Caucasian Ash. The tree grows to around 15-20 meters and has dark green leaves that turn to a dark claret red in the autumn.

Glochidion ferdinandi *(Cheese Tree)*

Glochidion ferdinandi is native to eastern Australia, where it grows in rainforests and wetter forests. It grows as a woody shrub or small tree to 8 meters, although occasionally reaching 30 meters, with flaky brownish-grey bark; the species may be partly deciduous in winter. Flowering may occur at any time of year; the cheese tree grows in both clay and sandy soils.

Grevillea Banksii *(Banks Grevillea)*

Grevillea Banksii is a popular garden plant; it's a tall, slender or spreading shrub, or small tree up to 7 meters high. It grows on headlands, ridges and forests that flowers for most of the year, however mainly in winter and spring.

Grevillea 'Honey Gem' *(Honey Gem Grevillea)*

Honey Gem is a tall, quick growing plant between 3-5 meters with golden yellow flowers that are extremely bird attracting

Grevillea 'Misty Pink' *(Misty Pink Grevillea)*

Grevillea Misty Pink is native to Queensland; it grows to about 3 meters in height. This cultivar is quick growing and performs best in warmer climates.

Grevillea robusta *(Silky oak)*

Grevillea robusta is a semi-deciduous tree 8m-20 m tall, highly attractive as a feature plant with striking displays of yellow, orange flower spikes in spring and summer, with equally attractive is the foliage of olive-green, fern like leaves, to 30cm. Frosty Hardy.

Hakea laurina (Pincushion Hakea)

Hakea laurina is a plant of Southwest Australia that is widely cultivated and admired. The habit of this plant is an upright shrub or tree, reaching a height between 2.5 and 6 meters.

Hibiscus c.v species (H. heterophyllus)
Hardy and adaptable plant, with great flower display. Up to 6m

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Hymenosporum flavum *(Native Frangipani)*

The native Frangipani is a rainforest tree hailing from more tropical forests of the east coast, it has been well utilised in gardens and landscapes in the west. Native Frangipani is widely cultivated and usually grows to around 8 meters in height, although it can grow to over 20 meters tall in the rainforest.

Koelreuteria bipinnata *(Pride of China)*

Koelreuteria bipinnata is a small to medium-sized deciduous tree that grows moderate to fast reaching a height between 10–20 meters tall. They bloom in the summer and can tolerate wind, air pollution, salt, heat, and drought.

Koelreuteria paniculata *(Golden Rain Tree)*

Koelreuteria paniculata is a species of flowering plant in the family Sapindaceae, It is a small to medium-sized deciduous tree growing to 7 meters tall. Several cultivars have been selected for garden planting, flowers in late summer.

Lagerstroemia cultivar *(Crepe Myrtle)*

Lagerstroemia grow to 3 meters tall and are a tough, powdery mildew resistant cultivar, though excellent as a specimen for small gardens or for growing in containers.

Lophostemon confertus *(Brushbox)*

Lophostemon confertus is a tree native to Australia, though it can be found elsewhere and is commonly found as a street tree in Sydney and Melbourne. It has high tolerance for smog, drought and poor drainage. It also has denser foliage and hence provides more shade than eucalypts; it can reach heights of 40 meters or more.

Magnolia cultivar *(Magnolia)*

Magnolia grandiflora Greenback reaches height of 27.5 meters; it is a large striking evergreen tree with timber that is hard and heavy, and has been used commercially to make furniture, pallets, and veneer.

Melaleuca lanceolata (*Moonah*)

Melaleuca lanceolata is a small tree or shrub in the genus Melaleuca, native to Australia. The species grows up to 10 meters in height and has rough bark. Leaves are linear to narrow elliptic, 5-15mm long and 1-3mm wide with and arranged alternately on the stem. The white or cream flower spikes are 2–4 cm in length and appear mainly in the summer, but may also appear randomly through the year.

Olea europea (Olive cv)

Olive trees are generally hardy trees with good tolerance to poor soils. Is long lived, evergreen tree with beautiful, silvery grey/green foliage and a naturally slight weeping habit.8x6m

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Parrotia persica (Persian Witch Hazel)

Parrotia persica grows to 30 meters tall and 8–15 meters broad. The flowers are somewhat similar to witch- hazel flowers but dark red; they are likewise produced in late winter on bare stems.

Phoenix canariensis (Canary Island Date Palm)

Phoenix canariensis is a palm tree native and endemic to the Canary Islands. It is very hardy and can establish in a variety of soil conditions. Phoenix canariensis is a large, stately palm but is very slow-growing and will take a considerable amount of time to reach its 15 to 18 metre height.

Pinus canariensis *(Canary Island Pine)*

Pinus canariensis is a large evergreen tree, growing to 30–40 m tall, known for its attractive bark and glaucous foliage.

Pistacia chinensis *(Chinese Pistachio)*

Pistacia chinensis is a small to medium-sized tree in the genus Pistacia in the cashew family. Very horticultural, because it's drought tolerant and can survive harsh environments, it is a popular choice for street tree in urban settings and grows up to 20 meters.

Platanus orientalis (Oriental Plane Tree) ***

Platanus orientalis, or oriental plane, is a large, deciduous tree, growing to 30 meters or more, and known for its longevity and spreading crown. It is quite capable of survival and success in dry soils once it is established.

Prunus cerasifera 'Nigra' (Purple Leaved Cherry Plum)

Prunus cerasifera is an excellent urban tree, its hardy and adaptable mature makes it an ideal garden, screening and street tree. Its growth rate is moderate reaching its height rate of 6metres tall.

Prunus x blireana (Purple Leafed Plum)

Prunus x blireana is a deciduous tree growing in Australia with a height of around 5 meters tall. It has slender, arching branches and flowering time is from mid-August to mid-September.

Pyrus cultivar (Named variety Pear)

Pyrus are well-known medium-sized trees which grow in many landscapes including parks, streetscapes and large gardens.

Quercus acutissima *(Sawtooth Oak)*

Quercus Acutissima, a section of the genus characterised by shoot buds surrounded by soft bristles, bristle- tipped leaf lobes, and acorns that mature in about 18 months. It is a medium-sized deciduous tree growing to 25–30 meters tall.

Quercus canariensis *(Algerian Oak)*

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Quercus canariensis is a slow growing medium-large sized deciduous to semi-evergreen tree. They grow to 20-30 meters tall which grow well in semi-shade and direct sunlight.

Quercus coccinea (Scarlet Oak)

Quercus coccinea is a medium-large deciduous tree growing to 20–30 m tall with an open, rounded crown. Known for its autumn coloration of the foliage, which generally becomes bright scarlet;

Quercus ilex (Holly Oak)

Quercus ilex is an evergreen oak with small glossy foliage. This is a slow growing tree that will eventually reach 20m. Originally

Quercus palustris *(Pin Oak)*

Quercus palustris, the Pin oak is native to North America, mainly in the eastern United States. The Pin Oak is also well adapted to life in Australia and is a medium-sized deciduous tree growing to 18-22 meters tall.

Quercus rubra *(Red Oak)*

Quercus rubra commonly called northern red oak; this deciduous tree grows straight and tall, to 28 meters, exceptionally to 43 meters tall. It grows rapidly and is tolerant of many soils and varied situations.

Syzygium luehmannii (Small-leafed Lilly Pilly)

Syzygium luehmannii is a medium sized coastal rainforest tree native to Australia. Syzygium luehmannii reach 30 meters in height. A popular tree in cultivation, it has a dense crown and produces beautiful flushes of new growth and small red fruits.

Tristaniopsis laurina *(Water Gum)*

Tristaniopsis laurina, the Water Gum is a tree native to Australia, where it usually grows near the eastern coastline. Tristaniopsis laurina has a slow rate of growth, and usually reaches 4.6–9.1 meters tall.

Ulmus glabra Lutescens *(Golden Elm)*

The Golden Elm is a medium-sized, fast-growing deciduous tree that reaches a height of approximately 15 meters with a spread of about 20 meters. They are sensational large golden yellow tree ideal for streets, large gardens and parks.

Ulmus × hollandica *(Dutch Elm)* ***

Ulmus × hollandica, often known simply as Dutch Elm, is a natural hybrid between Golden Elm Ulmus glabra and Field Elm Ulmus minor which commonly occurs across Europe wherever the ranges of the two parent species overlap. They grow to a height of 40 meters.

Washingtonia filifera (California Fan Palm)

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Washingtonia filifera is a medium to large evergreen palm with a tree-like growth habit. It has a sturdy columnar trunk crowned by beautifully shaped, fan-like, waxy gray-green blades, up to 3-6 ft. long (90-180 cm). Erect at first, they spread and arch from stout, spiny petioles. Height 12-18m.

Washingtonia robusta *(Mexican fan palm*

Washingtonia robusta is a fast growing and very tolerant tall evergreen palm with a columnar trunk topped with a relatively small rounded crown of beautifully shaped fan like leaves 3-5 ft. long. Height 12-24m

Zelkova serrata *(Zelkova)*

Zelkova serrata is a medium sized deciduous tree usually growing to 30 meters tall. The tree grows rapidly when young though the growth rate slows to medium upon middle age and maturity. Zelkova serrata develops monoecious flowers in spring with the leaves.

*** Parklands and Natural areas

Note: Other Species may be considered subject to Council approval.

WARRNAMBOOL
CITY COUNCIL

Street Tree Planting and Management Policy

POLICY TYPE: COUNCIL

APPROVAL DATE: TBC 2020

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STREET TREE PLANTING AND MANAGEMENT POLICY

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STREET TREE PLANTING AND MANAGEMENT POLICY

1. INTRODUCTION

- **Purpose**

  The purpose of this policy is to ensure that a consistent approach is applied to the planting and ongoing management of street trees within Municipal streetscapes and the urban environment.

- **Scope**

  This policy is applicable to Council Officers and Managers of Warrnambool City Council, as well as the wider community. It covers the whole lifecycle of trees, from planning and species selection, maintenance activities to removals, it also covers tree protections and unauthorized activities. This applies to all street and reserve trees on Council managed land.

- **Definitions**

Term	Definition
The City	The Municipality of Warrnambool
Council	Warrnambool City Council
Streetscape	The visual elements of a street (e.g., streets, buildings, vegetation, medians and nature strips), that combine to form the street's character.
Urban Environment	The human made surroundings that provide the setting for human activity, including, commercial and residential areas, buildings, parks and open spaces and their supporting infrastructure.
Street tree	A tree or shrub growing within the road reserve, including nature strips, separators and medians.

- **References**

  - Warrnambool Planning Scheme

  - Electricity Safety (Electric Line Clearance) Regulations 2015

  - Councils Electric Line Clearance Management Plan

  - Warrnambool City Council Community Engagement Policy.

  - Municipal Road Management Plan

  - Health and Wellbeing Plan

  - Green Warrnambool 2018

  - Naturestrip Landscaping Policy & Guidelines

  - W2040 (Goal 13)

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STREET TREE PLANTING AND MANAGEMENT POLICY

2. POLICY OBJECTIVES

- To ensure consistency in the approach to street tree planting and management.

- To define Council's responsibilities in street tree planting and management.

- To ensure that proper consideration is given to trees in the planning and design of the built environment.

- To ensure trees contribute to the values of the urban landscape, including greening for biodiversity and climate adaptation.

- To ensure that the amenity value of street trees is retained and enhanced.

- To implement the 2040 Goal of Green Warrnambool for urban areas to have 30% vegetation canopy cover.

- To implement the 2040 Goal of Adaptable Warrnambool for Environmental Sustainable Development principles to be used for all new developments and upgrades.

- To implement the 2040 Goal of Adaptable Warrnambool for all new infrastructure (including street trees) is designed for the changed and changing climate.

- To provide informed and consistent decision making in street tree matters for Council, Council staff, developers and the community.

3. POLICY PRINCIPLES

Council has responsibility for the planning, establishment, maintenance and removal of all street trees located within the City's streetscapes.

All decisions related to street trees will be based on the following principles:

- Street trees are valuable community assets that positively contribute to the well-being of the community, and to the built and natural environment.

- Council is committed to planting and maintaining street trees which are visually, historically, or environmentally valuable to the community.

- Council recognises that the historic Norfolk Island Pines are an iconic feature within our City and is committed to their protection.

- Council acknowledges that management and preservation of street trees will be sufficiently accounted for in the annual budget.

- Council will consult and engage the community and affected landowners where large scale plantings, significant streetscape works or tree removal works are to take place.

- Street tree planting programs will prioritise areas of high vacancy rates and where walkability is deemed lower than average for Warrnambool.

- Where urgent tree removal works are required, Council will endeavor to notify property owners prior to removal works. If landowners cannot be contacted, public safety needs to proceed consultation.

Page 4 of 5

STREET TREE PLANTING AND MANAGEMENT POLICY

- Council will encourage the development of staff skills in arboriculture and consider recruitment of suitably qualified staff.

- Council will encourage community participation in street tree planting and ongoing maintenance where appropriate.

- Council will refer to the preferred tree species list published on Councils website to determine species selection. A mix of Indigenous and exotic species will be selected appropriate to the area and conditions.

- Street trees that provide habitat and environmental benefits will be encouraged.

- Council will undertake proper species selection, placement and planting of trees to reduce long term risks.

- Council will consider the potential damage to infrastructure, maintenance requirements, and legislation in species selection.

- Council will only remove street trees that are in poor health, or which Council believes pose an unacceptable risk to the community, or as part of a broader streetscape renewal.   Street trees are not removed or trimmed to facilitate development or to enhance vistas for property owners.

- Council will prosecute persons who prune, damage, kill or remove street trees without approval.

- Urban design treatments and streetscape renewal will incorporate measures to protect the health of proposed and existing trees.

4. GOVERNANCE

4.1. Owner

Director City Infrastructure

4.2. Review

The Manager Infrastructure Services will review the policy for any necessary amendments no later than four (4) years after its formulation or the last review.

4.3. Charter of Human Rights Compliance

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2006).

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Nature Strip Landscaping Policy

APPROVAL DATE: Jan 2021

REVIEW DATE: Jan 2025

NATURE STRIP LANDSCAPING POLICY

DOCUMENT CONTROL

Document Title:	*Nature Strip Landscaping Policy*
Policy Type:	*Council*
Responsible Branch:	*City Infrastructure, Infrastructure Services*
Responsible Officer:	*Director of City Infrastructure*
Document Status:	*Adopted*
Approved By:	*Council*
Adopted Date:	*Jan 2021*
Review Date:	*Jan 2025*

NATURE STRIP LANDSCAPING POLICY

1. INTRODUCTION

1.1 Purpose

This policy acknowledges that well maintained nature strips add to the appearance and presentation of streetscapes within the Municipality. They can bring economic benefits to businesses and property owners and residents. Warrnambool City Council encourages property owners to recognise the value of nature strips and to take pride in maintaining them.

Council does not carry out renovation or maintenance (including mowing and watering) of nature strips. It is common, accepted practice throughout Australia that the property owners or residents of abutting properties maintain the grass, plants (excluding trees) and any landscape features on the nature strip.

The Policy is implemented through the Nature Strip Landscaping Guidelines on Councils website. The Guidelines provide specific information to guide permit applications.

1.2 Scope

This policy applies to all nature strips within Council's road reserve within the municipality.

1.3 Definitions

Term	Definition
"Nature Strip"	A nature strip is an area of public land between the property boundary and the back of kerb or table drain, excluding any footpath or other assets such as driveways, utilities pits or fire hydrants. In most cases, a nature strip is grassed.

1.4 References

Acts	• Planning & Environment Act 1987 • Road Management Act 2004 • Local Government Act 2020
Regulations	• Warrnambool City Council Local Laws
Standards or Guidance Materials	• Infrastructure Design Manual (IDM) • Council Standard Drawings
Related Policies/Procedures	• Street Tree Planting & Management Policy • Warrnambool City Council Community Engagement Policy • Nature Strip Landscaping Guidelines • Health and Wellbeing Plan • Environmental Sustainability Plan • W2040

Page 3 of 5

NATURE STRIP LANDSCAPING POLICY

2. POLICY

Council's Nature Strip Landscaping Policy provides guidance for property owners who may want to undertake landscape improvements to the nature strip area abutting their residence or place of business.

2.1 Policy Objectives

The objective of this policy is to ensure that nature strips are landscaped and maintained in a way that:

- Compliments and softens the existing streetscape and built environment;

- Provides a vegetated buffer between hard infrastructure such as roads and footpaths; and the title boundary of adjoining properties.

- Minimises risk to the community;

- Provides for the unobstructed and safe flow of pedestrian traffic;

- Provides access for postal deliveries and utility service providers;

- Does not impede access to fire hydrants;

- Does not impact the safety of vehicles using the road;

- Allows kerbside parking of vehicles;

- Provides safe and practical conditions for emptying rubbish and recycling bins;

- Is in keeping with neighbourhood character and heritage areas;

- Provides space for street tree planting.

- Provides biodiversity and habitat.

2.2 Policy Principles

Key principles for the effective management of landscape areas in road reserves are:

- Nature strips will be grassed unless otherwise approved by Council.

- Alternatives to grass nature strips will be permitted under certain circumstances subject to Council approval via a road reserve works permit. A landscape plan is required to be submitted with the road reserve works permit.

- Alternative landscape treatments will require the consent of adjoining property owners.

- In assessing alternative nature strip materials, consideration will be given to the prevailing streetscape and character, amenity and risk in the design, plantings and materials permitted.

- Soft landscaping, mulch, granitic sand and gravel may be permitted if incorporated with native plants and other vegetation and will be considered subject to application and approval.

- Edible plants may be permitted under certain circumstances and only where appropriate permits are obtained.

Page 4 of 5

NATURE STRIP LANDSCAPING POLICY

- Use of synthetic turf is not permitted on nature strips within Warrnambool City Council due to the restriction placed on utilities accessing their assets and damage caused by garbage collection activities.

- Hard surfaces such as concrete, pavers, asphalt or stepping stones and sleepers or similar materials are not permitted in nature strips. If a hard surface is required for vehicle access purposes, a vehicle crossing permit should be obtained. Any feature that is deemed by Warrnambool City Council to be a risk to the public as a tripping hazard, a falling hazard, obstruction or other hazard, may be removed from the nature strip without consultation or warning.

- Nature strips are not intended as spaces for vehicle parking or storage of boats, caravans, trailers etc. Modifications to nature strips to incorporate parking are not supported in this Policy.

- Utility companies (including Council) that supply water, gas, electricity and telecommunications may from time to time require access to the nature strip to perform maintenance work. The utility companies are required to make good the nature strip following maintenance work.

- Unauthorised nature strip plantings will be subject to enforcement action under Council's Local Laws and relevant fines can be imposed, together with associated reinstatement costs charged for any breaches of this Policy or Local Law.

- Any street tree plantings must comply with Council's Street Tree Management and Planting Policy.

* Refer to the Nature strip Landscaping Guidelines for further information.

3. GOVERNANCE

3.1 Owner

The Director of City Infrastructure is responsible for monitoring the relevance and currency of this policy and for updating it when required.

3.2 Review

The Director of City Infrastructure will review the policy for any necessary amendments no later than four years after its adoption or after the last review.

3.3 Charter of Human Rights Compliance

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2006).

Nature   Strip

WARRNAMBOOL
CITY COUNCIL

Landscaping
Guidelines

1 Introduction

These Guidelines have been developed to assist residents and Council develop appropriate nature strip landscaping options. The Guidelines should be read in conjunction with the Warrnambool City Council Nature Strip Landscaping Policy. The Guidelines provide information and certainty to the community over what landscape treatments are preferred.

This document include images of landscaping generally in accordance with these guidelines to provide an example of the kind of landscaping that will be supported.

2 General Guidelines

Nature Strips refer to the area of public land between a private property boundary and the road kerb. The land is Council owned and controlled, and part of the road reserve.

Warrnambool City Council relies on the support of residents to keep their nature strips neat and tidy and to maintain an attractive aesthetic

The diagram at right shows a typical acceptable layout.

2
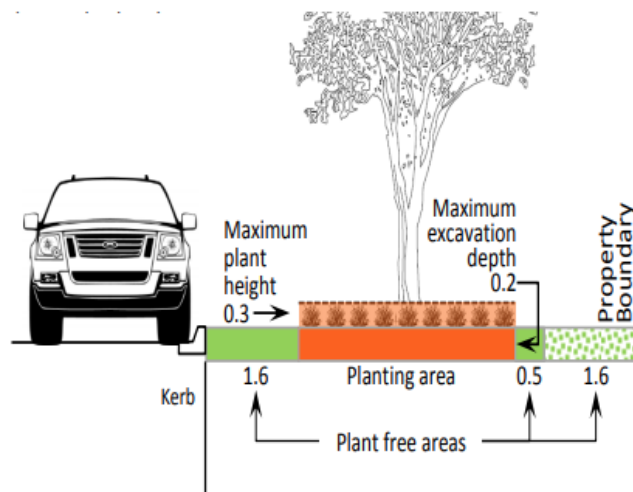
3 Acceptable Alternatives

Council encourages residents to landscape their nature strips to beautify the streetscape and to show pride in our neighbourhoods. A well-designed and maintained nature strip garden is a great way for the community to become more socially active and connected, environmentally sustainable and attractive.

Any approved landscaping must be maintained by the resident and must not hinder cars parking in the street, passengers exiting cars next to kerb or pedestrians. The development of nature strips must not cause harm to the natural or built environment.

Council will not support or approve the following treatments on nature strips:

- Any plants that are declared noxious weeds from the Agriculture Victoria list.

- Additional trees (specifically trees that do not match into the existing street 'theme').

3

- Synthetic Turf or equivalent synthetic materials.
- Hard surfaces (concrete, pavers, asphalt, etc.).
- Irrigation Systems - above ground.
- Raised beds, rocks, star pickets, timer stakes or other trip hazards.
- Compacted crushed rock to facilitate car parking.
- Plantings that obscure pedestrian or vehicle/cyclists sight lines.

4 Realities of Nature Strip Gardens

Before deciding to landscape your nature strip residents should understand:

Soil on public land may be contaminated- Chemical residues in soils are possible. A soil test is advised if there is any doubt of the soil's composition, especially if edible plants are to be planted.

Produce might be taken- The nature strip is public land and the adjacent owner has no right to the produce. Sharing should be expected.

Neighbours may complain- Gardens may attract complaints but the health and wellbeing, place-making, social connection benefits are considered to outweigh these when nature strip landscaping complies with the policy and these guidelines.

Gardens may be vandalised- It may be uncommon, but gardeners should acknowledge this is possible in a public space such as your nature strip.

Traffic can be dangerous- When gardening on the edge of the road, caution must be taken.

Underground Services- As can happen with grassed nature strips, if access to underground services is required the nature strip landscaping/garden will be dug up and may not be replaced with like for like treatment.

Hard Work and Maintenance is needed - When planting any garden, labour and knowledge are required to develop and maintain it. Be prepared to manage the responsibility.

5

5 Permit Application & Pre Application Checklist

A Road Reserve Works Permit is required to be submitted and approved by Council before any works can take place (penalties apply). The details of proposed works should be included in the application. The Road Reserve Works Permit and associated fee are available on Council's website.

Applying for a permit is important because it enables a review of the proposed works to ensure they are safe for you and the rest of the community. It also confirms, in writing, that you understand your obligations outlined in these Guidelines.

Checklist before you apply:

- **Dial Before-you-Dig:** Call 1100 or visit https://www.1100.com.au.
- **Public Safety:**
- plants must be within the planting zone to retain access.
- toxic plants and substances must not be used.
- thorny plants must not be used
- Visibility for pedestrians, cyclists and cars should be considered in your design, and retained at all times.
- **Maintenance:** Consider who will look after the garden and how will it the watering, pruning and harvesting be managed.
- **Appearance:** a well maintained garden kept within the planting zone is required.
- Have you consulted with adjacent neighbours about the proposed nature strip alterations?
- Do the proposed alterations create any new hazards for the public?
- Do the proposed alterations complement and enhance the streetscape character?

6

- Do the proposed alterations restrict access to utility services, garbage collection and are there adequate plant free zones for pedestrian access?
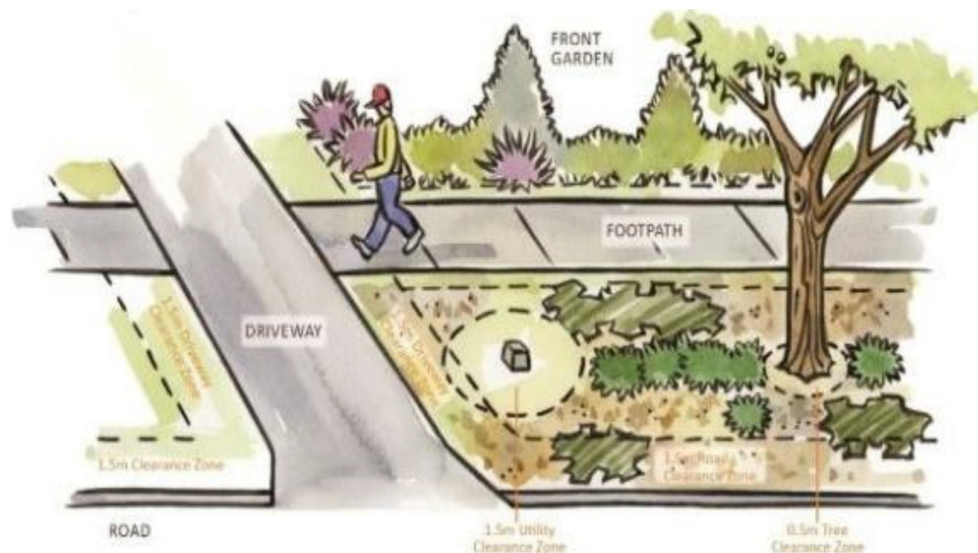
TERMS OF REFERENCE

WARRNAMBOOL HARBOUR REFERENCE GROUP	**Approval Date:**	01/01/202112/11/2018
	Review Date:	12/11/201901/01/2022
Responsible Officer: Director City Infrastructure	**Expiry Date:**	--

1. PURPOSE OF COMMITTEE

The Warrnambool Harbour Reference Group will provide feedback to Council and comment on issues related to the Operations, Development, Security, and Emergency Management of the Warrnambool Harbour.

2. OBJECTIVES OF COMMITTEE

The Warrnambool Harbour Reference Group will provide advice to Council on the following items:

- Policy and strategic development.
- Current issues or trends relating.
- Comment on applications for use and development.
- Specific projects or studies in relation to the Warrnambool Harbour.
- Harbour security and emergency management in relation to Warrnambool Harbour operations.
- Other matters as required by Council when listed in the meeting agenda.

3. MEMBERSHIP

Membership of the Warrnambool Harbour Reference Group will be determined based on the group's focus. Members will generally be selected based on their level of expertise or experience in an area of relevant interest.

The group will generally consist of the following members;

- Community (up to 3)
- Coastcare Landcare
- Warrnambool Offshore & Light Game Fishing Club
- Warrnambool Racehorse Trainers Association
- Warrnambool Surf Life Saving Club
- Warrnambool Tourism Association
- Warrnambool Volunteer Coast Guard
- Warrnambool Yacht Club
- Warrnambool Professional Fishermen's Association

- Eastern Maar Aboriginal Corporation
- Warrnambool City Council Councillors
- Warrnambool City Council Staff

An Officer appointed by Council as the Harbour Reporting Officer will act as the secretariat to the Harbour Reference Group.

Groups will be required to nominate and confirm representatives annually.

Community members will be required to be confirm commitment annually.

4.   APPOINTMENT OF CHAIR

4.

The Councils appointed representatives and delegates will chair the meetings.

Chairperson of the group will be elected at the first meeting each year.

5.   **MEETING TIME AND FREQUENCY**

The Warrnambool Harbour Reference Group will meet biannually at the Warrnambool Civic Centre.

6.   **AUTHORITY OF THE GROUP**

It is not intended that the Warrnambool Harbour Reference Group be required to form any consensus view, or vote on any recommendations. The purpose of the group is for individual members of the group to provide feedback to Council on issues as they arise.

It is possible and likely that the various members will provide differing viewpoints for consideration.

7.   **QUALITY RECORDS**

Quality Records shall be retained for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location
Meeting Minutes	Corporate Records	Permanent	ECM/Infrastructure services/Port of Warrnambool/ Port of Warrnambool General

Commented [TH1]: Invitation has been sent to Eastern Maar. The was actioned following the last version of the ToR. No response received to my knowledge.

CCTV SYSTEMS STEERING COMMITTEE

TERMS OF REFERENCE

1. Establishment of Committee

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

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

2. Purpose of Committee

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

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

3. Authority and Compliance

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

4. Membership

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

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

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

5. Support to the Committee

Administrative responsibility and support for the Committee is assigned to the Manager City Amenity, being the Responsible Officer. This function includes providing:
- information and any necessary training for members in relation to their responsibilities under the Terms of Reference;
- preparation of meeting agendas and minutes;
- advice in respect to matters before the Committee; and
- secretarial and logistical support to the Committee

6. Meeting Proceedings

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

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

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

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

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

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

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

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

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

7. Records

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

The Residential Land Supply Report - 2020

To encourage and accommodate a growing population Warrnambool requires a large supply of land suitable for residential development

The availability of land supply also has an influence on house and land prices.

Having a long-term supply of land available for residential development helps make a city a more attractive place in which to invest in a home. The Warrnambool City-Wide Housing Strategy 2013 identified that 225 dwellings were needed annually to 2031 to meet projected population growth.

In 2018, this figure was amended to 245 dwellings per year to 2031 based on revised population growth and household size by demographic research company, .id.

Note, data informing this report is taken for the period 1 January 2019 to 31 December 2019.

How long will the current supply last?

2.5 years of infill lots

20.7 years of zoned residential land

How many residential lots are there?

4390 zoned broad hectare lots – 77 per cent of supply

1311 infill lots

12 Estimated houses per hectare

Population forecast

35,181 (ABS ERP 2019) Now

43,304 2031

8123 Increase

245 Dwellings needed each year

5701 Total residential lots available

23.2 years Total years supply
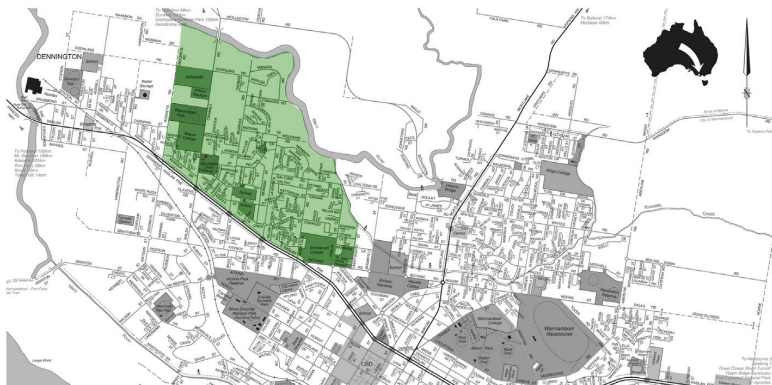
Location of housing land by suburb
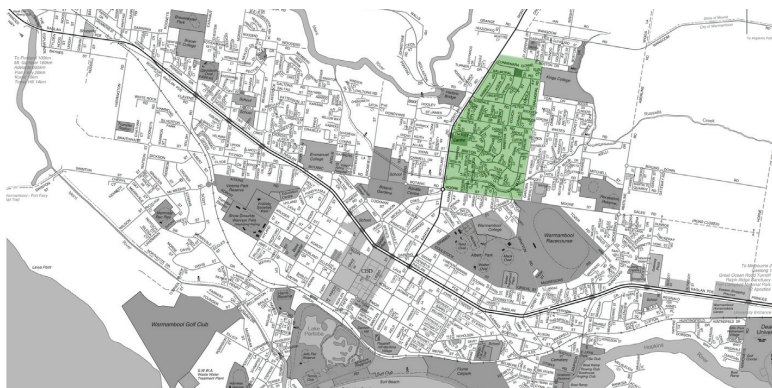
Central Warrnambool
Residential lots: **17**
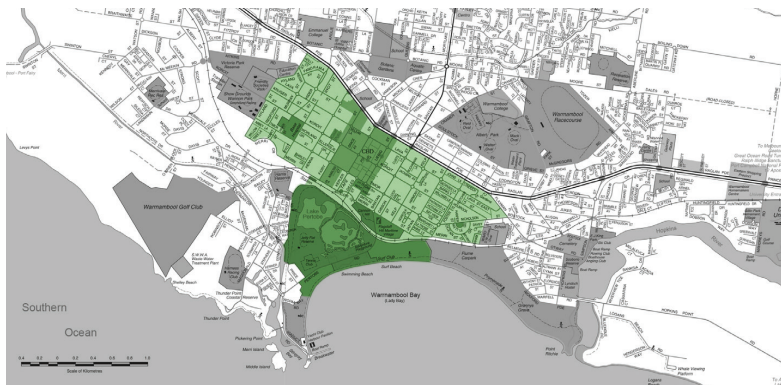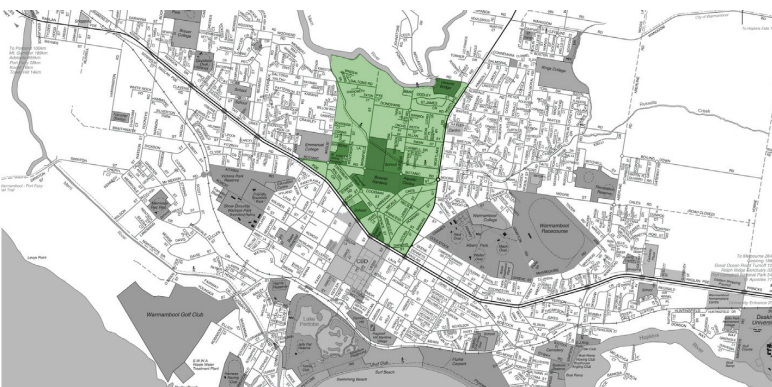

West Warrnambool
Residential lots: **72**

North Warrnambool
Residential lots: **1**
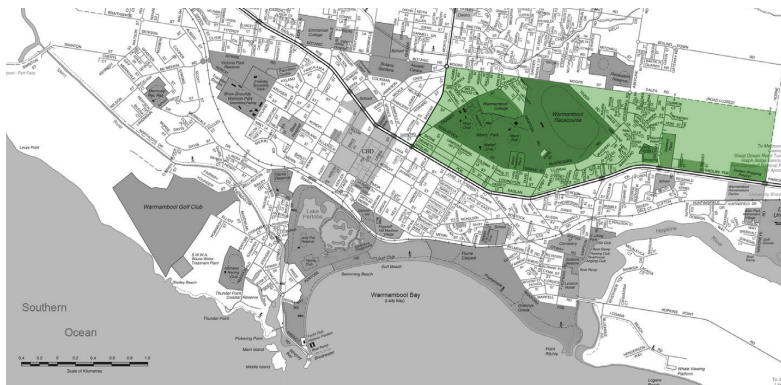

Warrnambool –
Botanic precinct
Residential lots: **34**

Location of housing land by suburb
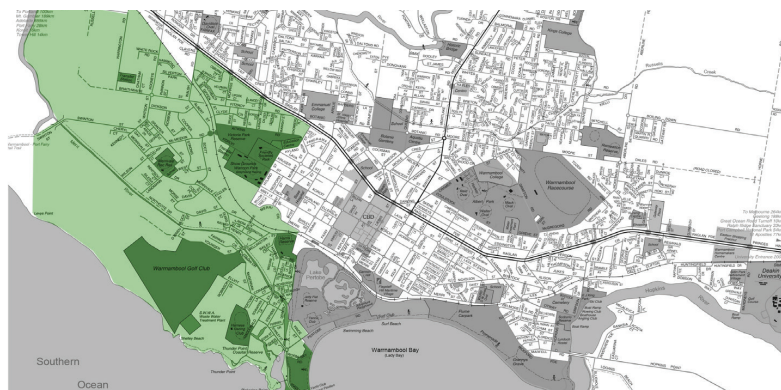
East Warrnambool

Residential lots: **101**
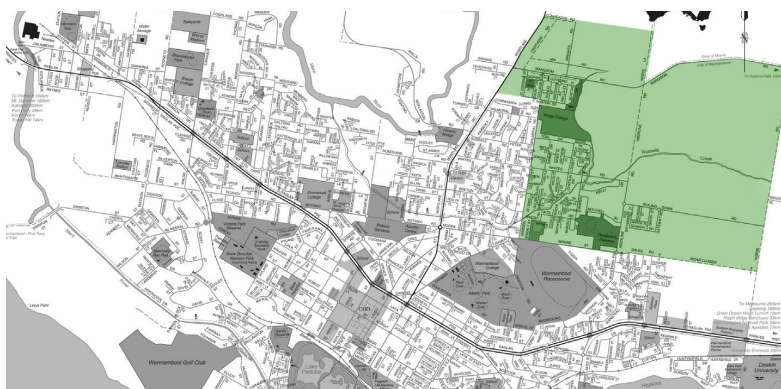

South-east Warrnambool

Residential lots: **979**

South Warrnambool and Merrivale
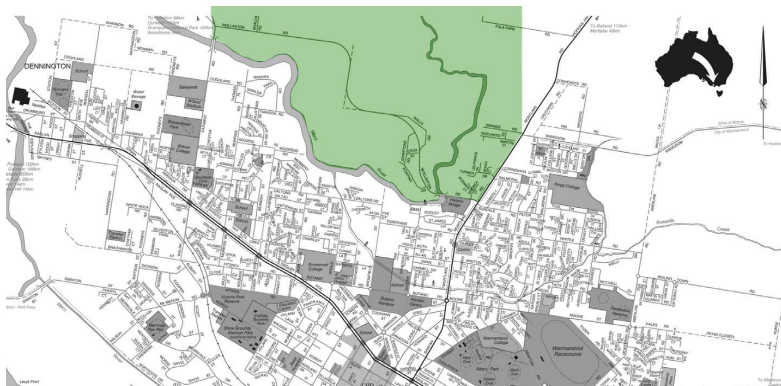
Residential lots: **277**

North-east Warrnambool

Residential lots: **796**

www.warrnambool.vic.gov.au | Connect to Council

Location of housing land by suburb

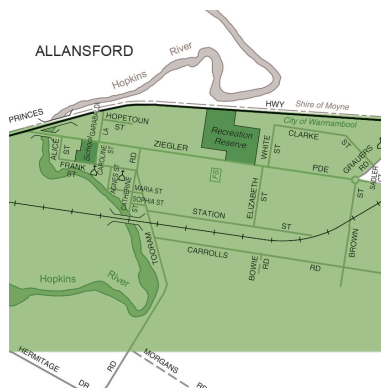## Warrnambool North Merri

Residential lots: **2286**

Dennington

Residential lots: **1261**

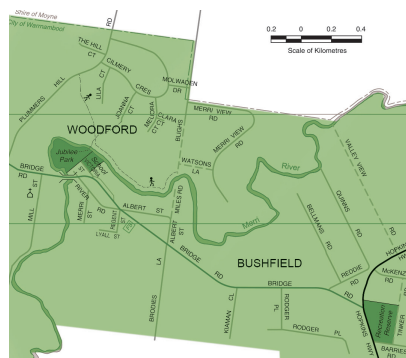## Allansford

Residential lots: **19**

Bushfield-Woodford

Residential lots: **84**

www.warrnambool.vic.gov.au | Connect to Council

WARRNAMBOOL REGIONAL AIRPORT REFERENCE GROUP (WRARG) MINUTES			
Date:	Monday 14th December 2020.	Time: 11.00 am.	Location: Via Zoom.
Meeting Objective:	Discussion & Advise on Airport Operations and Development, Security, and Emergency Management.		
Attendees:	Stephen Lucas (Chairman) Cr Max Taylor (Warrnambool City) Cr Jim Doukas (Moyne Shire) John Stuart, Errol Stewart, Janelle Martin.		
WCC Staff in attendance:	David Leahy (Director City Infrastructure) Paula Gardiner (Acting Manager Facilities & Projects) Terry O'Sullivan (Airport Reporting Officer, ARO)		
For Information:	Shane Robe, Anthony Dowd (ARO's)		
Apologies:	Chris Daffy, Ken Veal, Troy Bentley.		

No	Discussion	Who	Action	
1.	**Welcome & Apologies.**	Chair.		
2.	**Declaration of conflict of interest.**	All.	Stephen Lucas – Hangar Owner/Aero Club Errol Stewart – Hangar Owner/Aero Club. John Stuart – Hangar Owner. Janelle Martin – Warrnambool Aviation.	
3.	**Confirmation of minutes of Meeting 7st September 2020.** Minutes tabled at Executive Management Team Meeting 15th September, Council briefing session 30th November, and Council Meeting of 7th December 2020.	All.	**Moved: John Stuart. Seconded: Errol Stewart. Carried.**	
4.	**Director City Infrastructure.**		Paula Gardiner introduced and welcomed David Leahy.	
4.	**Business arising from the Minutes.**	All.	Nil.	
5.	**Terms of Reference, TOR.** Attached for information.		Group advised that they can provide comment, advise, concerns, collective points of view, etc, to Council through the Meeting Minutes.	

			Minutes are presented to Council for their information. It is not a function of this Group to provide specific recommendations to Council.
6.	**CASA, 2020 Manual of Standards, MOS, for Airports, Certification.** The new regulations came into force 13th August 2020. Application for Certification, Airport Manual, and any grandfathering clauses must be submitted to CASA by the 13th May 2022. CASA then have 6 months to review the Airport Manual and associated documentation prior to issuing Certificate.	Terry O'Sullivan.	In reviewing the Operations Manual it is extremely important that it includes grandfathering provisions for, but not limited to: • 150-metre runway strip for Runway 13/31. • Taxiways A, B, & C. • OLS 3.33% Approach, Inner Edge150 metres. • PAPI height. • Runway end safety areas, RESA. In light of the New MOS it may be an opportune time to review the Airport Development Plan in conjunction with the above process. A good example in relation to the above is having a concept plan for the proposed construction of 7,300 m² additional Apron area and upgrade eastern taxiway off Runway 31 to Code C to improve Aircraft flow and increase parking area that aligns with the new MOS. Information noted by Group and fully supported. A site inspection of the Airport to be arranged for David Leahy and Cr Max Taylor familiarise them on existing conditions and discuss future development.

7.	**Fees and Charges.** The Airport Fees and Charges Review, undertaken by Lower Capitol, was circulated to the Group, 11th September 2020, for their consideration and comment.	All.	Much discussion on this topic and the review provided by Lower Capitol. Query if other like Airports were benchmarked as part of review? Group advised that this was taken into consideration in the Review. Also query if Council was intending to impose a passenger tax on Off Shore Operations. Group advised currently no plan for a tax. Council welcomes input from the Group on Fees and Charges and will engage and continue with a consultative process with the Group. Suggested a small group get together to discuss fee structure further inclusive of the recently introduced Maintenance Fee, which was introduced without any proper/due consultation.	
8.	**Windfarm Developments.** The proponent for the Willatook and Hexham Wind Farms continues to lobby ARO for approval to raise the MSA for the RNAV-GNS approach for Runway 13. The Warrnambool Standard ran an article of 3rd December advising that construction of the Hawkesdale Wind Farm is due to start 2021 after it first received a Planning Permit 12 years ago.		Council's position is that no change to the MSA occur to protect the Airport now and in the future.	
9.	**Regional Airports Funding Program.** Grant Opportunity Guidelines.	Terry O'Sullivan.	Council Officers have investigated a number of potential projects and after considerable	

	To be eligible our activities must directly relate to the project and can include:
	
	▪ works to improve all weather capability of the aerodrome and aircraft safety including:
	
	   ▪ sealing and/or re-sealing and/or re-sheeting of aircraft pavements
	   ▪ extending or strengthening a runway, taxiway parking bays and/or related areas
	   ▪ repair, restoration and/or reconstruction of the airstrip, taxiway and/or apron, and
	   ▪ airside drainage works.
	
	▪ works to enhance aerodrome safety for aircraft operations including:
	
	   ▪ installation or restoration of animal fencing
	   ▪ provision of navigational aids and safety equipment
	   ▪ works to reduce safety hazards at an aerodrome, and
	   ▪ provision of safety related operational and/or training manuals and training for key operational personnel.
	
	Works up to the value of $300K (where the project cost is equal to or less than $300K in total - GST inclusive) is 100% funding. In excess of works greater than $300K is on a 50/50% basis.
			deliberation have decided to submit an application to Spray seal the gravel Runway 04/22 and mark as per the Manual of Standards 2020.	

10.	**TAF Review September 2020.** The Bureau of Meteorology works to provide high quality and responsive aviation meteorological services. Part of this commitment involves the regular review of our products and services to ensure we are meeting the changing needs of the Australian and international aviation industry. The Bureau has committed to conducting regular reviews of the locations and category of Aerodrome Forecast (TAF) services (TAF Review) that are funded by the industry levy - the	For information.	Outcome of review is no change to Warrnambool.	

	Meteorological Services Charge (MSC). The purpose of a TAF Review is to adjust the service coverage in response to changes in flight activity, passenger volumes and as new aerodromes are established. The objective is to provide TAF services that enable the aviation industry to operate safely and economically.			
11.	**Transport Security Program, TSP.** Department of Home Affairs intention is to deregulate Airports that do not meet the minimum threshold for a TSP being having fewer than 15,000 annual departing pax, and are not serviced by RPT transport, or open charter, with seating capacity of more than 40 seats. Please find attached, by way of service, notice NTC-19810 that revokes the declaration of your airport as a security controlled airport with effect 6 November 2020. While your airport is no longer security controlled you are still required to report aviation security incidents to transport.security@homeaffairs.gov.au. You may be required to provide security information to the Department upon request and allow Aviation Security Inspectors to periodically inspect your airport.		Your airport's responsibilities to comply with other aviation-related legislation is unchanged. This includes responsibilities administered by the Civil Aviation Safety Authority and the Department of Infrastructure, Transport, Regional Development and Communications. Thank you for your cooperation and participation as a security-controlled airport and for your ongoing contribution to aviation-security.	
12.	**CFA Air Base.** Base is all set up in readiness for the coming fire season. Thanks to the Aero Club and owner of Hangar 25 for allowing use off their facilities for the CFA Volunteers whom operate the Base.	Terry O'Sullivan.	Noted by Group.	

13.	**Hangar 16.** This matter is being managed by Council, with agreement reached to remove the hanger by end of February 2021.		Noted by Group.	
14.	**Regular Passenger Transport, RPT, Service.** Nothing further to report since last Meeting.		Noted by Group.	
15.	**Obstacle Limitation Surfaces, OLS.** Discussion held with the property owner at the western end of the Airport, 1st October 2020, seeking permission to prune Eucalypt plantation that is infringing the take off surface for Runway 31. Owner has agreed to some selected pruning of trees. Selected tree trimming, cypress hedge and Eucalypt plantations on approach to Runway 31 undertaken 30th November to 2nd December	Terry O'Sullivan.	Requires ongoing monitoring and consultation with neighbouring property owners. The 2021 OLS Survey to include survey data for proposed extension of Runway 13 to the west (100, 200, & 300 metres) to identify if any fixed obstacles exist in the approach surface.	
16.	**Fundraising for Aero Club redevelopment.** Aero Club forwarded memorandum of understanding, 23rd September 2020, for the cutting and baling grass around the Airport.		Works completed early December.	
17.	**On/Off Shore operations.** Off Shore Operations for the Thylacine Gas Rig continue.		It is anticipated that operations in this space will ramp up 2021.	
18.	**Non-Aviation Activities.** **18.1. Driver Training.** Request received from Deakin University regarding the possibility of using the Airport for Driver Training. The taxiways in the Aviation Park are suitable for this activity.		Approval provided. Hire fee applies.	

	18.2. HSV Club Victoria. Contact has been made with Council about the possibility of using the Airport for Motor Sport Activity. Participants would travel from all parts of Victoria for an event and would require accommodation, meals, fuel, etc. **18.4. Drag Race Events.**		No approval to date. May be an opportunity to combine with Drag Race Event/s. Nil to report.
19.	**Australian Airports Association (AAA)** Meetings and Workshops are via teleconference, webinar, and Zoom.		2021 AAA Calendar of Events to be included in Agenda for next Meeting.
20.	**General Business.**	All.	Nil.
21.	**21.1 Next Meeting.** Monday 1st March 2021. **21.2 Close of Meeting. 11.45 am**	Chair.	

Informal Meeting of Council Record

Name of Committee or Group (if applicable):	Informal Meeting of Council (Councillor Briefing)	
Date of Meeting:	14 December 2020	
Time Meeting Commenced:	4.00pm	
Councillors in Attendance:	Cr. V. Jellie AM, Mayor/Chairperson Cr. O. Akoch Cr. D. Arnott Cr. B. Blain Cr. A. Paspaliaris Cr. M. Taylor Cr. R. Ziegeler	
Council Officers in Attendance:	Vikki King, Acting Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth David Leahy, Director City Infrastructure Luke Coughlan Manager Infrastructure Services Julie Anderson, Manager Governance, Property & Projects Alison Kemp, Manager Recreation & Culture Kyme Rowe, Service Manager Leisure Paul Pinkerton, Service Manager Flagstaff Hill	
Apologies	Nil	
Matters Considered:	• Councillor Code of Conduct • Governance Rules • Nestles Cricket Club - Reid Oval • Flagstaff Hill • Edwards Bridge Renewal	
Other Matters Considered	Recycling	
Councillor Conflicts of interest Disclosures:		
Councillor's Name	Type of Interest	Item
Meeting close time:	7.30pm	
Record Completed by:	Peter Utri Director Corporate Strategies	

Informal Meeting of Council Record

Name of Committee or Group (if applicable):	Informal Meeting of Council (Councillor Briefing)
Date of Meeting:	18 January 2021
Time Meeting Commenced:	3.00pm
Councillors in Attendance:	Cr. V. Jellie AM, Mayor/Chairperson Cr. O. Akoch Cr. D. Arnott Cr. B. Blain Cr. A. Paspaliaris Cr. M. Taylor Cr. R. Ziegeler
Council Officers in Attendance:	Vikki King, Acting Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth David Leahy Director City Infrastructure Julie Anderson, Manager Governance, Property & Projects
Apologies	Nil
Matters Considered:	• Councillor Code of Conduct • Governance Rules • Eastern Maar • Council property 34 Koroit Street
Other Matters Considered	• Adherence to Bin Pick up times • Customer request system review

Councillor Conflicts of interest Disclosures:		
Councillor's Name	**Type of Interest**	**Item**

Meeting close time:	5.55pm	
Record Completed by:	Peter Utri Director Corporate Strategies	

Informal Meeting of Council Record

Name of Committee or Group (if applicable):	Informal Meeting of Council (Councillor Briefing)
Date of Meeting:	25 January 2021
Time Meeting Commenced:	3.00pm
Councillors in Attendance:	Cr. V. Jellie AM, Mayor/Chairperson left 3:20pm returned 4:20pm Cr. O. Akoch Cr. D. Arnott Cr. B. Blain Cr. A. Paspaliaris Cr. M. Taylor Cr. R. Ziegeler Acting chair 3:20pm -4:20pm
Council Officers in Attendance:	Vikki King, Acting Chief Executive Officer Peter Utri, Director Corporate Strategies Andrew Paton, Director City Growth David Leahy, Director City Infrastructure Wendy McGorm, Acting Manager Finance Glenn Reddick, Manager City Amenity Richard Stone, Manager Capacity Access & Inclusion
Apologies	Nil
Matters Considered:	• December Finance Report • Community Engagement Policy 2021 • Open Space Asset Management Plan • Buildings Asset Management Plan • Street Tree Planting and Management Policy & Guidelines Review Post Consultation • Nature Strip Landscaping Policy and Guidelines Review Post Consultation • Appointments to City Infrastructure Advisory Committees & External Bodies • Municipal Emergency Management Plan • Fourth Bin - Rationale and Background • Airport Reference Group Meeting Minutes • Land Supply Audit • Port of Warrnambool Operations & Project • Council Plan & Budget Process • Meals on Wheels Tender
Other Matters Considered	• Differential rating options • Waste Charge Review • Senior Citizens club concerns • Surf Club considerations • Permit breaches for outdoor dining permits • Reuse of FOGO for Council horticulture activities • Hard Rubbish collection consideration

Councillor Conflicts of interest Disclosures:		
Councillor's Name	**Type of Interest**	**Item**
Meeting close time:	6.40pm	
Record Completed by:	Peter Utri Director Corporate Strategies	